

*An analysis on Renaults Consumer
Satisfaction trough its Post-Sale service on the
Colombian industry.*

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An analysis on Renault, how they managed to build brand loyalty and consumer satisfaction through post sale service, on the Colombian industry.

1. Introduction:

“Many organizations realize that it costs less to keep a customer than to attract a new one. In an era of decreasing population growth, there are simply not enough new customers to satisfy the demands for growth required by firms interested in long-term shareholder value. One alternative is to enlarge market share by cutting price. Another approach is by expensive promotional campaigns or product line extensions. A more profitable approach may be to develop strategies that focus on achieving: customer loyalty, both among existing customers and in new markets.”

(Bloemer, José and Lemmink, Jos, 1992)

Post sale service is one of the most important tools that brands use to produce profitability as it's a key to build up brand loyalty on their customers in addition to create continuous development for themselves and to enhance long-lasting effect over time.

“The automotive after-sales service is 54% more profitable than selling cars, so car manufacturers identify him as one of the main sources of business, according to a Deloitte study on the automotive worldwide sector. The major car companies base their reputation as a brand and its models on their experience in managing post-sales operations, as a service that fosters loyalty and customer loyalty.” (deloitte, 2008)

Therefore brands on the automobile industry are constant developers of post sale service matters as it's their ensuring factor to attract and maintain customers. When developing this feature brands on this industry search its own excellence and development to take advantages over other competitors in order to establish points of differentiation were features or characteristics make them leaders on consumer's minds and perceptions, obtaining consumer satisfaction towards the brand and the service given. Consequently if the satisfaction fulfills the expectancies a brand loyalty will be obtained.

Even though obtaining consumer satisfaction and brand loyalty requires tones of work for a brand as the customers always demands more attention, services, and constant contact in order to be satisfied. One main subject to achieve this goal is by having an excellent post sale service quality offer by the brand on its service, workshops and dealers.

This is how this expedition begins, by understating what factors of post sale service fulfill consumer's satisfaction towards a brand to accomplish brand loyalty from their clients. By analyzing these aspects on Renault, a brand with huge experience over the automobile industry with presence in almost every country in the world, therefore the investigation will be focused on one of the countries that the brand has a strong presence, such as Colombia.

Is really important to understand Renault and its point of view towards its presence in foreign countries because each country has a different culture and different economic situation in order to adapt their policies, therefore the way on which post sale service policies are applied on the Colombian automobile industry will be analyzed and observed, to find out what aspects are measured and developed to obtain consumer satisfaction or dissatisfaction towards the services given by the brand.

2. Background

2.1. Automobile industry

The automobile industry over the last years has passed through one of the toughest times in history as the economic crisis brought the decline of many big brands almost to bankruptcy, as they faced repercussions from the mortgage and financial crisis in America, as illiquidity affected consumers all around the world consequently other indirect phenomena's as the stock markets and consumerism in massive terms.

The automobile industry crisis was part of the global financial recession. The crisis affected European, American, Asian automobile manufacturers and all their factories on their respective locations, but first and foremost felt in the Americas economy.

The industry was destabilized by the increase on fuel prices linked to the discouraged on purchasing vehicles with high fuel consumption such as SUVs, pickup trucks, jeeps and 4x4 vehicles as it requires an important investment for their use. Therefore sales began to decrease, popularity rates as well and industry to get affected up to point in which the American "Main Three" producers, General Motors, Ford, and Chrysler where on a complicated situation as most of their portfolio managed this range of vehicles, consequently they had to arrange it in order to adapt to the circumstances they were facing.

The problems didn't stop up till this point, the lack of credit and illiquidity made production much difficult to follow its path, as the prices of raw materials increased proportionally therefore production costs increased and the units produced had to be reduced in considerable digits.

All car companies around the globe faced the consequences of all these problems and had to change or adapt to a new circumstance the world was facing and started implementing marketing strategies to attract unmotivated consumers. The major manufacturers offered important discounts on their products, producers had to focus on other characteristics for their new target they had to be smaller, cheaper, more fuel-efficient or imported vehicles as consumers changed their car purchasing behavior to an economic circumstance.

Even though the situation didn't had a positive perspective outcome to arrive, the brands manage themselves to work for saving their business by adapting their companies to new markets strategies, prices, budgets and a restricted economy, in order to take the industry back where it used to be in a our global economy.

2.2 French Automobile Industry

The French car industry is a leading example on today's economy as they are top 3 automobile manufacturers in Europe as being leaders on the world's automobile market, with their two manufacturers main, Renault-Nissan which are ranked as the world's fourth manufacturer while PSA Peugeot-Citroen it's eighth. ¹

The industry itself represents, more than 70 million motor vehicles, including cars and commercial vehicles produced worldwide during a year , providing Europe with 22,9 million, Asia-Pacific with 21,4 , North America with 4,4 , Latin America with 2,4 and the rest of the world with 1,4 million vehicles, taking on important facts such as:

- 3 out of every 4 vehicles manufactured by the two French groups are sold outside France
- 23% of all vehicles sold in all the European Community are French,
- 10% of the working population work directly or indirectly for the automobile industry
- Not leaving aside their brands stands for history and experience all over the world.

Over the last years they've focused to forecast future vehicles by appealing on their research and development of other fuel alternatives such as electric cars battery electric vehicles, hydrogen cars, bio fuels, and various alternative fuels. But as crisis came along they had to adapt to new trends in order to fight hard circumstances the world and their country were facing along with producing economic and small cars.

¹ <http://www.renault.com/en/groupe/marques-du-groupe/pages/renault.aspx>

2.3 Renaults history and numbers.



One leading manufacturer with presence in many scenarios on the automobile industry, is Renault, they are a French brand that has a long path since its foundation by Louis Renault and his two brothers in 1898 and has participation on the French automobile industry as in many others due to their trajectory.

The brand adopted mass production since techniques 1905. Its Production increased as time passed; more types and versions with different engines appeared, they start introducing themselves on various exhibitions. Beside private cars they started to produce taxis, Lorries, buses, 4x4 vehicles, vans, trucks, farm tractors, ships, engines, motor units, railcars and, of course, aero plane engine. World War I and WWII changed the course of the brand, the first one did accelerate its production as many cars were bought by the French army even though the second change its complete production as the factory was destroyed and Louis Renault died during this period.

After the war the governments took control of the factory and continue the projects all ready started as well they continue developing new models such as the 4CV and the Renault 16 which made great impacts on the European industry but the brand decided to limit its production just on automobiles. As time passed Renault kept growing and adapting its business to new models, new circumstances as well as competing on rallies, formula one and other races.

Until the privatization of the company in July 1996, the brand changed completely its management and perspective towards the future. Renault could develop the brand without having restriction by the government, taking advantage of its freedom, the company continued to innovate and renew its range of vehicles including Mégane and Laguna. Changes were constantly done and the Alliance with Nissan came along which consolidated the structure of the company and helped developing new synergies for it, as the acquisition of Samsung Motors and Dacia Renault to accelerated its international expansion.



