

## EXECUTIVE SUMMARY

In today's world, it is not the product which sells; but it is in fact the sales service which is the more prominent 'selling point'. When it comes to products for which consumers have to pay a significant amount of money and/or which are used long term, it is the after sales service that becomes the most crucial point for customers to decide on the product as well as the seller. Businesses go to great lengths to enhance the customer experience due to this fact, as the customers are becoming more and more demanding and expects superior service. Not only do companies have to keep up with their aggressive competitors, but also have to meet the ever-changing demands of their clientele. Automotive industry is also facing the same set of challenges when addressing the needs of their customers, especially when it comes to their after-sales needs.

As a leading automotive company in Sri Lanka, David Pieris Motor Company has achieved greater heights due to their efficient after sales service. However, with the rapid changes in the market due to adverse economic conditions, market trends and natural environment changes, company is experiencing steep decline in new vehicle sales. Adding to that the number of customers visiting the Service Dealerships were also showing a degrowth. In these circumstances, the overall project objective is to increase the number of customers visiting the David Pieris Motor Company Service Dealers. Hence the project components of this Management skills project must be implemented in live, only a set of dealerships were handpicked for study and research.

David Pieris Motor Company is the largest subsidiary of David Pieris Group. Its main product lines are Motorcycle (2W) and Three-Wheeler (3W). DPMC has the largest aftersales network in Sri Lanka, which is distributed across the Island. During past three years, the number of customers visiting Service Dealerships have declined. Reduction in number of customer visits have created several challenges to both company and the Service Dealers. Number of customer visits have a direct impact on Service Dealers revenue generation. The reduction in dealer spare part sale in the recent past will directly impact DPMC, due to reduced genuine spare part sales.

Considering these challenges, the project team has concluded a cause-and-effect analysis where the main problem reduction in number of customer visits to Service Dealerships has been split in to sub problem areas as dealer process, dealer quality, customer awareness/promotions and price.

Based on the above identified sub problem areas, a theoretical framework has been developed in order to study the theoretical background of the identified problem with the use of available literature. As per the literature survey that was carried out, it can be determined that factors such as time spent on repair, customer experience, customer waiting time, facilities available at the dealership, awareness and promotion done are the leading areas that need to be strengthened in order to find solutions to overcome the reduced number of customer visits. Moreover, management techniques like cause-and-effect analysis SWOT analysis, process mapping, benefit-cost analysis can be used to resolve the identified problems.

Ten solutions were developed to achieve the defined project objective of increasing the number of customer visits per month, of selected 15 Service Dealerships by 10% from October 2020 onwards, compared to 2019 FY second half average, is the main objective of this project. The implementation of identified solutions has been studied to identify the required resources, time and budget.