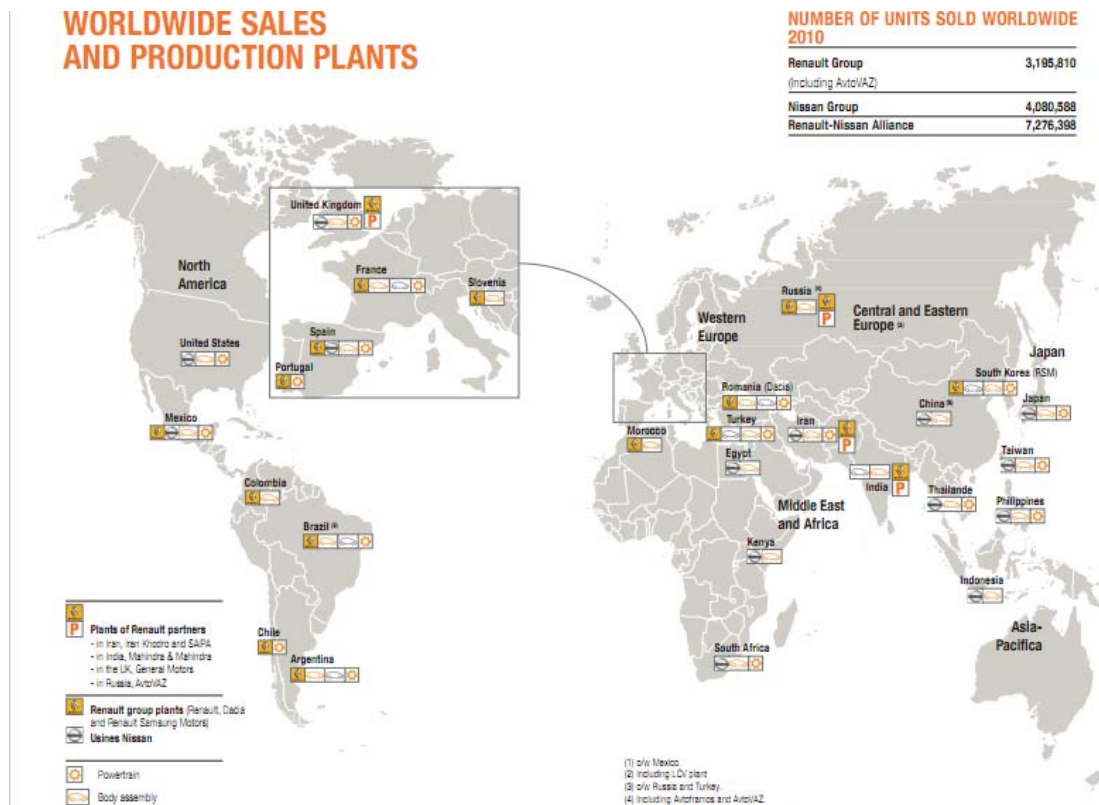
Key numbers:

- 2,115,600 vehicles sold, more than 80% of the group's total sales
- The leading automobile brand in France (23.9% of the market in volume), in Portugal (12.3%) and in Slovenia (18%)
- Renault is now present in 118 countries
- Group sales worldwide: 3,195,810 vehicles (year 2010)
- A commercial network made of 18,000 sites
- 37% of the group sales are made outside Western Europe (2010)
- 1,250,000 Logan sold worldwide since launch in 2004 (end of 2009)
- Revenues for the year 2010: €38,971 million (car sales and financing)
- A workforce of 122,615 employees (as of December 31,2010)
- 100% of Renault industrial sites are now ISO 14001 certified
- 7,276,398 vehicles sold worldwide by Renault and Nissan in 2010
- The leading brand in Europe in the light commercial vehicle market for the last 13 years²

² <http://www.renault.com/en/groupe/marques-du-groupe/pages/renault.aspx>

Now a day's Renault continues developing new models as on manufacturing future automobiles with new trends as electric, solar and gas cars. But since the economic crisis in 2008 they've been focusing on better customer relationship management as on a better customer satisfaction towards the brand.

Its presence around the globe:



3

2.4 Colombian Automobile Industry

On the other hand, a smaller but relevant automobile industry was facing the economic crisis as well; Colombia's industry has a long path of experiencing the market and dealing with customers. Most of their automobiles are European or American manufactured even though all of them are not imported; some are ensemble in the country and have considerable production scales.

³ <http://www.renault.com/en/Lists/ArchivesDocuments/Renault%20-%20Atlas%20-%20en%20-%20march11.pdf>

Colombia has become an attractive industry to invest and ideal for setting a platform for manufacturing and assembly of cars, trucks, buses and spare parts supply for the domestic and regional market. The industry has relevant factors as they represent 6,2% of the GDP of Colombia, they employ around 2,5% of the whole population, has been on the market over 60 years of assembling experience and its positioned as the 5th automobile manufacturer on Latin-American countries. Over the last years the industry has presented a growth over 11% on their production, 27% on their exportations, 48 % on their importations and 15 % on consumption due to an increase of the whole industry up to 2 million units of production. Showing up a substantial increase on their demand as consequence of a better economic stability in the country.

2.5 Renault in Colombia

Renault has become one of the most important players in the Colombian automobile industry since its foundation in “1969 when the government selected “The National Regie des Usines Renault of France”, for the formation of a car assembly company in Colombia. Consequently, establishing the Automotive manufacturing company SA, SOFASA, with the aim of assembling vehicles of the brand and encourage the development of automobile and parts in this industry.”⁴

Since its foundation in 1970, SOFASA has manufactured and marketed more than 670.000 automobiles from Renault and Toyota. They started launching the Renault 4 and its industrial operation with it and manufacturing Renault 6 in the same year with its commercial version and its taxi version.

Since then they’ve manufactured other automobile production lines such as Renault 12, R16 and they started positioning themselves as the leading car manufacturers in the country with more than 25007 vehicles sold by the end of 1970. As time passed they continue assembling new models and new version of previous models, in order to maintain themselves on world’s automobile progress innovation and becoming the main automobile manufacturer of the country.

Their progress became that important that on year 1989 the government allowed SOFASA to assemble vehicles from Toyota Motor Corporation, starting with innovative models such as Land Cruiser and Toyota Hilux.

⁴ <http://www.sofasa.com.co/SOFASADIRECTORY/HistorySofr.html>

On the 90's SOFASA had massive productions from both brands assembling most of their models and importing fewer models than being produced in Colombia they had control of almost 55% of Colombian automobile industry but years passed and their situation changed and they had mayor competitors and had to adapt to other circumstances.

REGIONAL SALES, AMERICAS

TOTAL INDUSTRY VOLUMES, AMERICAS

Main markets	By number of registrations, cars + LCVs	
	2009	2010
Argentina	493,794	634,268
Brazil	3,007,593	3,329,471
Chile	172,044	285,500
Colombia	172,676	238,877
Mexico	752,581	818,937
Venezuela	105,000	107,774
TIV AMERICAS	5,144,825	5,926,878

RENAULT REGISTRATIONS AND MARKET SHARE

Main Renault markets	By volume and as a % of TIV, cars + LCVs			
	2009		2010	
	Registrations	Market share	Registrations	Market share
Argentina	81,019	12.4%	82,385	13.0%
Brazil	117,524	3.9%	160,297	4.8%
Chile	2,015	1.2%	2,247	0.8%
Colombia	27,720	16.1%	38,009	15.9%
Mexico	11,500	1.5%	18,046	2.2%
Venezuela	1,413	1.3%	1,001	0.9%
TOTAL RENAULT	225,127	4.4%	310,808	5.2%

RENAULT SAMSUNG MOTORS REGISTRATIONS AND MARKET SHARE

Main RSM market	By volume and as a % of TIV, cars + LCVs			
	2009		2010	
	Registrations	Market share	Registrations	Market share
Chile	2,822	1.6%	6,220	2.2%
TOTAL RSM	2,836	0.1%	6,220	0.1%

Renault Colombia over the last years represents the second country with the biggest number of sales in Latin America and the first on market share in the continent, therefore they need to offer to all Colombian customers a wide coverage in their network in order to cover the demand on the market, by having presence in all major cities of the country with 37 car dealers, 26 Renault minute service, 14 Renault minute body work and 9 authorized workshop service.

Now days they continue having an important market share in the Colombian automobile industry, as they are positioned on the second place on sales over the last year and with a 22, 4% market share of the whole automobile industry due to their assembles and imports, from their respective countries.

REPORTE DE VENTAS A PUBLICO COLOMBIA

Diciembre 2010

MODELOS	TOTAL ACUM		VARIACIÓN	PARTICIPACIÓN %	
	2.010	2.009	%	2.010	2.009
MTM AUTOS	TOTAL ACUM		VARIACIÓN	PARTICIPACION %	
MARCAS	2010	2009	%	2010	2009
Renault	35.413	26.469	33,8%	22,4%	21,6%
Toyota	1.362	971	40,3%	0,9%	0,8%
Chevrolet	59.394	48.738	21,9%	37,5%	39,8%
Mazda	8.410	7.632	10,2%	5,3%	6,2%
Hundai	18.625	17.686	5,3%	11,8%	14,4%
Ford	1.912	374	411,2%	1,2%	0,3%
VW	4.984	3.851	29,4%	3,2%	3,1%
Fiat	573	273	109,9%	0,4%	0,2%
Nissan	5.918	2.612	126,6%	3,7%	2,1%
BMW	1.045	1.221	-14,4%	0,7%	1,0%
Mercedes Benz	1.081	757	42,8%	0,7%	0,6%
Audi	763	410	86,1%	0,5%	0,3%
Peugeot	901	609	47,9%	0,6%	0,5%
Daihatsu	46	98	-53,1%	0,0%	0,1%
Honda	448	479	-6,5%	0,3%	0,4%
Kia	14.983	8.496	76,4%	9,5%	6,9%
Mitsubishi	144	68	111,8%	0,1%	0,1%
Subaru	168	163	3,1%	0,1%	0,1%
B&B	1	15	-93,3%	0,0%	0,0%
Changhe	6	70	-91,4%	0,0%	0,1%
Chery	456	232	96,6%	0,3%	0,2%
Hafei	8	24	-66,7%	0,0%	0,0%
Zotge	13	165	-92,1%	0,0%	0,1%
Jaguar	7	19	-63,2%	0,0%	0,0%
Citroen	342	136	151,5%	0,2%	0,1%
Volvo	117	97	20,6%	0,1%	0,1%
Minicooper	296	241	22,8%	0,2%	0,2%
Seat	292	198	47,5%	0,2%	0,2%
Skoda	390	250	56,0%	0,2%	0,2%
Lifan	82	196	-58,2%	0,1%	0,2%
Geely	25	0	0,0%	0,0%	0,0%
MTM AUTOS	158.205	122.550	29,1%	100,00%	100,00%

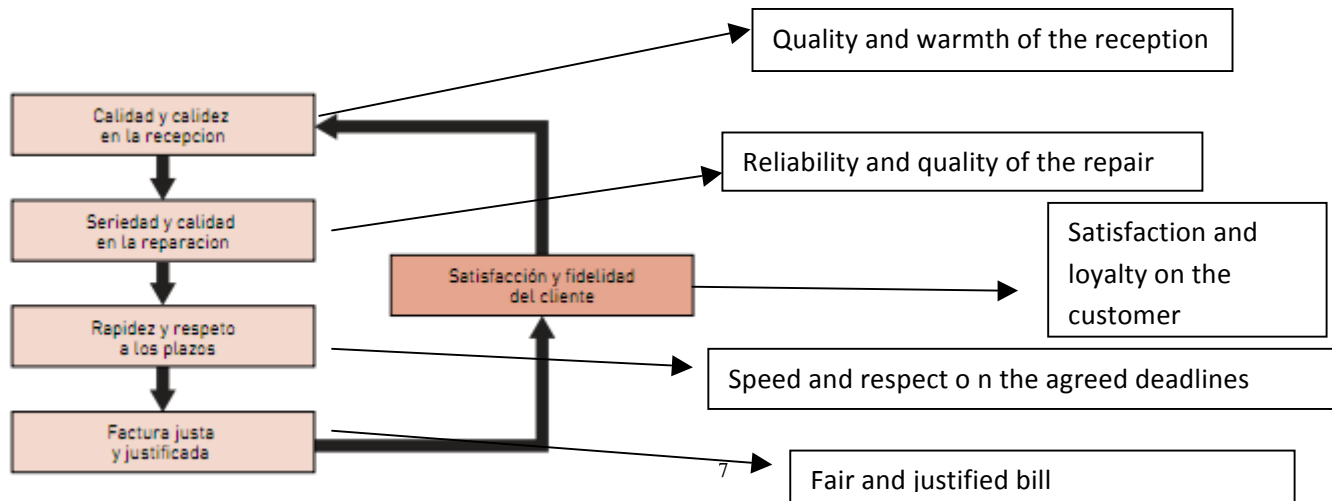
3. *Success of service in the workshop*

“Post-sales service process: The key work process between the dealers and customers is divided into seven elements: appointment; preparatory work; delivery/work order; repairs/maintenance; quality inspection/internal handover; delivery/payment, and telephone tracking. Each of the elements has standard work contents and requirements.”⁶

Every step requires lots of work to accomplish decent or excellent performance evaluation on post sale service matters when we refer to the process involved in automobile workshops.

⁵ Source: car dealer in Colombia, “Marcali” - Sofasa numbers

⁶ http://www.faw-vw.com/en/customer_care/post-sales_service.htm



Starting with the reception given on the entrance of all automobile workshops. It plays a crucial role on the development and progress of the dealer becoming the key developer on the communication between the workshop and the customer. Performance its as important when its given a clear commercial, technical and economic objectives as when giving a professional, polite and pleasant treatment to the customer.

“Within the repair shop operating organization, the reception is one of the most important areas, especially giving the competitive environment of the automobile after-sales service. Learning to offer and sell adequately the quality, price and service from the workshop is fundamental to acquire new customers and retain those the brands already have.” (Prad)

A proper reception gives a feeling of good service and quality perception on the consumer’s mind which becomes crucial when achieving future visits as on the recommendations to other customers, from the same client. Therefore developing a high-quality reception can fulfill customer satisfaction towards previous jobs, in addition to offering an aggregate value, like giving some additional services or drinks, therefore a constructive perception of the brand will be created on the consumers mind.

⁷ http://www.mapfre.com/documentacion/publico/i18n/catalogo_imagenes/grupo.cmd?path=1064410

The reception can be considered as the key instrument, which regulates the customer time and the time of the workshop, to proceed on its work. As they should have a plan with clear and detailed information, which has a proper coordination with the spare parts area, the workshop and the administration, in order to enable maximum information flow as possible. Thus, the reception may make decisions with confidence and assurance of success, reducing further numbers of errors.

Without leaving aside the importance of providing the adequate information for the service being demanded and the will of the workers to answer any future question.

Other crucial point to focus is the assessment done over the damages by the technicians, it's necessary to apply technical knowledge in order to establish the budget of the service that they client will pay in addition to the document were they will be reflected according to the technical and economic terms showed in the budget statement given to the final customer.

Renault provides two persons in charge in the moment of receiving the car, one that gives an assessment on the damages or needs of the product while the other observes the conditions of it in the delivery done by the customer to obtain the service. This procedure makes the client aware of the service quality he is going to receive and pay for, as it's a way of demonstrating the seriousness of the brand.

Therefore it will be a mistake to restrict a brand such as Renault to what is requested by the client, a silence attitudes or other vehicle anomalies client can ignore it. Then to avoid this situation, the receipt must be provided with sufficient resources in terms of diagnostic equipment and technical training of staff in order to tell the customer all the inconvenient observed in the vehicle, as their degree of importance along with the appropriate repair cost and delivery date.

The whole process of the car demanding work to be done on the workshop requires many factors to be taken on account in order to complete a satisfactory procedure on the work done therefore it's as important as the reception, is the monitoring and information given to the customer during the process of the vehicle in the workshop, in order to make the customer understand under what terms he will find himself after leaving his vehicle on the workshop and make him aware of how much time requires the work to be done.

From now on if the customer receives the adequate information and explanation of the work done to his vehicle on the workshop, he will feel confident towards the process handled by the brand as well if the deadlines agreed on the delivery of the service are accomplished.

Therefore a planning is needed to determine the adequate capacity of the workshops in order to avoid saturation in service being demanded as to stay away from customer dissatisfaction problems due to failures on the agreed deadlines established with the client. Although if the deadlines agreement are accomplished before the established period and a message is given communicating the news the customer will be completely satisfy for avoiding wait time without his vehicle.

As well the importance of explaining each final detail on the services done to the vehicle as reflecting this details in the bill, were the prices are the appropriate one for each service as for the spare parts change or fix if it was required due to the conditions of the automobile.

Proceeding on a clear and constant service will give enough benefits to the company to develop a system where the brand will obtain loyalty from their clients, Renault each day tries to develop better systems on how to handle a perfect services being effective and efficient on their work done in the maintenance, repairs and crushes of the vehicles.

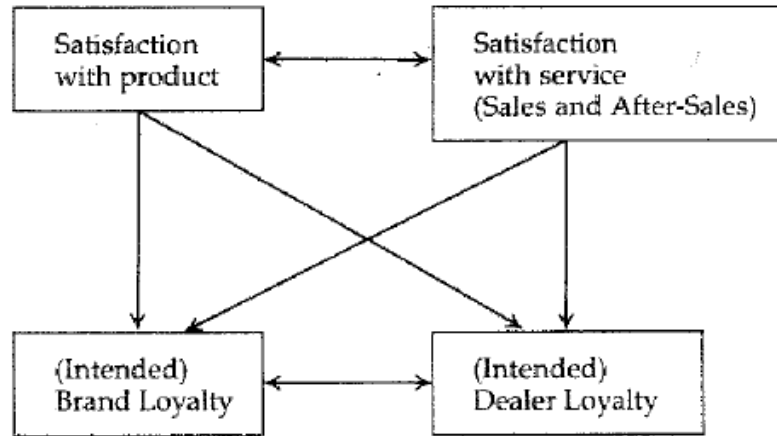


Figure 1. A simple model of satisfaction and brand and dealer loyalty.

(Lemmink, 1992)

Achieving loyalty is matter of time and experience with automobile customers as it requires good selling processes, satisfaction towards the product and the benefits the goods represent to the customer consequently a satisfaction with the services given by the brand after the sales process and the services given in each workshop will tend to form and construct loyalty from the customers towards the respective dealers along with a satisfaction with the brand itself.

4. Services offered by the brand in Colombia

Renault SOFASA offers a wide range of services in all his dealers and workshops in order to attend client automobile repairs, quality inspections, maintenance and additional demands.

One of the main services provided by Renault to their customers is Renault Minute which is focused on providing an enjoyable experience when performing maintenance on vehicles, Renault offers customer's multi-service centers Renault Minute, where a technical team provides a quick and efficient response to their needs. On this service you receive immediate attention without previous appointment, achieving minimum vehicle downtime, in order to facilitate a faster repair or maintenance of the vehicle by delivering in reduced times to Renault customers as consumers of any other brand requiring maintenance of their vehicle, which is primarily given for operations that do not require much time, such as: changing oil, filters, brakes review or brake pads replacement, tire maintenance, tire change, battery replacement, review and maintenance of air conditioning, mileage review, buffers change as well as the alignment and balancing of the vehicle.

According to this service provided by the brand helps understand why brands should maintain constant innovation on their service as they've been doing it with the new Renault Pits, which is a branch of the Renault minute service, which aims to provide a faster delivery performance, reducing it to just one hour maintenance program, for which it has a qualified labor given.



There is another important service that the brand provides to the customers it's called Renault Minute Bodywork, consists on providing short services that doesn't require long entrances of the vehicle to the workshop it basically offer: repair or replacement of windscreens, front lamps, stops, bumper, fenders, doors, bumper, fenders, hood, trunk tap and glass. These repair works require less time and can be done on just some minutes or hours.

These special offers given in almost every Renault workshops are crucial for dividing the amounts of work on a normal repair day in it , as hard and long maintenances can be left and a signed for mechanics with developed knowledge to work on, as short term services for others. But the matter is not just dividing the work its reducing time delivery for the customers to avoid huge waiting time and dissatisfaction towards the service and consequently with the brand. But as well it's a way of becoming more efficient and effective towards the service given to Renault clients.

Renault's SOFASA workshops offer all services related to incidental repairs, maintenances, collision repairs, 10,000 miles revision or maintenance and change of spoiled or broken automobile spare parts, in all the network of the country.

The coverage of Renault's network is big enough to provide service to all their customers all around the country and a special service treatment to those big customers of the brand which normally are important enterprises, that have special needs and the brand provides this type of vehicles therefore they could perform their core duties. These enterprises require specialized services from the brand mainly in their post sale process as maintenance of all the fleet bought to Renault are requested as to all normal customers after a period of time.

Renault SOFSA on post sale services does not limit itself to the work provided by the workshops of the brand in order to achieve loyalty and satisfaction towards the brand they should work on many other aspects as most car brands develop.

The warranty of an automobile is one of the main topics to rely on consumers trust towards a brand as it is one of the rights buyers of a vehicle should receive after the signing agreement of a sales contract. However, it is very common to find consumer dissatisfaction with the terms covered by the warranty.

As the contracts obligation is to provide protection to the customer, when certain events don't satisfy the quality standards of the vehicle, provided by the brand. Therefore the customer will avoid headaches by learning every aspect related to the warranty, which protects them from all those defects not attributable to the consumer and must provide technical assistance by the seller.

Renault Colombia offers warranty coverage over two years contract or 50,000 Km use for private vehicles sold by Renault dealers in the country as well another warranty is provided by one year in which all cars seen at a workshops of the authorized network of the brand have a warranty over repairs and replacement of spare parts installed. Excluding parts of normal wear and maintenance, SOFSA provides the warranty for the parts and the dealers for the labor done.⁸

Even though Renault aware its customers of taking their automobiles to the workshops of the brand every 10,000 Km for maintenance, repair damages or collisions in order to conserve and have a proper control of the vehicle.

It's crucial to give warranties of use of certain products that are measured by their performance as automobiles; it creates a trust from the customers to the quality of the products provided by the brand, consequently a brand satisfaction and loyalty will be obtained as the rate of purchase will increase. A clear example of this on the automobile industry is KIA Motors, they've manage to create a strategy over their warranty and with it increase their sales.

Providing additional services will always give differentiation from other competitors, here is when all the brands try to stand out from a common point of view and Renault will give them additional services for standard products being purchased from them.

Consequently in the event of a breakdown or accident which immobilizes the automobile, the customer can call Renault Assistance, who is responsible of sending a crane to move the customer's vehicle to a Renault workshop. Their phone assistance doesn't have any charge and is available 24 hours a day and 7 days a week.

They will take all Renault customers to the nearest workshop defined by the perception of Renault Assistance, according to the need of the vehicle without any additional charge for their service, only if the customer has a valid warranty of the vehicle. Even though if the customer chooses a workshop of he's preference, he shall assume the additional cost of the difference between the distance to the nearest selected by Renault Assistance and the one picked by the customer. As well to those Renault vehicles whose warranty period has ended and to vehicles

⁸ <http://www.sofasa.com.co/SERVICERENDIR/mantenimientodire.html>

from other brands, the transport cost to the workshops it's assumed by the client, according to the service tariffs.⁹

On the services provided by the automobile brands in this industry it's crucial to have assistance in case of immobilization of the vehicle as it is always necessary to cover all the demands customers due ask for and not limiting themselves to give alternatives in which they are not directly involved such as leaving the problem to insurance companies, for the transport of the customers vehicle to the nearest workshop.



Renault PRO + is another service different than their sales force available for the customer, which responds to a global concept specially developed by Renault all over the world, to provide solutions to the needs of business clients, both small and large fleets as for the independent commercial vehicle.

Renault PRO+ is offered to all professional strategically located dealers and specialized on commercializing vehicles. Were they have qualified teams of high trained and dedicated to commercial automobiles, vehicle display areas, machinery adapted to the maintenance of cars.¹⁰

Therefore to offer consultancy on developed clients, who request adaptation of the vehicles to their business needs without compromising the security of the automobiles, since the brand knows how to respond to these needs and to save time and money of those customers by offering their knowledge and work development.

⁹ <http://www.sofasa.com.co/SERVICERENDIR/Asistenciadire.html>

¹⁰ http://www.sofasa.com.co/SERVICERENDIR/pro_plus.html

This post sale service offers solutions to different types of costumers as to different types of consumer behaviors towards the purchasing product as each customer has its special requirements to be developed according to their necessity, therefore the service it's customized or personalized depending on the requirement demanded by each client and the brand provides solutions to satisfy them.



They adapt to certain businesses like:

- Transport people on: scholar buses, ambulances, and tourist companies.
- Transport goods: flowers, cloths and many other goods.

Renault's trajectory on their service and production numbers are amazing, when we come to observe their history, but the key of success trough time is not limiting to what has been done, its keep working on today's measurement factors on satisfaction among customers to develop better brand image and sales, as time passes by.

“According to the expectancy disconfirmation model, consumers form beliefs about products performance based on prior experience with the product and/or communications about the product that imply a certain level of quality. When something performs the way we thought it would, we may not think much about it. If, on the other hand, it fails to live up to expectations, negative affect may result. Furthermore, if performance happens to exceed our expectation, we are satisfied and pleased.” (Solomon, 2010)

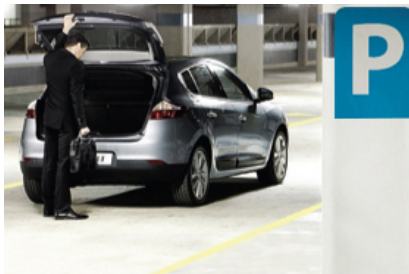
Renault has become a clear example of a leader, which exceeds expectations on customers in the Colombian industry, as they developed a plan for their customers and Renault vehicles owners were they give them a membership, which has certain privileges and benefits by being part of the “Renault Community.”

“Renault community” was created under the idea of constructing customer loyalty towards the brand by giving additional services, were the customer could feel identified and proud of owning a Renault vehicle.



This idea was developed under a strategy of constructing partnerships with many important brands in the country, that could provide Renault customers certain benefits and privileges were they feel the pleasures of owning their vehicle.

As these benefits provide comfort over daily life events related to their vehicle, like having access to certain parking lots over the city were Renault community memberships don't have to pay for its use during an established periods of time otherwise they have important percentage reductions for having their membership carnet. This partnership is strategically established over parking's owned by main parking enterprises in the country such as Parking International, Parking Lot and Park Elite as they have presence in places where there is a lot of mass movement therefore the membership makes life easier for Renault costumer on certain moments.¹¹



¹¹ <http://www.sofasa.com.co/Commdirec/parkinterDir.html>

Another important alliance obtained through this carnet is the possibility to have discounts and certain free washes over the car in a specialized car wash brand in the country called “Pronto Wash” here Renault owners can obtain special packages for their car wash were additional services are included in the package just by presenting their membership carnet.

Not leaving aside if the Renault customer wants a future change of automobile, with its membership of the Renault community he’s able to obtain a preferential rate up to 20 points below the normal rates offered by SOFASA credit as well with the maintenance, repair costs, transport assistance and other works done on Renaults workshops a discount will be given just by presenting its carnet association.

These types of services provided by SOFASA Renault helps creating a brand image were the customer feels that the brand gives them certain useful uses related to the development and utilization of the automobile therefore it’s crucial to inform the customer what type of services the membership provides them for the use of their vehicle as many times these types of services are ignored or forget by the customer and they could make easier its life.

Even though this membership gives other benefits not related to the automobile as there are partnerships with enterprises which give the customer discounts or special offers in purchases, restaurants, spectacles tickets, concert tickets, entertainment park tickets and other cultural or entertainment events. As well being a membership of this community helps accumulating airplane miles as they have a partnership with Colombia’s biggest airline “Avianca”, each time the customer presents their miles card along with its Renault community card he will be given additional number of miles to accumulate for future business or leisure voyages.

Maybe the partnerships SOFASA Colombia has with all of these enterprises require an agreement of double way benefits and they could afford buying automobiles for their enterprises at different rates or with special discounts for the workers of these companies as for their customers in special offers being promoted by them.

Renault Colombia acquires an aggregated value by investing over these additional services provided by the brand, although it requires huge amounts of cost to develop these benefits for the customers, it helps building a brand reputation impact over the clients mind as these differentiation aspects will always be reminded and associated with Renault. Therefore it's very important to exceed the expectations customers have towards a brand or service given in order to achieve satisfaction among them and probably accomplishing brand loyalty as well.

Another aspect to be taken on account is developing a good customer service is always crucial for achieving satisfaction among customers of a recognized brand, as this matter concerns on the event of providing services to clients before and after purchases along with it has become an integral part of organizations, to ensure value from the relationships obtained after the interaction between the common users or customers with the brand.

In order to provide all the customer services Renault has in Colombia, it's fundamental to understand their theory towards the customer support, as to observe their customer line and online attendance.

The brand has a major call center concerning all problems customers have with the brand, on its purchased products as on other services given to clients but as well each dealer should have its own, in order to avoid leaving all problems to the Renault SOFASA by itself .

With it they try to solve issues regarding sales, workshop services and any other post sale service being provided. The idea is to attend customer needs all days of the week and all months of the year, which is hard to accomplish as services regarding claims are just attended under labor hours.

While the idea of customer support should be developed under a pleasant and polite treatment to the customers in order to understand their issues or dissatisfaction matters as to make things easier for the brand by learning of its own mistakes, at the same time to customers for developing long-lasting relations with the brands services.

“Masters of service excellence understand that customers who have a great experience are more likely to continue to buy from their companies and more likely to recommend them to others. They also understand that even customers that complain can become brand advocates – if their complaint is resolved quickly and satisfactorily.” (Clark, 2008)

The idea of understating the customer is not just a matter of service is a continuous idea of managing and developing relations with brand customer’s trough time.

5.The importance of CRM and quality measurements in customer’s point of view

CRM becomes a major protagonist when we talk about post sale service on the automobile industry as “Customer relationship management (CRM) is a widely-implemented strategy for managing a company’s interactions with customers, clients and sales prospects. It involves using technology to organize, automate, and synchronize business processes—principally sales activities, but also those for marketing, customer service, and technical support. The overall goals are to find, attract, and win new clients, look after and retain those the company already has, entice former clients back into the fold, and reduce the costs of marketing and client service”

CRM turns out to be a very important topic to be covered in today’s relationships between companies and the customer as with the implementation of CRM system, the company must be able to anticipate to the customer’s wills and requirements. The system should become a mean to obtain information without reaching the level of irritating the customer. Therefore a response rate must be high, since users will not wait forever, and offering several options to allow the customer establishing contact with the company.

Achieving a form of relationship or contact with the client is a way of learning how the brand or company can fulfill the needs in relation to purchase; maintenance or other services being demanded by the customer. Consequently the company can increase its sales, revenue, margins, reduce costs of sales and marketing as to enhance customer satisfaction.

“The goal of strategic CRM (customer relationship management) is to shape the interactions between a company and its customers in a way that allows maximizing the life time value of customers for the company. This also reflects the philosophy that not all customers are created equal.” (Reinartz, 2006)

When automobile brands apply CRM systems in their companies becomes essential in the moment of searching on what type of customer they are appealing to buy their products under certain strategies. But these systems allow maximizing the life time value of clients for the brand and dealers as they develop a continuous work on post sale service matters, since the company needs to develop a data base of their clients in order to persuade them buying for a second time, as to offer their different services they provide on workshops, boutiques and assistances. This becomes a crucial factor to be developed in order to maintain their sales, margins, service, and to keep fighting for the market share on the industry as to improve the business reputation, which becomes a major point, when they are compared to other brands.

Renault Colombia pushes their different dealers to keep working as hard as they can on the CRM systems the brands provides as on the one the dealer already poses. They've worked on specific software that helps retaining customers, its name is "extranet", it's a database of every client the dealer had trough time with specific information. This system helps the seller keep track on the customer as it shows many ways of how they can offer different services, such s as offering a maintenance to the car when it has passed certain kilometers of use, constant workshop discounts on accessories according to special marketing offers done by the dealer which appeal to the customer profile already registered by the system as special discounts on accessories and different automobile lines on the costumer birthday, these are some of the facilities the software provides by showing the seller who they should call to provide the service.

But the core of the software is to inform all the areas of the dealer not just the sales department, on how to appeal for future consumption of the brand in every aspect as possible therefore all areas can coordinate themselves and create need for the customers, additional services and control dissatisfaction problems abroad to respective products of the cars.

The problem is not just focusing to apply CRM systems on automobile brands and dealers it's just pushing the people inside the enterprise to keep using the different ways to manage an excellent customer relationship management as normally they just keep thinking, how to make more sales and they forget how vital this become, as it's a way of developing other incomes for the company.

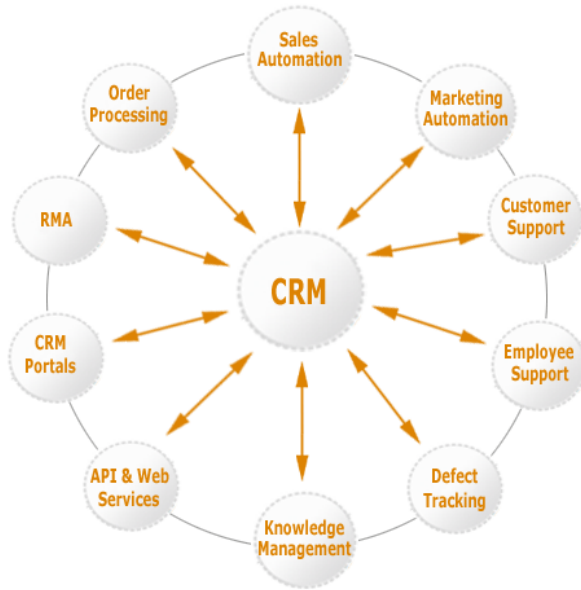
CRM is more than just software's or programs it is a complete concept on how to manage good relationship with people purchasing goods and services from the brand. It is the set of activities which form the knowhow and characteristics of a company as understanding and dealing with customers each day becomes their point of differentiation on the market as their customer will always be different from their competitors, therefore a philosophy is created behind this concept.

When achieving good relationship management with customers, is a result of good treatment given and good problem solving by the employees of the company to the customer although in environments with high customer problems on satisfaction like on the automobile industry are harder to deal and control and more on average customer profile brands where their point of differentiation is average price vehicles with excellent service, quality and guarantee over the products, on brands as Renault.

Renaults post sale service marketing plan for 2011 in the Colombian industry focus their CRM project on this characteristics: "Activities will be carried out according to each customer segment by communicating our products and services enabling the dealer network to create fidelity over existing customers and win market opportunities with customers who do not frequent the network."

This strategy can be very useful as it's a way to communicate pro active campaigns to promote the services and the products that the brand has to offer to all their customers and potential ones too.

Using their Kaizen strategy Renault applies a plan on continuous improvement of their service given in the mechanical workshop and car body to improve individual and overall productivity of the dealer along with the relationship between the customer and the brand. This prove how the brand fights each day with all the problems post sale service deals with and tries to apply the best decisions under the concept mentioned, to reduce dissatisfaction matters and gossips over the brand in the local industry.



CRM becomes one of the many tools Renault uses for achieving consumer satisfaction and brand loyalty among their customers, which turns out to be a daily task to work on its development.

When we come to analyze what factors are essential on obtaining quality standards in service we assume by first thoughts it's just the way on how the brand deals with their respective customer. Even though it's not just dealing with the customer itself, it depends on the core activity of the brand business and how they deal with them; however it aims to over exceed the expectations of the services provided to the clients of a brand name.

Regarding with an automobile brand as we've been analyzing trough the text is a matter of permanent services to be provided as the customer measures its treatment, its monitoring trough the different process he goes through, since he buys the automobile till he goes and repair it, as when he gives maintenance to the vehicle or when he receives additional services by the brand to satisfy its needs towards the product.

As time passes by and technology advances the automobile customers will become excessively demanding and strict with the launching of new products as with maintaining the brand style over them therefore the aspects of analysis to be taken on account on the post sale service matter always have to adapt to the new tendencies but without leaving a side what they've dealing over years with the measurements applied to the CRM techniques, to the involvement of the customer

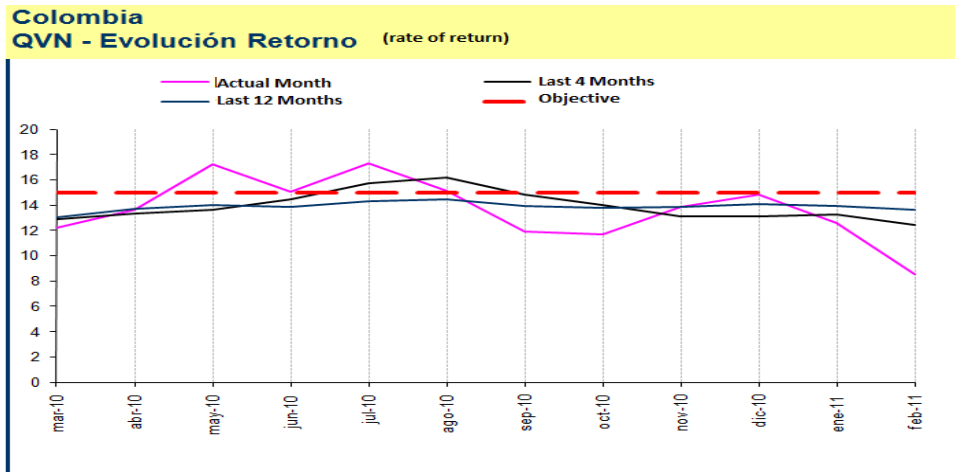
on the workshop services given to his possession, as to give him additional services regarding the importance of customer mind perception and remainder of the respective brand.

Renault as a brand with traditional values and standard prices with excellent quality are constantly measured everywhere due to their presence in several regions of our huge planet, therefore their pillar point of differentiation is not losing its core essence of the brand and to keep fighting for the middle range price market in the automobile industry.

Their daily task it's to continue fighting to be the leader of the market, but as it calls for a constant development of quality measurements to consider, therefore it's crucial to analyze how the customer measures it. Due to the presence of Renault in Colombia and its importance over this industry, as one of its leaders, is fundamental to have a perspective of its customer's point of view towards the services and satisfaction perceptions trough post sale service study to be developed.

The Colombian automobile average customer is middle class person with good life expectations and projects; one of them is acquiring its first car and owning its own house. Therefore Renault's theory applies on this kind of target market, as the Colombian average automobile customer is willing to pay an average sum of money according to what he will receive for excellent performance on the roads and services provided by the brand, for that reason we can say he is quite demanding as it is he's first investment and he will compare many brands in order to find excellence for what he's looking for, consequently Renault offers a huge variety of possibilities in their portfolio to fulfill this need which the customer can pick, analyze and judge .

Renault's penetration trough the Colombian market has been extensive and well done as their market proves it and the service they provide as well, this table shows how the rate of return of customers to Renaults workshops has been moving on the last twelve and four months till February 2011, where its show us the high rate of return they've developed, as the brand loyalty achieved trough time.



(source:

information from “Marcali”-Colombian car dealer »

6. Renaults Post sale service plan for 2011

It becomes fundamental understanding Renaults Post sale service plan for 2011 as it reveal the strategies to obtain better rate of return on their customers as to improve their rating of this service from previous years.

Their main objectives are based on increasing its sales and reducing their costs trough quality service, marketing post sale services, developing a better post sale service network in their dealers as to increase the spare parts markets, these has been done under respective strategies.

Their idea is to build up fidelity among those customers who have a current guarantee but they do not attend the Renault workshop network as to conquer those customers owning a Renault vehicle for more than two or four years, therefore it becomes an opportunity to regain them.

The strategy for developing a better quality is based on these ideas:

“Renault is committed to seek constantly for new services to our customers, which help making their life easier as to improve the levels of satisfaction, recommendation and brand recall, all this by maintaining a nearby service, reliable and enthusiastic.

Implementing the services "DRIVE THE CHANGE" and "the customer support policy", the first policy is based on giving a warranty for 3 years or 100 000kms and the second to attract and retain customers." (SOFASA, 2011)

These ideas shows how Renault is planning to improve their satisfaction perspectives from their customers in addition to build up brand loyalty between their customers.

Even though customers always find complains about the brand or the products they use and this is not an exception. Here is where we come to analyze how the Renault customer satisfaction is measured trough a survey made on what matters affect the customers loyalty and satisfaction towards the post sale service provided by Renault in different Colombian dealers.

7. Analysis and interpretation of results

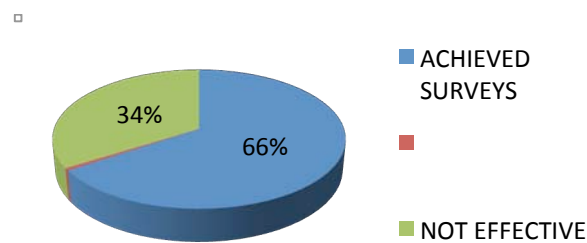
The methodology will be measured under a study of 123 random Renault customers in five different dealers of the Colombian industry, the survey was set to be answered according to the satisfaction obtained by the clients in the workshops and the post sale services provided by the brand.

In order to develop this study it required help from someone working inside the brand, on this specific car industry. Therefore help was demanded from the marketing manager of one of the main Renault dealers in Bogota, “Marcali,” he help handing out the survey among other dealers in order to make the study reliable.

The results obtained were the following:

GENERAL SURVEY TOTAL WORKSHOP CUSTOMERS					
BUSINESS UNIT	EFFECTIVE		NOT EFFECTIVE		TOTAL
APRIL	81	66%	42	34%	123
TOTAL	81	66%	42	34%	123

From all the data picked to answer the survey just 81 clients were effective in responding all the questions which represent the 66 % while the other 33% didn’t answer in a proper way the questionnaire or had different problems to answer it.



(Marcali S.A)

¹² Source: car dealer in Colombia, “Marcali” - Primary data

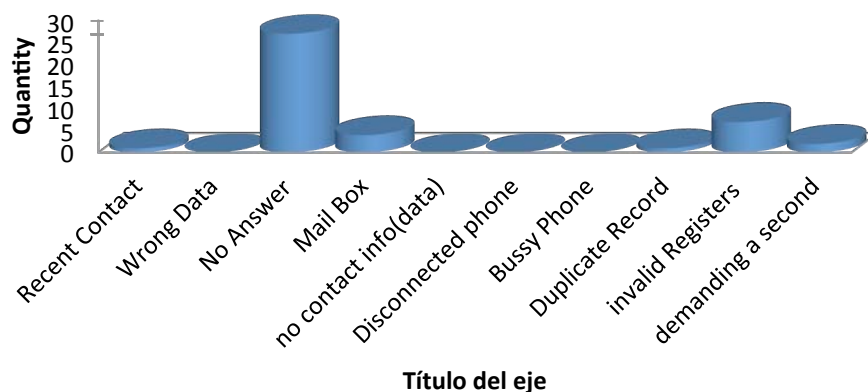
There were many reasons that explain why not all the surveys were answered, which represent a 33% of the picked number to study the satisfaction or dissatisfaction matters that clients found in the post sale services provided by the brand.

The characteristic with the greatest number of reasons found was that there was no will of the customers to answer the survey, representing a 64, 29% of the 42 people who rejected filling it. As most of the clients were in a rush or didn't had time to fill the satisfaction survey, other relevant excuse was that their mail box was full and they had other preferences to work on.

NOT EFFECTIVENESS STATEMENT			
RATED ITEM	APRIL		AVERAGE
	QUANTITY	%	% Effectiveness
Recent Contact	1	2,38%	2,38%
Wrong Data	0	0,00%	0,00%
No Answer	27	64,29%	64,29%
Mail Box	4	9,52%	9,52%
no contact info(data)	0	0,00%	0,00%
Disconnected phone	0	0,00%	0,00%
Busy Phone	0	0,00%	0,00%
Duplicate Record	1	2,38%	2,38%
invalid Registers	7	16,67%	16,67%
demanding a second mail	2	4,76%	4,76%
TOTAL	42	100%	10%

A 33% of the whole number of people surveyed it's a relevant number to analyze why customers didn't answer, therefore finding out or think in possible solutions on how future surveys of the brand could be respond without avoiding its answering, will be essential for discovering potential customers or potential problems to be solved.

NOT EFFECTIVENESS STATEMENT



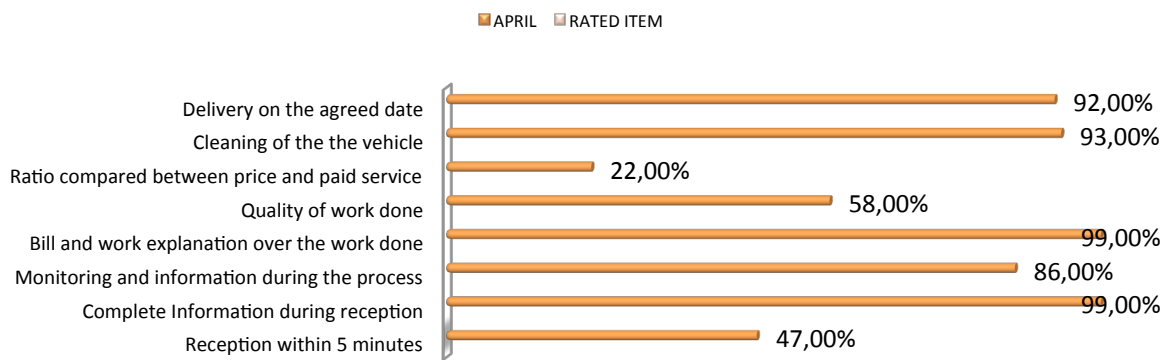
On the other hand the 66% percent of people who did answer the questions in a proper way and gave importance to what factors affected their satisfaction perspective towards the service given or to the work provided to their vehicles, helped finding some aspects that Renault should pay more attention to as having good satisfaction rates does not mean they can relax and satisfy with the results seen as they should reinforce this aspects to keep fighting for market share in the Colombian industry.

WORKSHOP SATISFACTION (asked questions)			
RATED ITEM	ABRIL		AVERAGE
	Quality	% Satisfy	% Satisfy
Reception within 5 minutes	35	47,00%	47,00%
Complete Information during reception	73	99,00%	99,00%
Monitoring and information during the process	64	86,00%	86,00%
Bill and work explanation over the work done	73	99,00%	99,00%
Quality of work done	43	58,00%	58,00%
Ratio compared between price and paid service	16	22,00%	22,00%
Cleaning of the vehicle	69	93,00%	93,00%
Delivery on the agreed date	68	92,00%	92,00%
TOTAL AVERAGE ON SATISFACTION		74,50%	74,50%

These aspects were the ones with most relevancies according to the customer's point of view; bill and work explanation results to be the most important aspect as giving complete information to the work that the vehicle is going to receive in the workshop during the process of receiving the automobile from the customer, both aspects were rated with high standards as 73 of 81 people surveyed considered these services provided by Renault were well developed and were satisfy with them. Additionally to the reception of a proper monitoring of the work the car is getting during its process in the workshop.

Therefore it explains how analytical the Colombian Renault customer is, as they are aware of receiving the adequate information as getting to pay for the correct sum of money for the work received to their vehicles, this is due to the presence of informal workshops around the city which charge for what they think their work costs.

WORKSHOP SATISFACTION (asked questions)



Without leaving a side the importance the customer perceives from the cleaning of the vehicle when it's received by them along with getting back his automobile on the agreed date with the dealer. As these aspects are the ones customers are expecting to get as it was established, therefore if Renault's responsibility to provide them as customer expects to get them and achieve satisfaction among s common standard of a normal service being given.

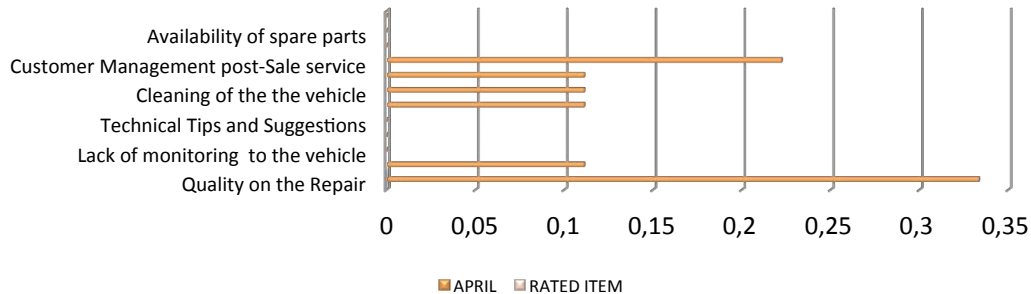
At the same time providing a good quality over the work performed by the people in the workshops as it becomes an aspect where the customer finds satisfaction and possible brand loyalty if the service exceeds its expectations.

MOTIVOS DE INSATISFACCION TALLER GENERAL			
RATED ITEM	APRIL		Average
	Quantity	%	% Dissatisfy
Quality on the Repair	3	33,33%	33,33%
Failure at the reception or delivery of the vehicle	1	11,11%	11,11%
Lack of monitoring to the vehicle	0	0,00%	0,00%
Bill and work explanation over the work done	0	0,00%	0,00%
Technical Tips and Suggestions	0	0,00%	0,00%
Work not performed as they were expecting	1	11,11%	11,11%
Cleaning of the vehicle	1	11,11%	11,11%
Costs	1	11,11%	11,11%
Customer Management post-Sale service	2	22,22%	22,22%
Customer service management in cashier and Billing	0	0,00%	0,00%
Availability of spare parts	0	0,00%	0,00%
Quality of spare parts	0	0,00%	0,00%
TOTAL AVERAGE ON DISSATISFACTION	9	100,00%	8,33%

On the other hand to make this study significant, is finding out which dissatisfaction matters appear abroad as the idea of every automobile brand is to fix them or improve the causes of this aspects among Renault clients, as to keep on a vanguard towards the satisfaction of the customers.

Although it appears to be that there were not much dissatisfaction problems during the last month on the services provided by the brand as few critics from customers were received under the evaluation, assuming their rate of satisfaction was better perceived than judge by the evaluation done, therefore the mistakes seen on the post sale service were basically based on quality aspects as three of the judgments made by the customers were focused on it.

WORKSHOP GENERAL STATEMENT OF DISSATISFACTION



As the graph can reveal another point of critical analysis was the customer management on post sale service which has been point out as one of the crucial points automobile brands should constantly develop and Renault should focus in it order to maintain certain points of differentiation from their competitors, while the other aspects that appear abroad are linked to events that occur by possible abandon or inattention of specific tasks to work on, as handing a clean vehicle to the customer after providing a workshop service or monitoring the customer with the information of the procedures done to its vehicle in the workshop.

Recommendation rate			
RATED ITEM	APRIL		AVERAGE
	Quantity	% Satisfy	% Satisfy
You had to return to the Workshop	4	5,00%	5,00%
How would you rate the service provided	38	51,00%	51,00%
Percentage of recommendations of the workshop	72	97,00%	97,00%
TOTAL AVERAGE ON SATISFACTION	51,00%		51,00%

Mean while the recommendation rates under the study made by the Renault customers was quite acceptable for the brand as from 81 effective surveys 72 customers assure they will recommend the workshops where the service was provided.

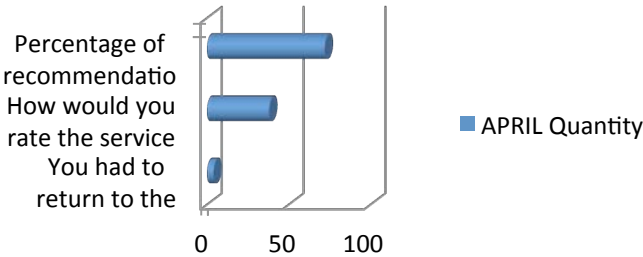
But not all of the customers rated as a top service received, just 51% of the whole were completely satisfy with what was delivered and a 5% percent was completely satisfied with the work delivered in their vehicles as they had to return to the workshop for a second time leaving aside the issue of the return.

Workshops constantly repeat the same problems when they value the work to be done over some vehicles as they just measure themselves for what the customer tells or finds the problem regarding its solution and sometimes leave aside other mechanical stuff to be checked.

All automobile brands have mechanical problems with some of their products after certain time as having a 100% success is quite difficult in the production of many automobile lines inside a brand, nevertheless Renault on this study over on satisfaction of their customers over the last month has manage to obtain good recommendation rates towards their service.

□

Recommendation rate



Over the data collected the satisfaction with the service provided by Renault was viewed under positive aspects from the customers surveyed over the last month, but it revealed important percentages for just one month on dissatisfaction matters which the brand should pay attention to, regarding quality aspects and customer management on post sale services given as well to those random events where it appear certain neglect of their functions. These matters should be reminded by the Renault SOFASA to their dealers in order to avoid accumulating more dissatisfaction issues among customers trough time.

Limitations of the Study

- Time was a limiting factor for the study.
- The study has been conducted only in one city.
- Size of the sample is small for analyzing an automobile network.

8. Conclusions and recommendations

After a long and depth study analyzing Renault's consumer satisfaction on its post sale service in the Colombian industry, it becomes really interesting to point out the result of it:

Renault has manage to provide and build up a service in Colombia for more than 40 years, were they've been working hard to achieve excellence in all the services customer have access to. As satisfaction is not an aspect obtained without constant work furthermore on the after sale service market, it requires excellent workshop quality services along their coverage, special and permanent customer tracking in order to fulfill customer demands towards their vehicles, as to provide them with additional or exceptional services which go beyond their expectations.

Renault post sale service has increased and developed good rated standards as the ones obtained in the study, as economic bonuses were given by SOFASA to all their dealers in order to motivate the development of better posts sale service offers and sales. As their service is design for average automobiles with high quality performances, even though the brand falls in certain mistakes, which led Colombian customers to constantly compare them with other brands, therefore these mistakes can cost Renault market share loses.

The errors that were found on the study of the brand by its surveys and the documentation found were basically reduced to the treatment employed to the customers or the development of building a good CRM (customer relationship management) system, as it reveals there is satisfaction among their dealers but not completely with the brand.

Not leaving a side there are factors or mistakes done by the work performed on the workshops which cause dissatisfaction issues with their clients and should be corrected as constantly improved, seeing that misfortune events occur on daily tasks but Renault SOFASA and its

dealers should be more careful towards them, in order to avoid low quality judgments towards brand and the loss of loyalty customers.

In support of raising their post sale service quality they should apply other services Renault has on other countries, as offering a customer service where they can book online the tasks their vehicles require in the workshop, these help the dealers themselves to program their work, build up a better data base of the clients and avoid collapse on their workshops.

As well to keep on adapting themselves with the new trends, seeing that there is coming a new wave of customers following the green consumption with electric automobiles or other fuel characteristics, therefore constructing a post sale service based on these tendencies will be the key of success for the brand to increase brand loyalty and market share.

Renault has been developing a task of constant progress and innovation, as achieving satisfaction among their customers is a hard issue to accomplish due to their demanding characteristics. Therefore their pillar point of differentiation is not losing its core essence of the brand and to keep fighting for the middle range price market in the automobile industry by applying all the knowledge they've constructed in Colombia through time, as a result brand loyalty will be maintained and obtained.

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1.Management and Customer Service	Answer Options				Dissatisfaction Reasons	Comments
1. Since your arrival at the reception area of the workshop, how much time passed till one of Renault's advisors gave you the respective attendance of you demands?	less than 5 minutes	between 5 and 10 minutes	More than 10 minutes			Customer Comments
2. How was the information provided to you during the reception of your car?	Complete		Incomplete			Customer Comments
3. Did you felt a respective track and kept informed through the repair or maintenance process of your vehicle?	Yes		No			Customer Comments
4. There was an explanation of the bill and work done, at the moment of your car delivery?	Yes		No			Customer Comments
5. How would you rate the quality of the work done to your vehicle? (4: Excellent 3: Good 2: Normal 1: Poor)?	1: Poor	2: Normal	3: Good	4: Excellent		Customer Comments
6. How would you rate the relationship of the service received against the price paid. (5: Excellent 4: Good 3: Normal 1: Poor)?	1: Poor	2: Normal	3: Good	4: Excellent		Customer Comments
7. Did you receive your vehicle on clean condition?	Yes		No			Customer Comments
8. Did you receive your vehicle on the schedule date?	Yes		No, Why?			Customer Comments
2. Your Satisfaction	Answer Options				Dissatisfaction Reasons	Comments
9. In general terms qualify the services	1: Poor	2: Normal	3: Good	4: Excellent		Customer Comments

obtained from your respective dealer (5: Excellent 4: Good 3: Normal 1: Poor)?	r		d			
10. Would you recommend the service provided by the dealer?	Yes		No, Why?			Customer Comments

Appendix A:

3. Answer how would you feel towards the service provided by a Renault dealer (Satisfied, Partially Satisfied, Dissatisfied, and Completely Dissatisfied) what should be necessary to work in order to make you feel completely satisfied

MAKE YOUR SUGGESTIONS AND COMMENTS FROM RENAULT SERVICE

Appendix A:

Survey on Renault Post sale service in the Colombian industry:

Please fill the following required data:

Name:

Surname:

Age:

Charge:

Phone number (Mobile):

City of Residence:

