

Master's Program in Information Networks

Leveraging value-based selling in the Finnish car service industry

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Abstract

The automotive industry has seen a shift in focus from new car sales to after-sales services, leading to increased competition among maintenance service providers. To succeed in this competitive landscape, service providers need to have a deep understanding of customer preferences and the factors that drive their decisions, as these directly impact customer value. Customer value is determined by the benefits received minus the sacrifices made in a transaction. By better understanding the various dimensions of customer value within the industry, service providers can effectively target their sales efforts and gain a competitive advantage.

This study was conducted through a survey and interviews among maintenance car service customers. The study found that the most important dimensions that create customer value when choosing a maintenance service provider are price, location, previous experience, reliability, and authorized service provider. Authorized service providers were considered higher quality, especially regarding customer service, but also substantially more expensive than independent garages.

The results also highlight customers' overall negative sentiment towards the car service industry and its service providers in general. A lack of trust and openness is seen as taxing. This study urges maintenance service providers to focus on their customer service and soft values in communication and on winning customers when changing vehicles.

Keywords customer value, car maintenance, value-based selling

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Tiivistelmä

Autoteollisuudessa on tapahtunut arvon siirtyminen uusien autojen myynnistä jälkimarkkinoihin, mikä on lisännyt kilpailua huoltopalveluiden tarjoajien välillä. Palveluntarjoajat tarvitsevat tietoa asiakasarvon muodostumisesta alalla, jotta he voivat paremmin kohdistaa palveluitaan ja lisätä kilpailuetuaan. Asiakasarvo on hyötyjen ja uhrauksien välinen suhde ja jonka avulla huoltopalveluntarjoajat voisivat kehittää palveluaan sekä kohdentaa markkinointia.

Tämä tutkimus toteutettiin kyselyllä ja haastatteluilla huoltopalveluiden asiakkaille. Tutkimus osoitti, että tärkeimmät tekijät, jotka vaikuttavat asiakasarvoon huoltopalveluiden tarjoajaa valittaessa ovat hinta, sijainti, aiempi kokemus, luotettavuus ja valtuutettu huoltopalveluiden tarjoaja. Valtuutetut huoltopalveluiden tarjoajat koettiin laadukkaammiksi, erityisesti asiakaspalvelun osalta, mutta myös huomattavasti kalliimmiksi kuin itsenäiset korjaamot.

Tutkimustulokset korostavat myös asiakkaiden yleistä negatiivista asennetta autonhuoltoalaa ja sen palveluntarjoajia kohtaan. Luottamuksen ja avoimuuden puute koetaan kuormittavaksi. Tämä tutkimus kannustaa huoltopalveluiden tarjoajia keskittymään asiakaspalveluun ja pehmeisiin arvoihin kommunikoinnissa sekä panostamaan asiakkaiden voittamiseen ajoneuvon vaihtohetkellä.

Avainsanat asiakasarvo, autohuolto, arvo perustainen myynti

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1 Introduction

The past decades have seen a value shift (Woodruff, 1997) in the automotive industry from new car sales to repair and maintenance services (Ažman & Gomišček, 2012; Vigneshwaran & Mathirajan, 2021). As the industry has moved towards repair and maintenance services and eliminated lock-ins by authorized service providers, competition has increased, forcing service providers to clarify their competitive advantage. It has been shown that companies must understand and leverage customer value to have above-average returns and gain competitive advantage (Anderson et al., 2006; Terho et al., 2011; Woodall, 2003).

To effectively leverage customer value, it is essential to understand the dimensions and factors that create it and how this knowledge can be used to boost sales. The study of customer value within car services is especially intriguing, as servicing passenger vehicles is often perceived as one of the most unpleasant experiences for consumers (Darley & Luethge, 2019). Car services can be highly technical and leave customers feeling vulnerable due to the information imbalance between the service provider and the customer. Additionally, the industry is notorious for stories of service providers charging customers for work that has not been done (Yle, 2016).

Customer value refers to the perceived benefits that customers receive from a product or service relative to its price, and it is a key driver of customer satisfaction and loyalty (Woodruff, 1997). In the car service industry, customer value is influenced by factors such as service quality, the service provider's reliability, the availability of service options, and the price of services. Studies on the differences between authorized service providers and independent garages have found that customers rate independent garages to perform better on value for money, adherence to forecasted prices, and mechanical reliability (Pereira et al., 2007).

There is a gap in research regarding customer value within the Finnish or other equivalent markets regarding car maintenance services. The research gap also extends to studies on customer value perceptions toward authorized service providers. This lack of research hinders the service providers' ability to address issues with a customer-centered approach.

This thesis will aim to fill a part of the research gap by studying customer value within car maintenance services in Finland and how the service providers can leverage these. A literature review will identify the key drivers of customer value in the car service industry and explore the possibility of using value-based selling for car service providers. The research will collect data from customers through a survey and interviews to understand better their perceptions on customer value and how it influences their purchase decisions. The findings of this study will contribute to the existing literature

on customer value and value-based selling. They will also provide managerial insights for car service providers on how to leverage value-based selling to increase revenue.

In summary, this study aims to contribute to the existing literature on leveraging value-based selling (VBS) in business-to-customer (B2C) services. In addition, this thesis will aim to provide concrete managerial implications on how a car service provider can leverage VBS in its marketing and internal processes.

1.1 Scope of the study

The scope of this thesis is to focus on car maintenance services for older vehicles. It will compare factors affecting authorized service providers and independent garages. The case study will focus on a single organization, and by increasing knowledge of their customers' value, try to incorporate them better into the case company's selling process. The study is done in the Finnish market context. As the focus of the study is maintenance services on older vehicles, it limits out repairs and maintenance done during the warranty period.

1.2 Research questions

Based on the goals of this study, the research questions are as follows:

1. What factors create customer value in the maintenance car service industry?

The first question will focus on determining the factors that create value for customers in the car service industry. The question will focus on the maintenance car services as described above, limiting the research away from repair services. However, it will also be studied how the factors compare to each other in importance. These are the factors that customers make decisions on, and which are just nice to have.

2. How do customer perceptions change when considering authorized service providers compared to independent garages?

The second question will focus on customer value related to using an authorized service provider or an independent garage. What are the differences, and how do they affect the choice between them? Also, the impact of different factors, such as vehicle age/value, on the choice will be

studied to understand better how an authorized service provider could better sell its services.

3. How can these factors be leveraged in value-based selling for a car service provider?

The last research question will investigate how the case company can utilize these results in its strategy to leverage value-based selling to increase its revenue.

1.3 Main findings

The study found that the most important dimensions that create customer value when choosing a maintenance service provider are price, location, previous experience, reliability, and authorized service provider. Authorized service providers were considered higher quality, especially regarding customer service, but also substantially more expensive than independent garages.

Altogether customer sentiments towards the whole industry and service providers were negative. There were feelings of distrust and a lack of communication from the service provider's side. The feeling and fear of not being treated fairly was visible, especially in the interviewees, who felt as though they knew less about the subject. Customers also wished for better knowledge/visibility on future maintenance.

The study also highlighted the importance of winning customers the first time they choose a service provider. 83% of the survey respondents answered that they generally always take their car to the same service provider if no significant breaches of trust emerged. It was also found that mistakes were not profoundly a negative experience. However, the lack of openness and communication regarding mistakes creates a loss of trust, which is the main reason customers switch service providers.

The study also found truth behind the industry's common hypothesis that customers are more likely not to bring older and cheaper cars to the authorized service provider. The quantitative data was conclusive regarding the effect of the car's value. The qualitative data through the open survey answers and interviews found the effect of age also strong. The reason given was that for older vehicles, the impact on resale price is minimal, and the shortened lifespan makes original spare parts unnecessary.

1.4 Structure of the thesis

This thesis will be split into five different parts. The first chapter is an introduction to the subject and study. The second chapter will have a comprehensive overview of previous literature on the subject. It will first focus on customer value and then leveraging it through value-based selling. The third chapter will present the material and methods used in this research. The fourth chapter will present the results, and their discussion is in chapter five. The thesis will end with the used references and appendixes.

2 Literature review

This chapter will introduce past research done on the subject. It is split into two major parts. The first focuses on customer value. It starts with defining the term and after that, different customer value frameworks and research in the car maintenance industry are studied. The second part of the chapter further expands to leveraging value-based selling. Past research in the same industry or others relative to it is studied to find out how the concepts of the first part relate to the subject of this study.

Conducting the literature review followed certain steps. The first thing was defining the research questions described in chapter 1.2. above. After that, relevant search terms were conducted based on the research questions. The terms used can be seen in Table 1 below. These terms were searched from three different databases Elsevier, Scopus, and Google Scholar. Search results were first filtered through their titles and, on a second round, through the abstracts. Relevant articles were chosen based on their suitability to this research and topic. On top of this, articles were chosen by examining the references used in previous articles. The “snowballing method” of looking at articles referencing a particular article was also used for the most relevant studies to find possibly similar ones. The method of conducting the literature review resembles that of a systematic literature review but was not done with as much rigor and thus cannot be called one.

Table 1: Search terms used for literature review.

<u>Search terms</u>
customer value
customer perceived value
customer value in marketing
customer value framework
value-based selling
value-based selling process
value-based pricing
car maintenance
car service
customer value + car service
<u>value-based selling + car service</u>

2.1 Customer value

For any transaction to go through, the defining term is that it must seem beneficial to all parties included in it. This means that the gained value of the transaction is higher than whatever cost is associated with it. Zeithaml (1988) did early research intending to define and universalize terms used in the research community. Based on an exploratory study and previous literature, he defined customer-perceived value as:

“Perceived value is the consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given.”

Customer value can thus be highly independent based on the individual consumer.

Understanding customer value has also been proven to increase seller value (Adamson et al., 2012). Thus, creating customer value and leveraging it has a significant role in companies gaining competitive advantage (Anderson et al., 2006; Woodruff, 1997). Superior customer value can even be considered a prerequisite for a company to have above industry average economic returns. Apple Inc. is an example of creating at least a sense of superior customer value with their products, allowing them to bring huge profits (Johnson et al., 2008).

Customer value can be interpreted in many ways. Value conception refers to the entirety of possible perceived value (Kujala, 2015). Customer desired value is a sub-section of this and includes the value the customer wishes the product to have overall or in certain situations (Flint & Woodruff, 2001). The customer-perceived value consists of both the positive value desired by the customer and the negative sacrifices (i.e., price) to purchase the product (Graf et al., 2008). The relation between these terms is pictured in Figure 1 below. This thesis uses the term customer value to mean customer-perceived value.

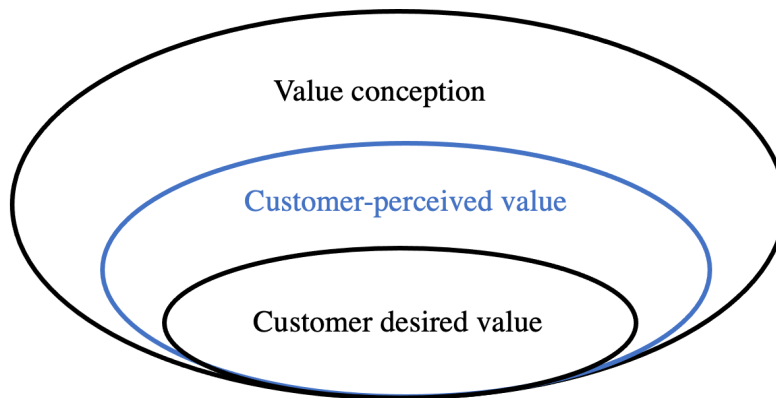


Figure 1: Difference between customer value terms

There is a difference in perspective when considering the terms value and customer value. The value within a transaction can be viewed from either or both sides of the transaction. On the other hand, customer value is always considered from the customer's side. What does the customer gain or lose when purchasing a product or service? This thesis will focus on the customer's side of value, but of course, as described above, the customer value is related to the company's success.

As customer value is integral to company success and competitive advantage, companies should strive to increase their knowledge of customer value (Anderson et al., 2006; Woodruff, 1997). Thus, customer value is a key concept of marketing that is actively researched. However, there is a gap between the philosophy and actual use in companies that must be breached (Woodruff, 1997).

2.1.1 Customer value frameworks

The definition of customer value has converged in recent decades to the definition by Zeithaml (1988) as the sum of benefits minus sacrifices. However, multiple frameworks on the dimensions of customer value offer different perspectives on the subject (Brock Smith & Colgate, 2007; Park et al., 1986; Sheth et al., 1991; Woodall, 2003; Zeithaml, 1988).

An early concept of customer value identified three basic consumer needs reflecting customer value. These were functional value, symbolic value, and experiential value (Park et al., 1986). Functional needs and value are created towards products that solve basic needs. Symbolic value is a value that fulfills internally generated needs such as self-enhancement and ego-identification. Experiential value is created through experiences and self-actualization.

Sheth et al. (1991) added two more dimensions of customer value to the previous frameworks to describe what drives the customers and redefined previous ones. They determined the five dimensions of customer value: functional, conditional, social, emotional, and epistemic. Functional value is similar to the one in previous models. Social value is determined by the relation between the product or service purchase decision and different social groups. Emotional value is created by the ability of the purchase to arouse feelings or emotions. Epistemic value is perceived through the capacity to arouse curiosity, novelty, or satisfy a desire for knowledge. Conditional value for a product/service measures its value conditional to some outside factor. For example, Christmas decorations only have real value during Christmas time.

Customer value has also been studied just from the side of the value produced for the customer. This is called “Value for the customer” (VC) (Woodall, 2003). Based on marketing literature, Woodall’s (2003) framework identifies five primary forms of VC: net VC, derived VC, marketing VC, sale VC, and rational VC. The net VC is defined as the balance between the benefits and sacrifices of a product or service, while the derived VC is concerned with the use/experience outcomes. The marketing VC focuses on the perceived product attributes, whereas the sale VC measures the value as a reduction in sacrifice or cost. Lastly, the rational VC is centered on assessing fairness in the benefit-sacrifice relative comparison. This framework is deemed the most comprehensive of previous works up until then (Brock Smith & Colgate, 2007). It provides insight into the specific types of value associated with higher-order constructs such as derived VC, marketing VC, and sale VC.

However, there is considerable overlap in the categories, as the same benefits appear under multiple headings. Furthermore, the benefits and sacrifices identified do not fully capture the domain of the higher-order value dimension. Woodall does not identify the subdimensions of customer value that the specific benefits and sacrifices may exemplify. These limitations make the framework challenging to use for developing marketing strategy recommendations or as a basis for developing measures of key dimensions of customer value.

Brock Smith et al. (2007) extended previous frameworks and proposed a more comprehensive one that would apply to both consumer and business contexts as well as goods and services. The framework delineates four main categories of value organizations can generate: functional/instrumental value, experiential/hedonic value, symbolic/expressive value, and cost/sacrifice value. Additionally, the framework identifies five key sources of value, which are linked with critical value-chain processes, including information, products, interactions, environment, and ownership. The resulting matrix of 4 × 5 dimensions proves to be beneficial in documenting and depicting customer value creation tactics, serving as a tool for

recognizing opportunities and specifying product concepts. Furthermore, the matrix provides a fundamental basis for gauging or evaluating the effectiveness of value-creation strategies.

Zeithaml et al. (2020) wrote a highly cited article combining past literature on customer value, especially around the service business context. In their article, they provided a comprehensive framework building on the past decades of research on the subject as well as avenues for future research. Their customer value framework consists of five levels. The first one describes the source of customer value, and the second involves the methodological approaches to study value. The third level denotes the dimensionality, abstraction, and taxonomy of customer value. The fourth level pertains to circumstances in which customer value emerges. Notably, certain scholars appear to have neglected the interactive aspect of customer value at the individual level, whereas for others, the dyad and ecosystem levels are considered critical elements (Zeithaml et al., 2020). Ultimately, the fifth level explicates the network where customer value arises and exerts influence.

Table 1 below has a summary of past frameworks from literature. It is to be noted that some frameworks come from different angles, like Woodall (2003), which focused only on the customer side gains of customer value. The early research shows that functional value is the same between Park et al. (1986) and Sheth et al. (1991). Zeithaml et al. (2020) framework considers past research paradigms and combines them.

Table 2: Summary of different customer value frameworks.

Research	Customer value framework																														
Park et al. (1986)	Functional value Symbolic value Experiential value																														
Sheth et al. (1991)	Functional value Conditional value Social value Emotional value Epistemic value																														
Woodall (2003)	Net VC Derived VC Marketing VC Sale VC Rational VC																														
Brock Smith et al. (2007)	<table border="1"> <thead> <tr> <th></th> <th>Information</th> <th>Products</th> <th>Interactions</th> <th>Environment</th> <th>Ownership</th> </tr> </thead> <tbody> <tr> <td>Functional/instrumental value</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Experiential/hedonic value</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Symbolic/expressive value</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Cost/sacrifice value</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Information	Products	Interactions	Environment	Ownership	Functional/instrumental value						Experiential/hedonic value						Symbolic/expressive value						Cost/sacrifice value					
	Information	Products	Interactions	Environment	Ownership																										
Functional/instrumental value																															
Experiential/hedonic value																															
Symbolic/expressive value																															
Cost/sacrifice value																															
Zeithaml et al. (2020)	<ol style="list-style-type: none"> 1. Source of CV 2. Methodological approaches 3. Dimensionality, abstraction and taxonomy of CV 4. Circumstances where CV emerges 5. Network where CV arises and influences 																														

2.1.2 Customer value creation in the car service industry

There has been a shift in the value chain of cars in the past decades. With increasing competition and decreasing margins in new car sales, value and profits have shifted towards the after-sales segment, specifically to the service and maintenance functions (Ažman & Gomišček, 2012; Vigneshwaran & Mathirajan, 2021). Car services are unique in that they are technical by nature, creating information unbalance between the customer and the service provider (Andaleeb & Basu, 1994).

However, cars are durable goods with a long lifespan that need regular servicing to stay operational and safe (Ažman & Gomišček, 2012). This equals a steady demand for maintenance services even though customers generally dislike them (Darley & Luethge, 2019). Car maintenance frequencies and services generally depend on the manufacturer and the service schedule of the individual model. Also, the distance driven, and other potential environmental attributes affect the maintenance schedule.

A significant change in the competitive landscape has been the motor vehicle block exemption regulation back in 2003 by the European Union (European Commission, 2023). The new regulation regulated that car manufacturers must allow for free competition in the market regarding car servicing. This increased the competition between authorized service providers and individual garages as car manufacturers were forced to allow the selling of service parts for both.

The car service industry can be classified as possession processing as it consists of tangible actions done to a possession, the car (Prakash et al., 2007). When considering dimensions that create customer value between different types of services, reliability and price were more important factors in possession processing services than others (Prakash et al., 2007).

Car services differ from many other service industries in the technical nature of the service, making it difficult for the customer to monitor or understand the input of the service provider (Andaleeb & Basu, 1994). Fairness was found to be the most crucial factor when studying how five factors affect the customer evaluation of automobile service producers. This was especially in cases where the service provided was technical, and the customer's knowledge on the subject was lacking. In these cases, the perceived sense of fairness was by far the most indicative dimension of perceived service quality (Andaleeb & Basu, 1994).

Overall fairness, empathy, and reliability were found to be more important than responsiveness and convenience to the customer's perceived experience of the provided service (Andaleeb & Basu, 1994). In a more recent study, empathy and assurance were found to be the most important factors (Mohamad et al., 2020). This is most likely due to the nature of the car service

industry, where the imbalance of knowledge between the customer and service provider is generally very high when compared to other industries, such as hospitality.

When studying the automotive repair industry, Berndt (2009) identified five dimensions of service quality: reliability, assurance, tangibles, empathy, and responsiveness, which impact customer value creation. Reliability refers to the level the service provider delivers on the promises made to the customer. It is regarded as the most important dimension of perceived service quality (Prakash et al., 2007).

Assurance is the degree of confidence that a service provider can give the customer. In the car service business, the service advisor usually does this through their manner and knowledge while communicating with the customer (Berndt, 2009). Tangibles refer to the physical aspects of the service provided, which communicate to the customer (Prakash et al., 2007). In a car dealership, these include such as parking, the layout of the dealership, and pamphlets.

The fourth dimension is empathy which refers to how the interactions between the customer and service provider make the customer feel (Berndt, 2009). Responsiveness refers to the level of pro-activeness on the service provider's behalf to assist the customer (O'Neill & Palmer, 2003). In the car service, this could mean the likelihood of the dealership proactively coming clear of potential mistakes and offering refunds.

Saidin et al. (2020) confirmed a positive correlation between automotive service quality and customer loyalty in their study. Their study highlighted the importance of customer service on customer loyalty. This was stronger than the impact of technical quality (Saidin et al., 2020). Excellent customer service also encourages customers to further recommend the services through word of mouth, thus increasing brand image.

Customer value creation in the car service industry can also be viewed through gender. Males and females have been found to have different attributes and significances influencing their decision-making (Darley & Luethge, 2019). For both genders, service value in terms of quality and friendliness was found to be the best predictor of customer satisfaction (Darley & Luethge, 2019). However, length of ownership and initial purchase were found to be more important predictors for females than males. For males, service value in convenient hours was found to be an important predictor. Based on their results, Darley and Luethge (2019) suggest that especially females associate their initial purchase experience with future maintenance service needs.

Bringing together customer value creation in the car service industry it can be noted that soft values are highlighted in multiple studies (Andaleeb &

Basu, 1994; Berndt, 2009; Mohamad et al., 2020; Saidin et al., 2020). The feelings of fairness, empathy, reliability, assurance, and friendliness were often among the most influential factors in customer satisfaction, as seen in Table 3 below. This indicates to service providers areas they should primarily focus on in their operations and marketing.

Table 3: Summary of sources of/factors affecting customer value in the car service industry.

<u>Study</u>	<u>Source of/factors affecting customer value</u>
Andaleeb & Basu (1994)	Fairness Empathy Responsiveness Convenience
Berndt (2009)	Reliability Assurance Tangibles Empathy Responsiveness
Prakash et al. (2007)	Reliability Price
Mohamad et al. (2020)	Empathy Assurance
Saidin et al. (2020)	Customer service
Darley & Luethge (2019)	Quality Friendliness Initial purchase, length of ownership (females) Service value (males)

2.1.3 Customer value on branded vs. independent maintenance providers

When deciding on a car maintenance provider, the first big question is whether to use a branded dealer as a continuation after the warranty period or an independent garage. Pereira et al. (2007) conducted a study in Brazil with 400 car owners regarding the critical service dimensions associated with customer choice of maintenance provider. High-end cars were excluded from the study, along with cars over 12 years old.

In Brazil, the position of brand dealers in the maintenance market has been decreasing and is low, with a 25% market share (Pereira et al., 2007). The critical reason for this is that current branded dealership customers rate them favorably on only one important dimension, better equipment

condition. No other dimension significantly impacting the customers' maintenance provider choice was regarded as better for branded maintenance providers.

On the other hand, independent garages are viewed to perform better on three important dimensions: value for money, adherence to forecasted prices, and mechanical reliability. According to Pereira et al. (2007), the results from the study can be used to review the design of service operations for branded service providers. The first thing to address is the customer's perception of better value for money with independent garages. The lack of economies of scale makes things more difficult. However, branded service providers could tackle the issue by utilizing vertical integration with car and auto parts manufacturers (Pereira et al., 2007). By deepening the relationship there could be cost-saving opportunities available.

Other solutions could include price guarantees for customers, estimates for specific service packages, and promoting direct communication between the technician and the customer. Furthermore, branded service providers could try to increase the importance the public gives to specific dimensions in which they are viewed as strong (Pereira et al., 2007). By marketing the relationship with the car manufacturer, they could communicate the importance of reliability and updated technology. Overall, it is also crucial for branded service providers to keep up their quality image not to lose existing customers (Saidin et al., 2020).

When studying the effect of attribute-level performance on overall customer satisfaction in branded car repair services in Europe, it was found that the impact of satisfaction factors is more significant on overall perceived customer satisfaction than those of dissatisfaction (Ažman & Gomišček, 2012). The extensive study concluded of 12 971 interviews from customers of four different European car manufacturers.

There is a high correlation between the customer's satisfaction with the service and their loyalty to the service provider, and the likelihood of recommending it to friends and family (Ažman & Gomišček, 2012). Satisfaction with service also connects to brand loyalty and intent to purchase a new vehicle from the same brand. Thus, Ažman and Gomišček (2012) suggest that branded service producers must offer high quality service to ensure brand customer loyalty.

Ažman and Gomišček (2012) also had conflicted results to the recommendations of the passenger car service industry as they found it would be wiser to focus on increasing customer satisfaction than decreasing customer dissatisfaction. The industry has typically been focused on making amends for dissatisfied customers, and service providers might use a significant amount of money on these programs. Ažman and Gomišček (2012) note that in their study, the overall level of customer satisfaction was

relatively high, which might impact the results and the applicability of their recommendations to all situations.

In past literature, customer satisfaction has often been studied mainly or only through different dimensions of service quality (Andaleeb & Basu, 1994; Berndt, 2009; Saidin et al., 2020). In a literature review of past research, all factors which affect customer choice of an authorized service provider or independent garage were identified. The factors are belief, brand awareness, service quality, product quality, economic service, convenient service, service capability, warranty handling, service contract, and insurance handling (Vigneshwaran & Mathirajan, 2021). The factors form a comprehensive framework by which customer value and loyalty can be assessed for authorized car service providers. However, Vigneshwaran and Mathirajan (2021) note as a limitation of the framework does not indicate the difference in importance between factors.

Borchardt et al. (2018) studied nine auto manufacturers on their authorized after-sales services and identified quality management practices that combined the best-performing ones. The service providers were assessed against their customer satisfaction scores and revenue. The study highlighted the importance of culture, leadership, procedures, and continuous improvement (Borchardt et al., 2018). Through culture and set procedures, the service providers could offer a more stable performance across customers and decrease the retention rate of personnel. Continuous improvement was especially documented in the three Asian auto manufacturers that performed highly in the study. The effect of customer service on customer satisfaction was also highlighted similarly to previous studies (Ažman & Gomišček, 2012; Borchardt et al., 2018; Pereira et al., 2007).

2.2 Value-based selling

Value-based selling (VBS) refers to using customer value as the basis for selling actions. Töytäri and Rajala (2015) refer to it as:

“A sales approach that builds on identification, quantification, communication, and verification of customer value.”

Terho et al. (2011), on the other hand, define VBS as:

“The degree to which the salesperson works with the customer to craft a market offering in such a way that benefits are translated into monetary terms, based on an in-depth understanding of the customer’s business model, thereby convincingly demonstrating their contribution to customers’ profitability.”

The definition by Terho et al. (2011) is more granular, with the expectation and focus on financial benefits. Also, it has the assumption of looking at the issue through the salesperson’s view in a B2B context.

VBS is a powerful tool on the salesperson level to enhance customer orientation and, thus, sales results (Terho et al., 2015). By building the customer’s business together, new opportunities for sales open. Also, the possibility for developing tailored solutions and demonstrating how co-creating can enhance customers’ business performance and profits. VBS was found to be a significant and strong effect on sales performance. The study was done with 817 salespersons from 30 organizations in a business-to-business (B2B) context (Terho et al., 2015).

VBS is less studied in the business-to-customer context. The positive impact on sales performance can also be substituted for the business-to-customer (B2C) context, but caution needs to be used when interpreting the results of past literature. However, as this thesis focuses on B2C car maintenance, sales it will attempt to draw conclusions in that dimension.

Pricing strategies in literature can generally be divided into three categories: cost-based, competition-based, and customer value-based pricing (Hinterhuber, 2008). Value-based pricing (VBS) is superior and offers better returns on investments when compared to the two more traditional models where the price is based either on costs or competition pricing (Hinterhuber, 2008; Raja et al., 2020).

Value-based pricing (VBP) is a prerequisite for VBS (Töytäri et al., 2015). However, literature generally separates them (Dost & Geiger, 2017; Terho et

al., 2015; Töytäri et al., 2015). In this thesis, VBS and VBP will be used more as related terms, as implied by Töytäri et al. (2015).

2.2.1 Value-based selling process

Value-based selling can benefit both the seller and customer by more accurately pricing the service to the value the customer receives from it (Hinterhuber, 2003). Previous research has determined two specific stages for VBS: planning and implementation (Storbacka, 2011). In comparison, Terho et al. (2011) have identified and described three main dimensions to conceptualize VBS: understanding the customer's business model, crafting a value proposition, and communicating customer value. Töytäri and Rajala (2015) also proposed three stages to VBS: planning, implementation, and leverage. All the stages require different, important capabilities and managerial implications.

Raja et al. (2020) extended this research by identifying the process by which VBS and VBP capabilities develop. They uncovered three distinct phases and their sub-dimensions which are visualized in Figure 2 below. The process is based on similar ones pictured in past research (Terho et al., 2011; Töytäri & Rajala, 2015), but as a key difference changed the leveraging phase of Töytäri & Rajala (2015) to verification of value and its different dimensions. Raja et al. (2020) also argue, based on their study, that the phases and dimensions happen iteratively and, in reality, overlap with each other. Compared to some previous literature where capabilities and managerial practices have been very phase-specific, Raja et al. (2020) find that knowledge of them is required and helpful in all the stages. For example, the capability of already building a sales tool during the customer identification and analysis phase contributes positively to value creation and communication with the customer.

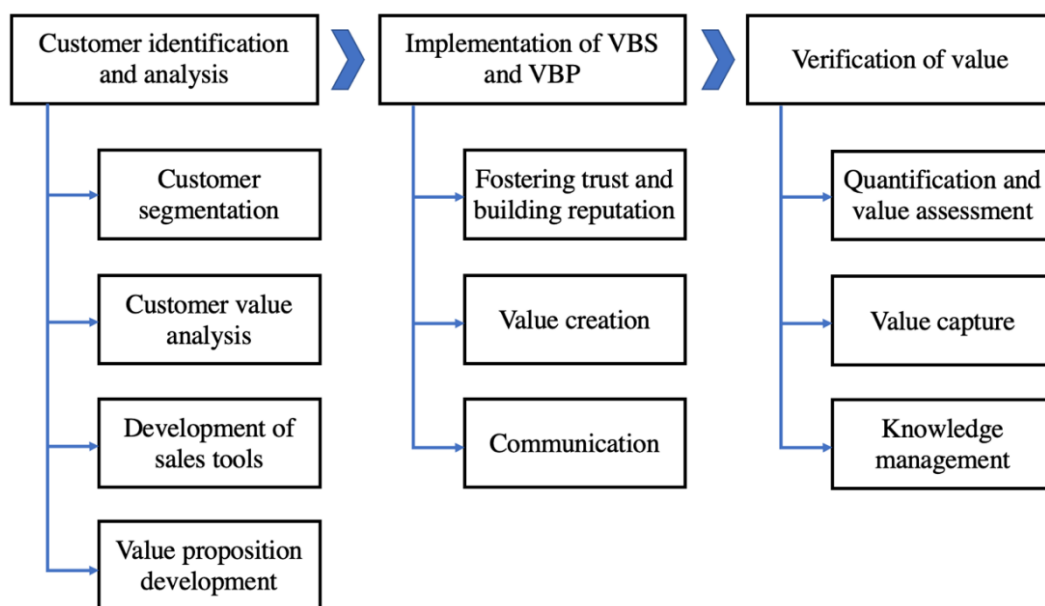


Figure 2: VBS and VBP process (modified Raja et al. (2020))

Customer identification and analysis is the first step in VBS and a key concept in moving to a new culture in sales within the company. Töytäri and Rajala (2015) highlighted customer segmentation to identify those where the value proposition has a solution to the customer's high-level business problem and leverages the seller's competitive advantage in the solution. Thus, realizing the customer's competencies and behaviors is critical for successful customer segmentation (Raja et al., 2020).

Customer value analysis is challenging but includes analyzing the customer and their business to find the points in their value chain which can be improved with the company offering (Raja et al., 2020). Based on their empirical results, Raja et al. (2020) argue that customer value analysis should precede the effort to negotiate new prices or offer with the customer. Also, customer value analysis requires high-level access to the customer's business. Managerial practices for assessing customer value include customer workshops and focus groups, documenting stakeholder processes, goals, and challenges for general use within the sales organization (Töytäri & Rajala, 2015).

Changing to VBS also requires developing new sales tools beyond those used in traditional selling (Raja et al., 2020). The need to standardize service concepts and identify routines for service offerings is critical to the

organizations' ability to identify use cases for their products. Quantifying value and implementation in sales have been identified as the biggest challenge in transitioning towards a VBS process (Storbacka, 2011; Terho et al., 2011; Töytäri & Rajala, 2015b). Developing new sales tools is a way of bridging this gap. Some essential tools include quantified reference stories, value calculators, manifesting organizational capabilities, and institutionalizing value-selling practices (Töytäri & Rajala, 2015).

Value proposition development must be done carefully for VBS (Anderson et al., 2006). In industrial B2B sales, selling services after the initial tender process is difficult, and thus a culture change is needed to introduce services as part of the value proposition earlier (Raja et al., 2020).

The next step in the VBS process is implementation. This requires trust, reputation, value creation, and communication with the customer (Raja et al., 2020; Töytäri & Rajala, 2015). Trust can be built through brand image and a good reputation of success in previous projects. Building trust and reputation is especially important for companies using a VBS strategy (Raja et al., 2020).

Value creation is the perceived value for the customer. This is, of course, critical to be able to leverage VBS. However, it is not only enough to create value for the customer. It must also be communicated to them well because customers often forget the delivered value (Hinterhuber, 2008). On top of communicating with the customer on the gained value, it is important to communicate internally within the company to have standardized processes and pricing models for the customers (Raja et al., 2020).

The last step of the VBS process is verification of value. This is important as value can be an elusive concept, and verification of value is needed to verify that value is honestly being created for the customer (Raja et al., 2020). Verification can also be used to create and develop routines for future use cases. An important part of VBS is that the seller should be able to capture a part of the value increase delivered to the customers a portion should. This makes VBS a win-win situation for both the customer and the seller (Hinterhuber, 2003). Knowledge management is the ability to share knowledge within the company to increase the ability to identify new business opportunities (Raja et al., 2020).

2.2.2 Adoption of value-based selling and marketing

After finding out the sources of customer value and dimensions that can be linked to customer satisfaction and loyalty it can be examined how these can be adopted to the selling and marketing of services. Most of the research on VBS is based around the B2B context, where the individual transaction cost is much higher than in car maintenance services. Thus, the past research

needs to be assessed on its relevance to be applied to the research context of this thesis.

For value-based selling and marketing to impact a company's financials, they need to be implemented into the required processes, capabilities, and activities (Kujala, 2015). The sales function must learn to understand and credibly communicate the superiority of the company's value proposition to the customer (Anderson et al., 2006). The difference from traditional sellers is that a VBS function provides persuasive and credible evidence for their claims (Anderson & Wynstra, 2010).

In acquiring a value-based sales potential, multiple questions should be addressed. First, is value-based selling the right strategy for the company, customers, or industry? To differentiate from the competition and have a value-creation impact the seller must have unique selling points (Terho et al., 2011). In a B2B context for true value creation, the customers must also be ready to engage in a dialogue on how the seller could increase their value (Terho et al., 2011). In a B2C context, the input from the customer is generally less and the seller needs to be able to show the value they can create for the customer with less information.

Adopting a more value-based approach to selling can mean a significant shift in the company's sales processes. This requires change management and leadership to ensure a successful improvement. The majority of organizational change processes fail even though they are shown to be essential for companies' success (Luecke, 2003). For an organizational change to succeed, there needs to be change happening on three different levels: organizational -, group -, and individual level (Whelan-Berry et al., 2003). Changing behaviors on an individual level can turn out to be the most difficult. Organizational and group-level changes can be primarily implemented through process changes and instructions. However, change on the individual level also requires a psychological shift from the employees which is critical to the success of the whole change process. Without the change in the individuals the processes and instructions become useless.

A change management operation can be linked to two major waves of stress for the employees (Shin et al., 2012). First from the anticipation of future change and second from the experience of losing resources. To ensure the success of a change process, it is important to address both potential sources of stress before and during implementation. This requires clear communication and expectations management.

According to Shin et al. (2012) their study offers four key managerial implications for implementing change management and decreasing employee turnover. Firstly, managers must acknowledge the significance of employees' behavioral engagement and commitment towards organizational change. Secondly, to increase employees' commitment to the change process,

it is imperative to provide them with high organizational inducements before the change implementation. Thirdly, managers should consider psychological resilience as a critical characteristic for the content of training sessions and new recruitment. Finally, it is suggested that enhancing employees' positive emotions and social relationships is an effective approach to improving their commitment to change.

When considering the key capabilities required for the successful adoption of VBS, sales and product managers play a significant role (Strahle et al., 1996). Five key capabilities are identified to match sales activities with account management and business unit strategies. The capabilities are specifying responsibilities within the sales function, recruiting new employees, targeting sales function training to employees, determining account type relationships individually for cases, and determining sales approach (Churchill et al., 1989). The capabilities and sales function requirements also differ based on whether the sales function is organized geographically, according to products, or according to customer relationships (Churchill et al., 1989).

When creating a possible new VBS process for the case company, it should be considered that in the passenger vehicle service industry the importance of individual dimensions might change (Ažman & Gomišček, 2012). It would be important to assess the dimensions relating to customer satisfaction and dissatisfaction from time to time to address the customers' current value and leverage them in the selling process.

3 Materials and methods

This chapter will introduce the materials and methods used in this thesis. All the elements of research design and approach, data collection and justification of the acquisition together with the construct validation will be presented. The study's trustworthiness, credibility, repeatability, and reliability will also be evaluated to assess the quality of the research.

This thesis aims to both find out the sources of customer value in maintenance car services and give managerial implications on how this knowledge could be used in the case company's sales organization. However, the previous theory and literature are also compared for these answers so deductive and abductive reasoning strategies are used.

The research questions and empirical phenomenon studied define the use of research design and approach. As the research questions of this thesis (presented in chapter 1.2) focus on a specific situation and single case organization, case study was chosen as the research method. Case study is the most used research method in industrial marketing and it has been used in similar fields as this thesis before (Easton, 2010).

In a seminal article on case studies as a research method, Yin (2009) denoted that case study is especially relevant in studies where the research questions try to answer a "how" or "why" question on a social phenomenon or require a deep-dive into a certain subject. This study's research questions try to answer the questions "how can knowledge of customer value be leveraged in selling". Also, the focus of the study is specific to a certain case company which is an authorized service provider and on their sales towards a limited focus group. Thus, case study is a very relevant choice of research method in this thesis.

3.1 Case study research design and method

Conducting a case study is a linear, but iterative process. It consists of planning the study, designing it, and then preparing, collecting, analyzing, and sharing the results (Yin, 2009). However, it is often necessary to shift back to the design phase and try something new from the following phases.

Research design is what connects the starting point of research questions to the endpoint of conclusions (Yin, 2009). As Yin (2009) has put it:

“Research design is the logical path of getting from here to there, where here may be defined as the initial set of questions to be answered and there is some set of conclusions (answers)”

about these questions. Between 'here' and 'there' may be found a number of major steps including collecting and analyzing relevant data.”

According to Yin (2009) there are five major components to research design: research questions, research propositions, unit of analysis, logic between data and the propositions, and criteria for interpreting the results.

Research questions cannot be solely accredited for good or bad research, but they greatly impact how it turns out. In qualitative research the chosen research questions and the ability to generate and refine them during the process is important for success (Agee, 2009). Research questions shouldn't generally be decided beforehand, but only after familiarizing oneself with the existing literature on the subject (Agee, 2009; Yin, 2009). In this study the research questions presented in chapter 1.2 were conducted after studying the basic knowledge of the field and the case company.

The unit of analysis in this research is an individual consumer. As the goal of this study is to increase knowledge of customer value and leveraging that in the selling process the individual consumers need to be studied to answer these questions. This impacts the data collection and analysis phases described in more detail below in chapter 3.2.

3.2 Research process and case company

Yin (2009) has created a well-established process for case research which was followed also in this thesis to ensure successful adoption. The three key stages of the process are case selection, data collection and data analysis. Before these three stages, a theoretical phase was conducted. However, as this thesis was conducted for a case company the order of the different phases was not strictly linear, but also an iterative process. A presentation of the whole research process is in Figure 3 below. It includes all the steps, but the three key ones highlighted by Yin (2009) are visible on the left-hand side.

The theoretical phase concluded with a literature review analyzing past literature on the topic. This theoretical study provided initial results on implementing VBS and more generally customer value into a sales process. It also provided answers and clarifications on the chosen research questions and the case selection. The results of the theoretical phase were also used in creating the surveys and interview questions conducted. At the end of the research process, they were combined with the empirical results to draw conclusions.

The next step of the research process was case selection. As the research intended to study the use of customer value in the selling process of car

service providers the case company was required to be a car service provider. The case company chosen was an authorized service provider for (a) certain car brand/(s) in Finland. They fulfilled the criteria of having limited knowledge of different dimensions' effect on customer value and not currently using it in their selling processes systematically. This allowed this research to bring the case company real value in providing them with new information and recommendations they could use.

Case study is a versatile research method as it allows for multiple types of data collection such as interviews, surveys, observations, and documents in either qualitative or quantitative form (Easton, 2010). The primary method of data collection chosen for this research was surveys and in-depth interviews. Surveys can be used in case research to provide a larger-scale understanding of a certain issue (Sayer, 2000). In this research, surveys were used to get a more comprehensive understanding on the dimensions of customer value and their relative importance. Conducting a survey on the subject allowed for a much larger perspective and understanding of the issue.

After the surveys, nine in-dept interviews were conducted to certain consumers of car maintenance services. Interviews were conducted as they are especially appropriate for qualitative case studies and are generally considered the most important source of data in case studies (Easton, 2010). The interviews allowed for a much more in-depth analysis of the reasons behind and affecting customer value found out in the survey conducted earlier.

The interviews were followed by an analysis of the gathered data. This included merging the survey and interview results and presenting them. After which they were combined with the theoretical results for the conclusion part of the research. Here the main theoretical and managerial implications were formed.

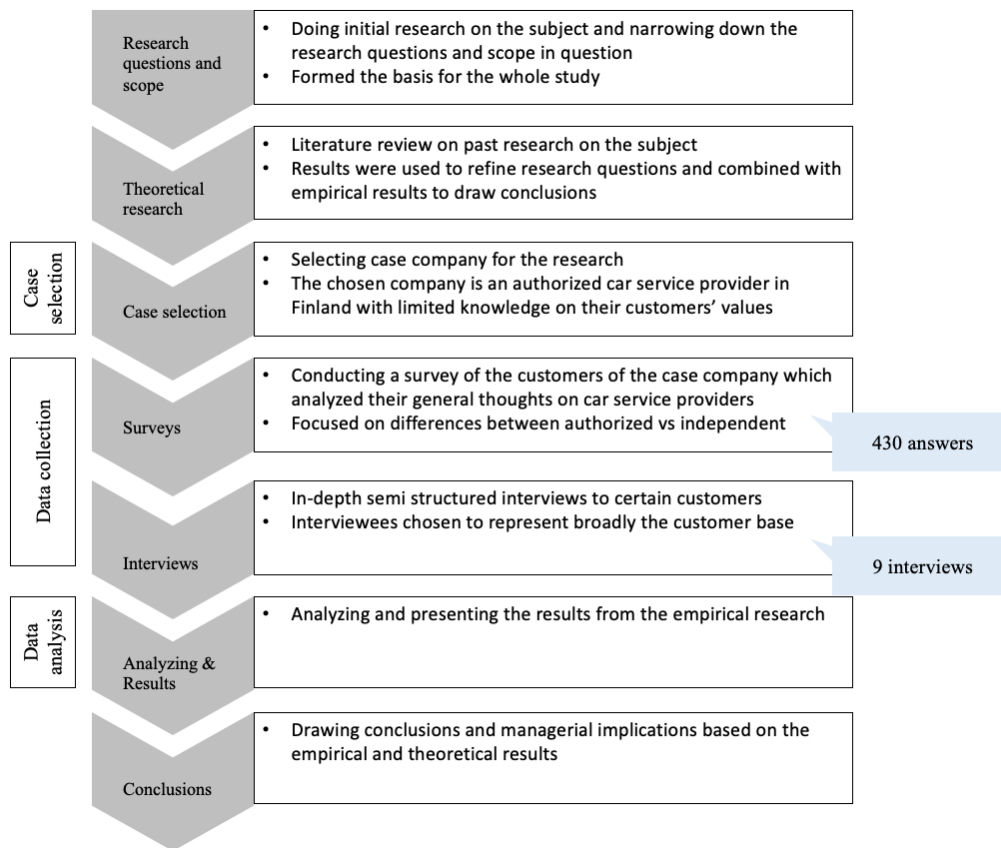


Figure 3: Research process

3.3 Data collection and analysis

Data collection for this research was done through a survey and in-depth interviews. This chapter will go through the selection of survey participants, interview and survey questions, and analysis of results.

3.3.1 Survey

The survey was conducted through the Webropol -platform which allows for versatile data collection (Webropol, 2022). The target audience had to be carefully assessed to have a successful survey with interpretable results. Based on the research questions the target audience was restricted to customers who had bought a used passenger vehicle after 2018 that was 4-10 years old at the moment of purchase. The survey was distributed through the case company's client database to customers who had agreed on receiving marketing. Based on the corporate communication of the case company

being in Finnish, also the survey was conducted in Finnish. This further narrowed the focus group to only Finnish speaking customers who had bought a used car of a certain car brand/car brands. Thus, when interpreting the results, the internal bias of customers in the underlying data must be considered when extrapolating the results to the general population.

Based on the requirements above the survey was sent to approximately 6 500 individuals. Of these 430 equaling to 6,6% answered the survey. The survey was titled as being conducted in co-operation with Aalto University and a 50 € gift card was raffled between the answerers. The survey consisted of 32 questions which were split into four different sections. Below in Table 4 a breakdown of each section, its goal, question subjects, and question types. A sample of the whole survey is visible in Appendix B.

The goal of the survey was to increase understanding of customer value dimensions regarding maintenance car service providers for older vehicles. To be able to assess the customers' first reactions and thoughts on the subject and what dimensions of value they bring forward the first question on the subject was an open question. Only after this question, there were multiple choice and scaling questions asking the relative importance of the different dimensions.

Table 4: Survey structure and questions

Section	Goal	Question subjects	Question types
General information	General information of the respondent. Used to filter and segment further questions within the survey.	Home region, age group, employment status, year model, price, previous and next maintenance service provider	Multiple choice
Inquiry on customer values	Explore customer values without feeding the customer any attributes before hand	How do you decide where to take your car for maintenace service?	Open question
Deep dive on customer values	Deepen the understanding on customer values with more complex questions	Most/least important values, distance, retention,	Multiple choice, open questions
Authorised service providers vs. independent garages	Comparison of values and views on authorised service providers compared to independent garages	Difference detection, price sensitivity, perceptions strength,	Multiple choice, scale 1 - 5
End	General question, permission to contact for interview	More comments on the issue, raffle participation, interview permission	Open question, yes/no

Analysis of survey results can be divided into two categories descriptive and analytical (Chambers & Skinner, 2003). The survey results in this study were mainly analyzed through the descriptive method such as summary measures of the population, means, proportions, and rates. The answers are presented through graphs and visualizations. The analytical method utilizing a linear regression model was used to analyze the relationship of a car's age to the likelihood of using authorized service providers. The hypothesis was that the

older the car is the less likely the owners are to use an authorized service provider.

Linear regression is a statistical technique used to model the relationship between a dependent variable and one or more independent variables. The goal of linear regression is to find the best-fitting line that describes the relationship between the variables. This line is characterized by its slope, which represents the rate of change in the dependent variable for a unit change in the independent variable, and its intercept, which represents the value of the dependent variable when the independent variable is zero. Linear regression is commonly used in research to test hypotheses about the relationship between variables and to make predictions based on that relationship. To use linear regression, certain assumptions about the data must be met, such as linearity, independence, and normality of residuals.

3.3.2 Interviews

The aim of this study was to conduct 10 interviews with customers who had answered positively about being contacted about an interview in the survey. However, only nine in-depth interviews were done in the end due to miscommunication on a customer’s side regarding the timetables and time restrictions on the research itself. Each survey participant was gifted with a 50 € gift card which was also communicated beforehand to the participants.

The interviewee selection was an important phase to get a diverse distribution of participants, but still reach a saturation regarding the answers. Table 5 below has an overview of the criteria based on which interviewees were chosen. The split of both authorized service users and independent garages was chosen to have both views represented in the data and be able to find out the reasons for both. The same with splits regarding gender, purchase price, and address.

Table 5: Interviewee distribution

Authorised service user	Yes	No	
	5	4	
Gender	Female	Male	
	5	4	
Purchase price	0-15k €	15-25k €	30- k€
	1	6	1
Address	Southern Finland	Other	
	4	5	

All the interviews were conducted in a two-week timeframe. This allowed for an effective deep dive into the subject for the interviewer, and progression from one interview to the next. Interviews were conducted through Microsoft Teams and lasted on average for 45 minutes. The interviews were conducted in Finnish because it was the native language of both the interviewer and the interviewees. The interviews were recorded and transcribed with Microsoft Teams. The transcriptions were then used for the analysis phase.

The interviews were conducted as semi-structured interviews for the interviewer to have the ability to guide the conversation, but let the interviewee have the liberty to talk about their thoughts and opinions on what mattered. The interviews followed a common structure: an introduction, questions on customer value regarding car maintenance services, differences in authorized service providers vs. independent garages, and final remarks. The interview structure and questions can be found in Appendix A.

The interview questions were decided based on information from the case company and early literature review. Also, inputs from the professionals within the case company were used to improve the questions and better understand the different meaningful aspects to ask about.

The analysis of the interviews was done based on the recording and transcription. The analysis was done based on categorizing data in an Excel spreadsheet (Microsoft Excel, 2022). Data was synthesized on a question-to-question basis and coded to find out the conclusions. Tables of each interview with the structure shown in Table 6 below were conducted of all interviews first separately and then combined to determine the cohesion between them. The process was done to elevate the raw data to larger conceptual levels and the results can be seen in Table 10 in chapter 4.3.

Table 6: Interview coding example of a single interview

Theme	Code	Quote
Car Features	xxxx, 2015 model, 23 000€	"I bought the car 5-6 years ago as a used vehicle. It is a 2015 xxx- model which cost 23 000 € at the time. I've really liked it during these years"
Maintenance	High value to maintenance, authorised service providers expensive but good quality	"I think taking care of the car with regular maintenance services is very important and is something you just have to take into consideration when owning a car. For quality reasons I always take the car to the authorised service provider for maintenance and repairs even though it is more expensive."

3.4 Research quality

To assess the quality of research presented in this study, three concepts are analyzed: construct validity, external validity, and reliability of the study. These three concepts offer an overview of the study and the results.

Construct validity assesses the connection between examined theoretical concepts and empirical data (Yin, 2009). According to Yin (2009), construct validity can often be problematic in case studies; thus, extra care was taken during this study to try and ensure it. Both the theoretical research and empirical research focus on the same themes. The theoretical research looks into understanding what the sources of customer value in car maintenance services have been identified in previous literature and how these have been used in the sales process. The literature on the use of customer value in value-based selling in the industry was scarce, a point where construct validity is lacking. However, this thesis aims to answer the gap in research.

Construct validity can be improved by having multiple sources of empirical data (Yin, 2009). In this study, it was taken into consideration when deciding on conducting both a survey and in-depth interviews. With 430 answers to the survey and nine interviews, they offer a wide basis of empirical data to build on.

External validity is assessed as results and conclusions from a study can only be generalized within a specific domain (Yin, 2009). This thesis was planned to provide answers to Finnish authorized car maintenance service providers on improving their sales. This scope narrows down the areas where this study can be generalized in. However, the results can be used to study the sources of customer value in car maintenance services on a more general level.

Reliability refers to the imitability of the research by someone else with a similar research design and scope. The research conducted in this thesis should be imitable by other researchers without issues. The narrowing of the focus group was quite general, and with the high number of answers on the survey, it would be likely that the answers have reached a certain saturation point. The study was concluded only based on a single case company which is not ideal for reliability. However, the empirical data is based on their customers, broadening the information sources.

4 Results

This chapter presents the empirical results of this study. The results will be analyzed according to the methods described in chapter 3.3.

4.1 Survey results

The survey results are presented according to the structure of the thesis. Descriptive analysis is used for most parts, and linear regression is used in comparing different dimensions' effects on the likelihood of using authorized service providers.

4.1.1 General information

The survey had a total of 430 answers. To understand the premises of further data analysis, looking at the respondent demographics of the survey allows for context around the results. The majority of answers for the survey came from Western Finland and Southern Finland. Together they formed 78% of all respondents. Below in Figure 4, a detailed split of responses per region is shown. The split should be considered when analyzing customer value dimensions relative to driving distance as distances are generally shorter in Southern and Western Finland compared to the rest of the country.

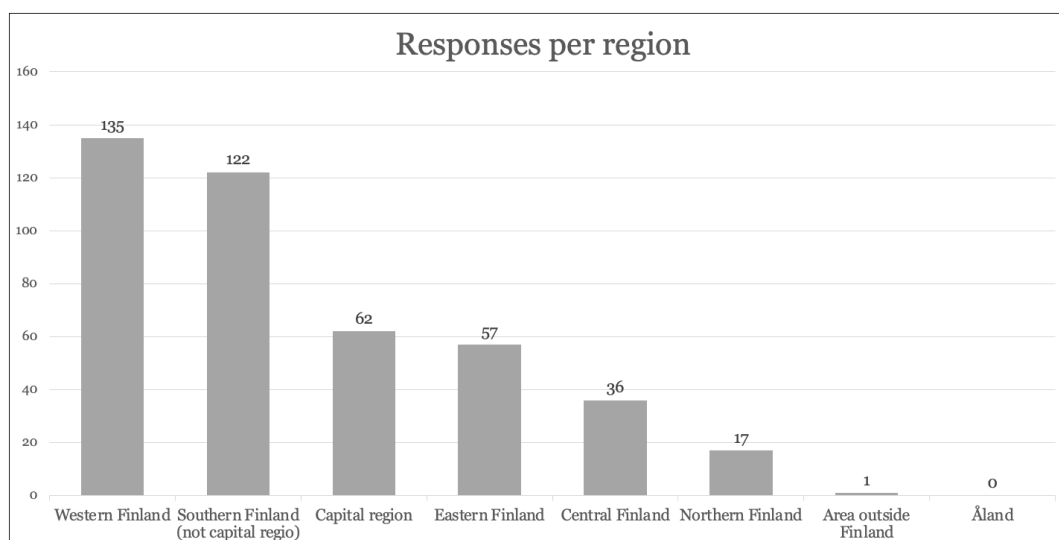


Figure 4: Survey responses by region

The age demographic between the responses was heavily distributed towards the elderly. 37% of all responses were from over 60 years old. Responses from under 30-year-olds represented under 8% of the total answers. The complete age distribution is shown in Figure 5 below. The age distribution also affected the demographic of employment status, as 25 % were pensioners.

30% were white-collar workers, and another 30% were employees. The rest were split between unemployment, paid leave, entrepreneurs, students, and leaders.

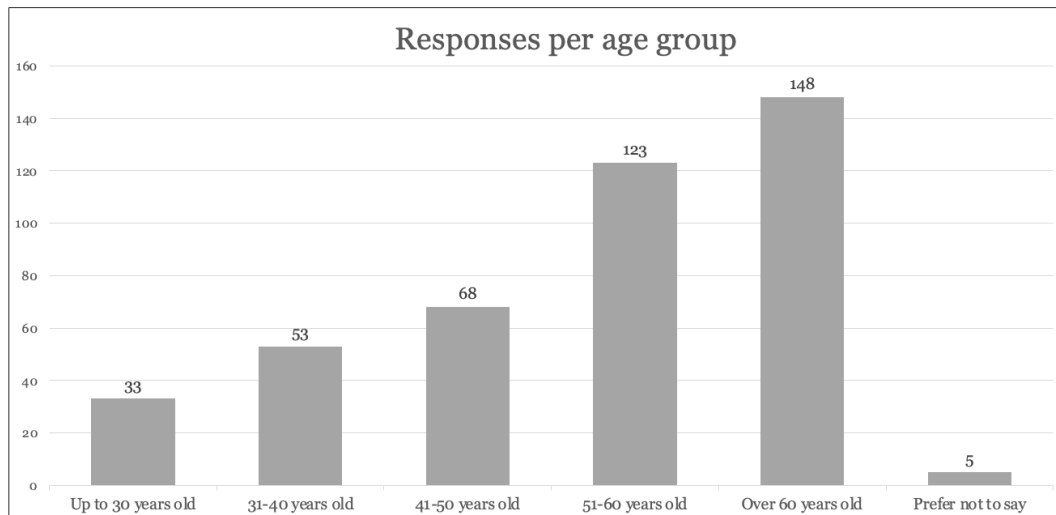


Figure 5: Survey responses per age group

4.1.2 Open question on dimensions of customer value

The next section of the survey was an open-ended question on how the respondents choose where to take their car for maintenance service. The results of this question offer an unbiased view of which dimensions customers deem important and valuable. The question was mandatory, so there were 430 answers to it. When doing a word count analysis on the open-questions answers, the following words presented in Table 7 came up the most. The word count was calculated by counting the number of answers which have the intended word mentioned. Thus, this analysis does not provide knowledge of what context the words were mentioned in the answers. However, the knowledge of the count of words can be used to analyze what dimensions customers thought were important when asked about their purchasing behaviors regarding maintenance services.

“Price” was the most often mentioned word, with 114 answers out of 430 mentioning it. “Authorized” was the next most mentioned, with 75 answers mentioning it. Authorized was here taken to mean that the respondent alluded to the difference or preference of using or not using an authorized maintenance provider. "Location" and "reliability" were the next most frequently mentioned terms.

Table 7: Word count on survey answer

Word	Count
Price	114
Authorised	75
Realiability	34
Location	42

Four major groups can be identified when analyzing the answers manually and sorting them into categories. The first group consists of people who understood the question as what gives them the notice that the car should be taken for maintenance. The answers focused on the car’s infotainment system notifying them about the need for service. Another category was that their relative (spouse, father) notified or told them where to take it for maintenance.

“When the car’s computer notifies, or the car is broken.” (Man, over 60 years)

“My dad tells me” (Women, under 30 years)

The second group of answers focused heavily on price, which can also be seen from the word count analysis in Table 7. Either price was the main dimension mentioned when choosing a service provider, or it was mentioned in relation to higher prices at authorized service providers. Answers also commented on the high price of services and the inconvenience of taking the car for maintenance. Below are example quotes from responses regarding price.

“Price of the service, and quality.” (Man, over 60 years)

“Tradition even though the prices horrify. Once a year a so-called vehicle inspection service. Yearly kilometers only less than 5 000 so the price is high...” (Man, over 60 years)

The third group focused on taking the car to an authorized service provider, which was their main deciding factor. These answers often combine the want to use an authorized service provider and highlight another dimension, such as location or price, as above. The answers in the group are more definitive than in the others in that the desire to use an authorized service provider often eliminated the need to think about other choices. This can mean that choosing or not choosing an authorized service provider is a definitive choice for many. However, some answers in this category mentioned choosing an authorized service provider for now, but they think about reconsidering the choice in the future when, i.e., the car is older.

*“The same authorized service provider as where the car was bought from. The only authorized service in the region.”
(Women, under 30 years)*

“Authorized service provider as long as it makes sense. It is the most expensive and maybe not worth the price...” (Man, 51-60 years)

The remaining answers were grouped into the last group. These generally focused mainly on other dimensions such as location, prior experience, or convenience. In some answers, emotions were clearly visible in the writing of this answer, and bad experiences were recollected and written as reasons never to take the car there again.

“Such that I get a reservation within a week. Last time the authorized service provider could not provide one.” (Man, over 60 years)

*“My own or my relative's experiences of the repair shop.”
(Man, 31-40 years)*

4.1.3 Deep dive into dimensions of customer value

The next section of the survey focused on customer value and comparing different dimensions to each other. Customers were asked to choose the three most important dimensions they consider when choosing a maintenance repair provider for their vehicle. The results are presented in Figure 6 below. Three dimensions stand out with over 200 votes each: price, close location, and previous experience with the repair shop. The next most important dimensions were customer service, authorized service provider, and availability of maintenance time.

The results reflect well what customers had responded to the open-ended question on what they consider when choosing a maintenance service provider. However, in this answer, authorized service provider is noted as only the fifth most important dimension, even though the share of answers that mentioned it as a key component was much higher in the open-ended question. However, some dimensions might overlap or influence each other, such as if good customer service is associated more with authorized service providers.

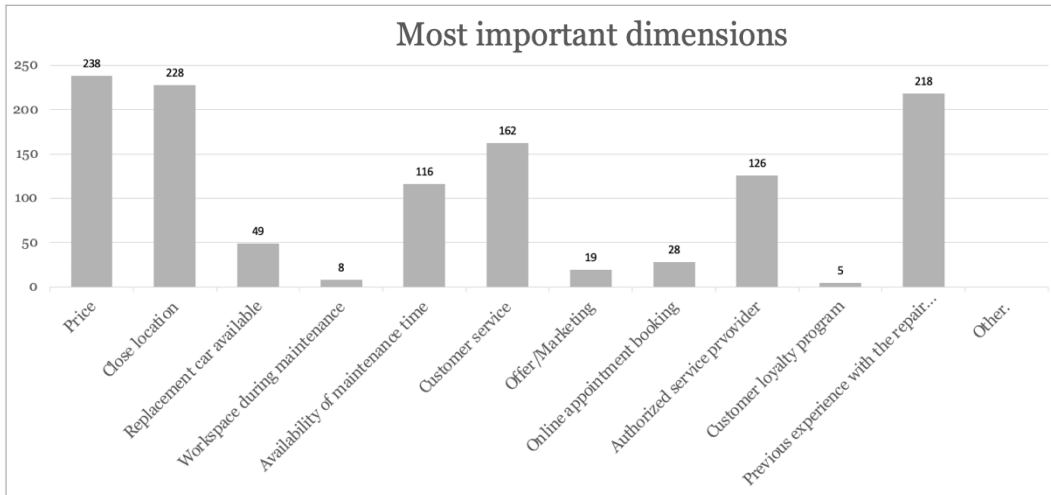


Figure 6: Most important dimensions when choosing a maintenance service provider.

The same question was also flipped around, and customers were asked to choose the three least important dimensions when choosing a service provider. The answers are shown in Figure 7 below. Here the clear number one choice was a workspace during maintenance. This service has been increasing in offering in the past few years, especially with the covid-19 pandemic increasing the chances of remote work. The second most voted dimension was replacement car availability. Together this combo raises the question of what people would like to do when their car is being worked on and whether these service offerings often marketed besides the maintenance hold actual value to the customers. Other dimensions which got voted on were offer/marketing, online appointment booking, and customer loyalty program.

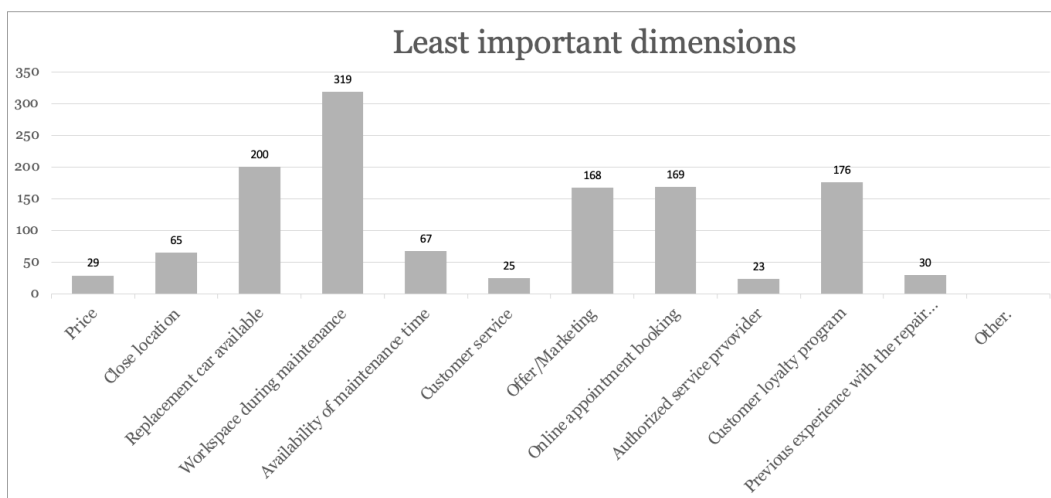


Figure 7: Least important dimensions when choosing a maintenance service provider.

Overall, the results are consistent when comparing the most and least important dimensions listed by customers. The most voted on the other were among the least voted in the other questions. This means that customers are unanimous on what dimensions they view as important and which as unimportant. Nonetheless, it can be noted that none of the dimensions had zero votes on either of the polls, so some convergence does remain within the population.

Location and distance were also studied by asking how long of a distance (km) the customer would be ready to drive for a maintenance repair. This was of interest as the hypothesis was that people would be ready to cover a distance to get to a certain repair shop. However, the data does not support this. 23% of people are willing to drive only 0-9km for a maintenance service, while 34% are willing to drive 10-25km. Only 9% are willing to drive 50 - 100km, and 6% over 100km.

Finland is a country where distances quickly increase when moving away from the city center. In Figure 8 below, the distances respondents are willing to drive for a car maintenance service are pictured according to region. As can be expected in the capital region, people are less willing to drive a long distance for car maintenance; 74% are willing to drive at maximum 25 km. In Northern Finland, people are willing to drive the longest distances, but the total number of respondents from there was only 17, so there can be variance within the results.

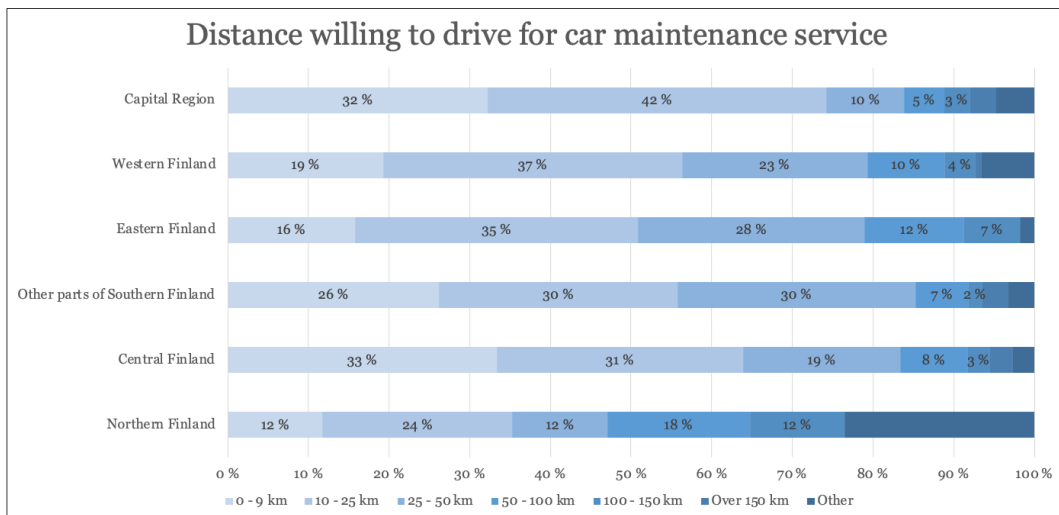


Figure 8: Distance willing to drive for car maintenance

The question of what customers do during the maintenance service was raised in the survey results, as both workspace and rental vehicle were chosen among the least important dimensions when choosing a service provider. In the interviews, most interviewees had alternative ways of transportation for

the maintenance days. In families with two cars, getting a lift from the other adult was the most common. Interviewee 8 lived in the Capital region and generally used public transport for the day after dropping his car off for maintenance.

Altogether the logistics of car maintenance was often not seen as a big pain point to customers even though it was an inconvenience to their daily lives. The general disposition was that maintenance service is a necessary evil that rarely happens. Thus, the logistics just need to be figured out in some way. Benefits such as free rental cars were possibly seen as a plus but did not seem important when choosing a service provider.

4.1.4 Authorized service providers vs. independent garages

The fourth section of the results compares dimensions of customer value and views between authorized service providers and independent garages. The case company had a few hypotheses on the subject that were studied.

H1: Maintenance at an authorized service provider is around 20-30% more expensive per single maintenance but more cost-efficient in the long run with fewer mistakes and errors done.

H2: Authorized service providers are considered more high quality and reliable than independent garages.

H3: The older or cheaper the car is, the more likely people are likely not to have maintenance done at an authorized service provider.

When asked on a scale of 1 to 5 how strongly people associate specific dimensions with authorized service providers, the answers show that customers do not strongly perceive long-term cost-effectiveness to be related with authorized service providers. Cost-effectiveness had an average score of 3,1 / 5, the lowest of all the dimensions. On the other hand, higher price had an average score of 3,9, together with more skilled service personnel. This means that the second hypothesis of authorized service providers being higher quality seems correct, but the first hypothesis, regarding cost efficiency in the long run, does not. These answers provide an insight into people's conception of the dimensions and not a definitive answer on what is true. Higher quality spare parts were also regarded with a score of 3,8 and better customer service with 3,4. The scores and standard deviations can be seen in Figure 9 below.



Figure 9: Perceived dimensions of authorized service providers.

When asking which dimensions influence whether to choose an authorized service provider, the answers were relatively even between different dimensions, as shown in Figure 10. Previous experience with an authorized service provider was regarded with the highest score of 3,9. The service price was the second highest score with 3,8, validating the importance of price found in the earlier parts of the survey results. While analyzing the results of this question, it should be noted that the answers do not explain why or how these dimensions affect choosing or not choosing an authorized service provider. They simply tell on whether they are a factor in the choice.

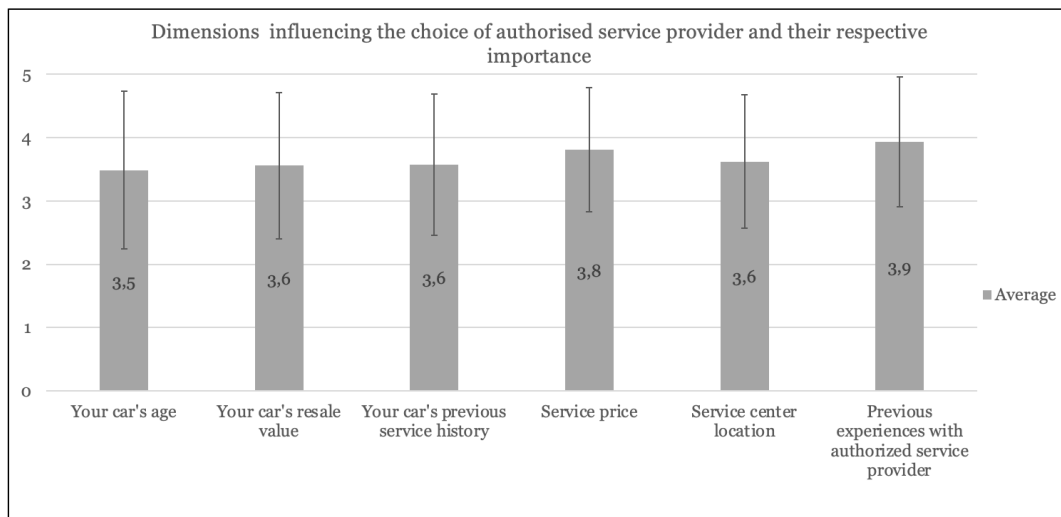


Figure 10: Dimensions influencing the choice of authorized service provider and their respective importance.

The rest of the dimensions: the car's age, resale value, previous sales history, and service center location, have equal average scores of 3,5-3,6 with similar standard deviations. Nonetheless, the scores are clearly above three, which was presented as the neutral option in the survey. This would deem that they all have some sort of factor to most customers. Unlike hypothesis 3 would

suggest, at least in their minds, people did not associate that strongly the car's age with taking it to an authorized service provider or not.

The car's previous service history is an dimension where the generally thought idea is that if a car has been previously maintained at an authorized service provider, the likelihood of continuing it there is higher even if the car would switch owners in between. On the contrary, this also means that if a car has once been 'lost' to independent garages, even the subsequent owners are less likely to start bringing it to authorized service providers anymore.

When taking a closer look at the effect of the car's age on the likelihood of using an authorized service provider, it can be noted that the hypothesis is valid, at least in part. Figure 11 below shows the percentage of cars whose last maintenance service was done by an authorized service provider divided by the car's year model. The car's year model is used as the best estimate of the car's age. A linear regression was fit into the data to better assess whether a car's age explains the likelihood of using an authorized service provider.

The general form of linear regression is $y = mx+b$, where y is the dependent variable, x is the independent variable, m is the slope of the line, and b is the y -intercept. In the regression done, the linear equation came out as follows:

$$y = 0,0332X + 0,4069.$$

The R squared value was 0,52, which is relatively low, and tells that the model explains 52% of the variance within the model. The slope value of 0,0332 can be interpreted as the likelihood of using an authorized service provider increasing by 3,3% per car year model.

Altogether, the statistical analysis gives some evidence to validate the hypothesis, but the results are inconclusive. With such a low R-squared value, other factors also affect the likelihood.

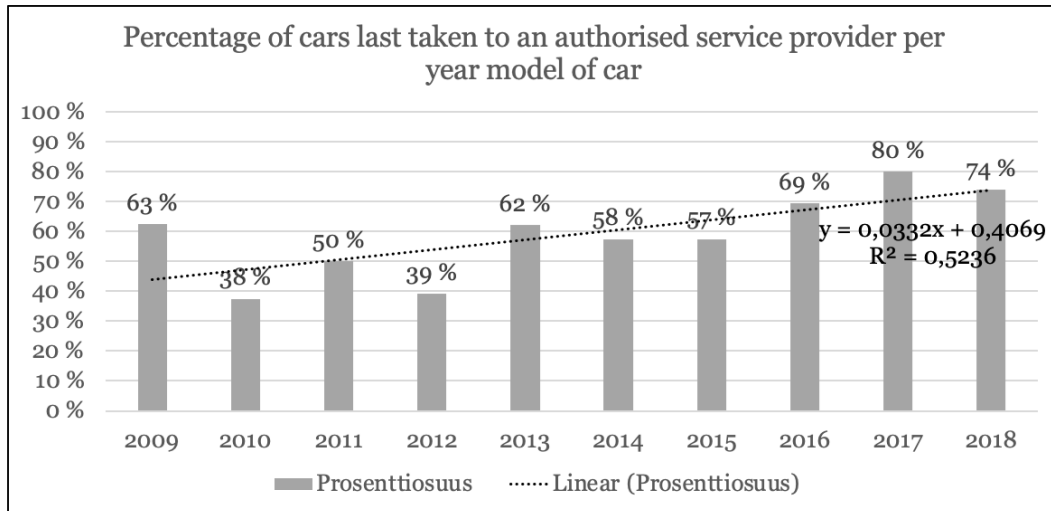


Figure 11: Percentage of cars last taken to an authorized service provider per year car model.

The data offers more validation when considering the second part of hypothesis 3 that the car's value impacts the likelihood of using authorized service providers. When comparing the percentage that use authorized service providers with the purchasing price of the vehicle, the linear regression takes the following form:

$$y = 0,0435X + 0,4933.$$

The R-squared value is 0,72, which can be considered moderate/high. This means that the model explains 72% of the variance within the model. With a slope coefficient of 0,0435 according to the model moving to the next price bracket, the likelihood of using authorized service providers grows by 4,35%. Thus, with a higher slope coefficient and R squared value, it can be determined that purchasing price has a stronger influence on the likelihood of using an authorized service provider than age. Using the car's current resale value would be better than purchasing price for a sounder analysis. However, as consumers might not know this accurately, the purchasing price was chosen as the dimension to simulate it.

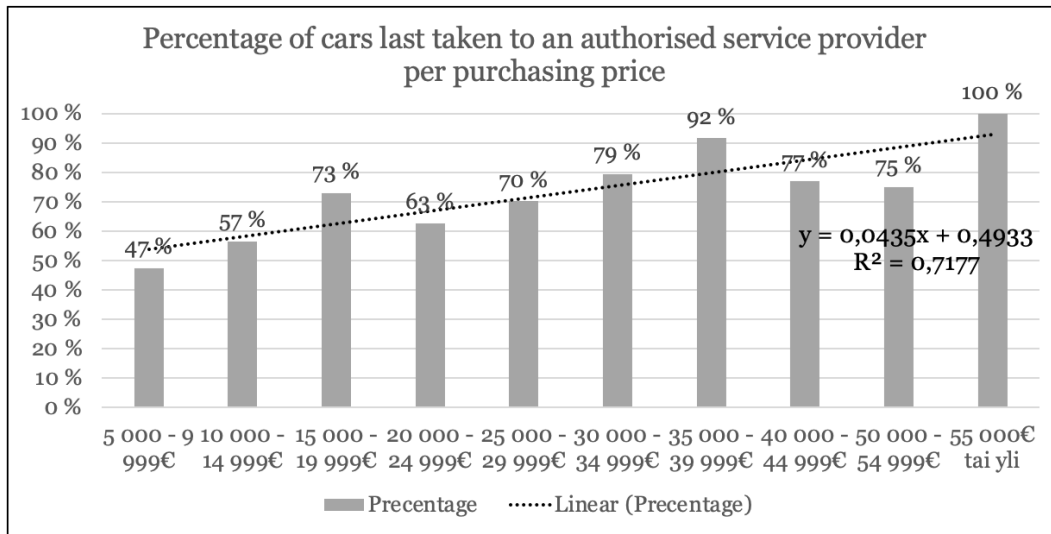


Figure 12: Percentage of cars last taken to an authorized service provider per purchasing price.

Even though the statistical analysis does not offer any definitive answer on how a car's age or price affects the service decision, the answers to the open questions do. When asked an open question on the effect of the car's age on maintenance service decisions, there were 240 answers to it. The majority agreed with the remark that it does not make sense to take an older car to an authorized service provider after a certain point. The age where this happened varied from answer to answer but was generally between 6-10 years old. Even though the question focused on the car's age, many answers also remarked that an "old and cheap car" can be serviced anywhere as the choice does not affect its resale value anymore in a significant value.

"There is no point in servicing an older car with more expensive authorized maintenance since the difference will not show in the resale value." (Man, 41-50 years old)

A strong viewpoint that would validate the third hypothesis is born from the open questions. However, with the impact not showing as strongly in the data regarding decision people have made, there is a possibility that the car's age/value is a dimension that people think impacts the choice more than it does.

4.1.5 Ending remarks

At the end of the survey, the respondents were asked simple yes/no questions regarding marketing. 68 % (292 / 430) answered that they do receive marketing/offers for car maintenance services, and 42% of these said that they do have an impact on their choice of service provider. Of the 32% who

do not receive marketing, 57% answered that they would like to. This offers an opening for the case company as all respondents have bought the car from them, so contacting them regarding marketing should be straightforward. Currently, the case company is losing potential with people who want to receive marketing but do not. The second question was only asked from the people who either answered yes or no to the first one. Figure 13 below shows the absolute number of answers to the yes/no questions.

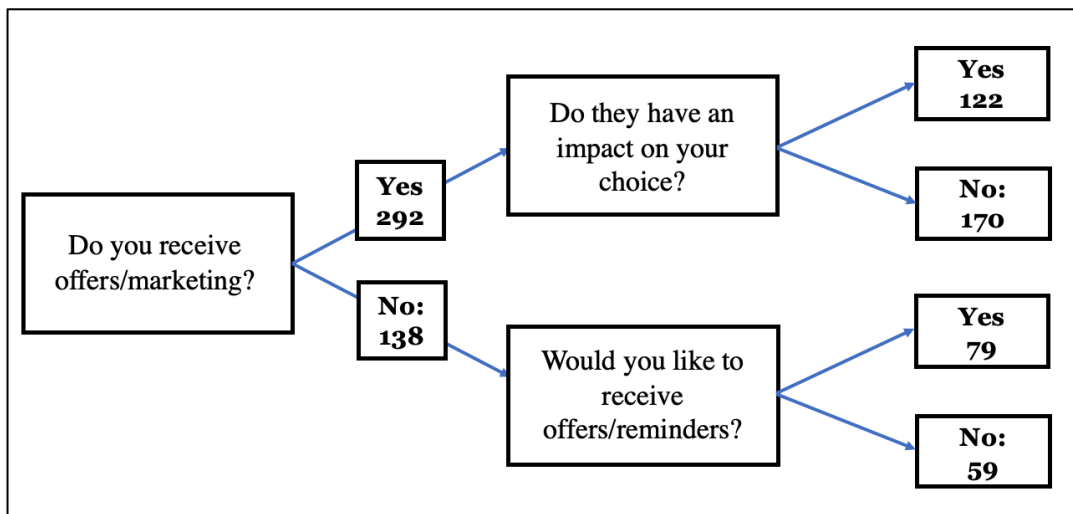


Figure 13: Survey questions on marketing.

When asked about their loyalty to a single service provider, 83 % of the respondents answered that they always take their car to the same place for maintenance. Only 17% declared that they change places in between maintenance services.

The last survey question asked permission to be contacted for an hour-long in-depth interview on the subject. Two hundred fourteen people (50%) answered yes, and from this group, the interviewees were chosen according to the criteria described in chapter 3.3.2.

4.2 Interview results

The interviews were conducted to deepen the understanding of customer value and the reasoning behind them presented by the survey. The interviews provided an opportunity to discuss in-depth with nine customers about their thoughts on the subject. The interview results are presented in this chapter according to the topic areas discussed.

4.2.1 Introduction

The interviewee selection criteria were described in chapter 3.3.2. Based on these criteria, the customers presented in Table 8 below were chosen for the interviews.

Table 8: Interviewees

	Age	Gender	Location	Purchasing price	Last maintenance service
Interviewee 1	41-50	Woman	Capital region	20 000 - 25 000 €	Authorised service provider
Interviewee 2	51-60	Man	Capital region	20 000 - 25 000 €	Independant garage
Interviewee 3	51-60	Woman	Central Finland	-	Authorised service provider
Interviewee 4	31-40	Woman	Eastern Finland	20 000 - 25 000 €	Independant garage
Interviewee 5	31-40	Man	Western Finland	15 000 - 19 999 €	Independant garage
Interviewee 6	Over 60	Man	Southern Finland	5 000 - 9 999 €	Authorised service provider
Interviewee 7	41-50	Woman	Eastern Finland	10 000 - 14 999 €	Independant garage
Interviewee 8	31-40	Man	Capital region	15 000 - 19 999 €	Authorised service provider
Interviewee 9	41-50	Man	Eastern Finland	15 000 - 19 999 €	Independant garage

4.2.2 Choosing a car service provider

As the survey results declared that 83% of consumers always maintain their car at the same place, the interviews were used to better understand customers on the issue. The interviewees confirmed the survey's hypothesis that most consumers always take their cars to the same service provider. The reasons behind this were mainly because of convenience. Altogether, the interviews clearly show the importance of winning the first maintenance choice. After that, it becomes exceedingly hard to win customers except if an apparent mistake is made that is poorly handled, making them reconsider the service provider choice.

“At the time of the first maintenance service, I compared three service providers (Mekonomen, ATOY, authorized service) and chose the cheapest.” (Interviewee 1)

The most common reason to change the service provider or where the interviewees would imagine themselves changing is when their trust has been breached. For example, a breach of trust would occur if the service provider would say that something has been done to the car when, it has not. Another situation would be if a mistake is made during the maintenance, but it is not communicated, or ownership of it is not taken.

However, an interesting point of view common among most interviewees was that making a mistake is not inherently bad. If it is openly communicated to

the customer and reimbursement is offered, it is seen as something that could even potentially add trust toward the service provider. This is further a mark that customers genuinely value open and truthful communication from the service provider.

*“In my opinion, it was a really positive experience that they openly admitted the mistake and reimbursed me for it.”
(Interviewee 2)*

As mentioned above, mistakes made to individual customers were the most common catalyst to change service providers. However, mistakes have a more significant impact through word-of-mouth communication between customers. When customers were deciding for the first time where to take their car for maintenance, the experiences of their relatives and friends significantly impacted the choice. Car maintenance and especially bad experiences were a common talking point between people and stories easily spread and create untrust.

Most bad experiences were spread between close relationships, and those stories had the most substantial impact on opinions about certain service providers. However, interviewee 4 told that, there was a widely spread rumor in her region that the local authorized service provider had a habit of billing for works that had not really been done. Even though she did not know if the rumor had truth behind it, it still impacted her, so she did not consider taking her car there.

*“I’ve heard of all kinds of experiences. I want to stay on top of the situation, so I’m not the one being screwed with.”
(Interviewee 4)*

Open and truthful communication was considered one of the most significant pain points in car maintenance altogether. As literature pointed out earlier, the car service industry is different from many other service industries in its very technical nature, which creates an unbalance of information between the service provider and consumer (Darley & Luethge, 2019). This was clearly visible in most of the interviews. Interviewees found it frustrating that they had no visibility of future maintenance services required and costs regarding them.

“It would be nice to know beforehand what is coming in the maintenance service. I have tried reading the maintenance manual.” (Interviewee 7)

On top of communication, or possibly due to the lack of it, trust in the industry was relatively low. Multiple customers felt that they had to keep

themselves knowledgeable to some degree on what was happening so as not to get screwed over. This was considered taxing and affected the whole sentiment toward car maintenance.

*“I feel like I have to be very vigilante and demanding with maintenance services in order to get proper treatment.”
(Interviewee 1)*

For interviewees who do not use the authorized service provider regularly the importance of price and location was highlighted in their response.

“I take the car to the same place because it is a good price and convenient location.” (Interviewee 2)

4.2.3 Authorized service providers vs. independent garages

The interviews reinforced the perception established by the survey that authorized service providers were perceived as offering superior quality but at a relatively higher cost than their competitors. However, the survey results did not clearly show the strong association customers had between authorized service providers and better customer service. Whether they used authorized service providers or independent garages, these views were universal among all interviewees.

*“Expensive, but trustworthy. They see straight away what has been done to the car and what should be done next.”
(Interviewee 5)*

*“High quality, safe, good customer service, but expensive.”
(Interviewee 7)*

The interviewees saw varying degrees of perceived price difference between authorized service providers and independent garages. Overall, there was the general sense that authorized services are more expensive but that it is hard to determine by how much. From those who had compared prices, the price difference for more extensive maintenance services between competitors was seen as significant, even double the price. Generally, customers perceived the price difference as larger than the 25-30% that the case company believed it to be.

“I always look case by case when I should take to the authorized service and when not, because often it doesn’t feel beneficial with the price. Even in some basic operations, the

difference can be 100% more expensive, and there is no need for original spare parts in them.” (Interviewee 2)

When studying the reasoning and thoughts behind the hypothesis on how the car’s age/price affects the choice between service providers, the interviews proved to validate it. Studying interviewees 1,3,6, and 8, who primarily took their car to an authorized service provider, three out of four thought that is an issue that they will have to consider further down the line. They felt as though their vehicle was not yet below the threshold to use an authorized service provider. However, especially interviewee 8 was skeptical that he would continue it for much longer.

“When the car is over ten years old, does it make sense for me to take it to the authorized service provider for maintenance? I will need to compare the prices...” (Interviewee 8)

Interviewee 9 had already switched away from authorized service providers. In his opinion, any car over five years old does not make sense to use the authorized service provider as the extra cost does not make up for the possibly better quality service available. Interviewee 7 was along the same lines. She felt that as she planned to keep the car for multiple years, the possible effect of using authorized service providers for the reselling value would not benefit her. Interviewee 6 was an exception in his thoughts. He thought the car's age or price should not impact the maintenance decision. He found it perplexing that some people seem to emphasize the car's age as he felt that whatever age or price the car is, it should be maintained well.

4.2.4 Customer perceptions on key terms

For the last five interviews, the interviewees were asked at the end of the interview their fast first thoughts regarding five key terms: authorized maintenance service, (Car brand) service, benefits of authorized services, original spare parts, brand-trained personnel, and customer loyalty points. This was done to gauge their reactions and thoughts regarding the terms and determine their knowledge of the differences. In Finland, a service provider can call itself a (Car brand)-service (such as Audi-service, Volvo-service, etc.), even if they are not the authorized service provider. The hypothesis was that consumers are not aware of this, and it might be confusing to them. This was proven right with the majority (4 / 5) of interviewees asked thought it was the same thing as the authorized service provider. Interviewee 8 understood the term differently and answered according to it, but it seemed that even he thought of the authorized service providers with the answer.

The thoughts associated with the authorized service providers were the ones commonly thought about, expensive but good quality/reliable. The answers differed from person to person regarding aspects such as original spare parts and brand-trained personnel. It can be noted that interviewees 6 and 8, who do use an authorized service provider, seem to put more emphasis on the aspects than the rest. Overall, the customers who used authorized service providers regularly generally put more emphasis on the importance of car maintenance. This might be why they use an authorized service provider or a case of confirmation bias, where they want to justify their decisions.

Customer loyalty points were seen as irrelevant or a nice bonus. Also, during the conversation, none of the interviewees mentioned these as being even a small deciding factor in service provider choice.

Table 9: Customer perceptions on key terms.

	Interviewee 5	Interviewee 6	Interviewee 7	Interviewee 8	Interviewee 9
Authorized maintenance service	Expensive, reliable	Logo is above the service hall's door. It is understood about the car's soul.	High-quality, safe, good customer service, expensive.	Safe, reliable, worth taking your own car for servicing.	Generally know what needs to be done, not the cheapest.
XX (Car brand) service	Same feelings	Same thing.	Same.	The next level up, XX is perceived as a bit of a premium car service.	Equals authorized brand service.
Benefits of authorised service	Can see directly what has been done to the car and what should be done next	Maintaining resale value. Taking care of the car.	Knowledgeable staff specializing in a particular brand, service works as agreed.	Quality service, impact on resale value.	Most reliably follows the car's service program, maintains the car's resale value.
Original spare parts	Doesn't know if they are any better	It's good that there is a stamp on spare parts, even with the risk of getting them much cheaper.	Probably quite important, good for the car to have original parts. More expensive.		Best suited spare parts.
Brand-trained personnel	It's a good thing, but if the technician is skilled, they can fix any car, so it doesn't really matter	A big thing. Expert customer service and maintenance.	A good thing, skilled and high-quality service.	In XX service, one could imagine that it's standard practice for them to be trained for that brand.	Best knowledge for the car brand.
Customer loyalty points	Has never paid attention	Always welcome, but a little bit of a bonus.	An advantage, but otherwise not a big deal when accumulated infrequently.	A good thing, you get a pretty large amount of points.	Someone always pays for those loyalty points anyway.

The case company has a service concept for vehicles in the same age group studied in this thesis. The idea behind it is to offer somewhat cheaper and tailor-made servicing to older vehicles to incentivize customers to keep maintaining their cars with them. However, this study showed that the consumer's knowledge of this program is very limited. The only one who knew about the concept by name was interviewee 8, who had learned about it after it was offered during his last maintenance appointment. 6/9 interviewees had no idea about this, and two had some recollection.

This shows that the service concepts have failed regarding customer marketing and knowledge. Even the customers who took their car to the authorized service provider and had most likely been offered this service concept did not know about it. Altogether, the interviewees were interested in having special concepts for maintaining older vehicles which would alleviate some of their pain points, such as high price compared to the car's resale value.

4.2.5 Identified customer profiles

The interviews also clearly showed the different types of customer profiles that maintain their car. These customer profiles were mapped out to better help understand different types of customers and what drives their motivation. This can be further utilized in developing marketing strategies for the case company. The different customer profiles are pictured in Figure 14 below on a scale of their loyalty and preference towards using an authorized service provider or an independent garage.

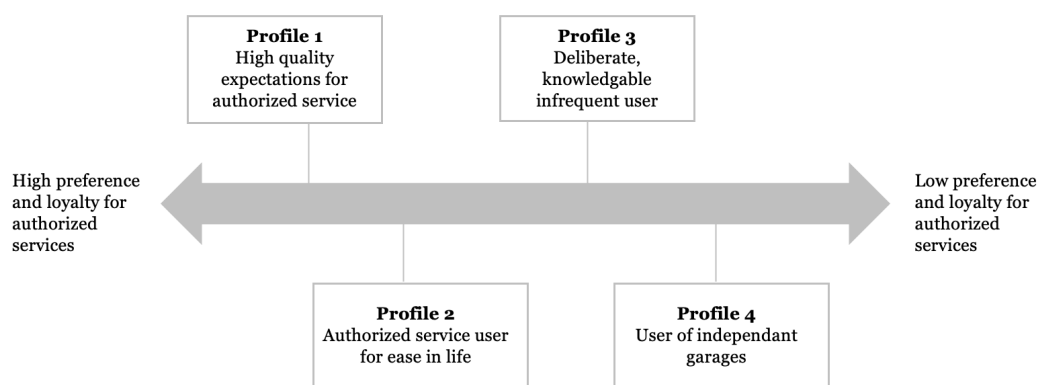


Figure 14: Customer profiles.

The first identified customer profile was loyal authorized service users. They were ready to pay a little extra but did expect high quality and ease of use from the service. The customers value small extra services such as free car cleaning and partly expect them with the higher service price. These customers would change service providers only if they either perceive that the quality is not high enough or there is a significant mistake/breach of trust made by the service provider. This customer profile was identified around interviewees 3 and 6.

The third profile is a customer who mostly takes their car to the authorized service provider but is not as loyal as the first profile. These are the ones who are the most likely to switch away as the car gets older. They do appreciate the high quality of the authorized service provider but are more price conscious. Interviewees 1 and 8 inspired this customer profile.

Interviewees 2 and 9 were customers who thought they knew quite a lot about car maintenance, and they considered all the options between service providers with a sense of logical thinking. Profile 3 was based on them. Interviewee 9 thought he could critically evaluate the losses and benefits between the authorized service provider and independent garages. He had devised a system where he took his vehicle to independent garages for the basic tasks, such as oil changes, but to the authorized service provider for

more complex tasks, such as changing the timing belt. These customers would want data and solid reasoning on the benefits of using an authorized service provider for every maintenance for them to change their minds.

The fourth and final profile is customers who have never taken their car to the authorized service provider. They have nothing strongly against it, but they have stayed away based on the image that it is more costly. They view the authorized service as probably higher quality but not worth the extra price. This customer profile does not spend much time researching where to take their car and is usually happy to use the same service provider as long as no significant problems arise. Interviewees 4, 5, and 7 fit this profile.

4.3 Empirical analysis

The empirical results of this study are split into two parts which, despite being separate, complement each other. The survey provided a comprehensive overview of different dimensions of customer value from a larger population, while the interviews deepened the reasonings and thoughts that customers had for such choices.

The survey taught that customer answers differed slightly between first answering an open question about importance when choosing a service provider and when voting on different dimensions to be the most and least important. The open question did not give them any hints on what to think about, and here price, authorized service, and reliability were highlighted. When voting on the most important dimensions from a list, the most votes were given to price, location, and previous experience.

The least important dimensions were listed as workspace available during maintenance, replacement car, and customer loyalty program. This raised the question of what customers do during the maintenance, and in the interviews, the answers were that, generally, they have alternative ways of transportation. The most often was to get a lift from the other adult and car in the family or use public transportation. Even if they did use the replacement car service, they did not view it as an important factor in their service provider choice.

The importance of location and price was especially highlighted among the customers who did not use authorized service providers. At the same time, customers who did use authorized service providers put a higher emphasis on the overall importance of the maintenance of a car and the quality. Overall, price was still the most discussed dimension in both the survey and interviews. The customer perception of the price difference between authorized and non-authorized service providers was relatively high, ranging up to 100% depending on the type of service done.

However, the interviews also highlighted many other factors that impacted customer choice than price. Generally, the whole industry and the service providers within were seen as slightly untrustworthy, and thus, the car maintenance experience was negative to most. Customers felt like they were not being communicated to in an open and trustworthy matter and that they had to stay vigilant not to be screwed over in the process. Customers wished for more visibility on the maintenance and future needs of the car to understand the process better.

The interview analysis and coding can be seen below in Table 10. Based on the interviews the customer value dimensions in maintenance car services are price, authorized service provider, reliability/quality, car features (age, price), previous experiences, word-of-mouth, distance/location, customer service, and resale price. These dimensions define the customer value and how customers choose a service provider.

The different dimensions have different importance and interact with each other. Authorized service providers were clearly seen as higher quality and better customer service, but at the same time much more expensive than independent garages. Even though price was seen as an important aspect that influenced choices, trust and reliability came out as even more important. Low price couldn't compensate for the loss of trust towards a service provider. Loss of trust was the most common reason to change service providers and it could either be created by bad previous experiences or word-of-mouth from other's experiences.

Table 10: Dimensions of customer value in car maintenance

Dimension	Code	Quote
Price	Prices compared for first time or larger services	"For normal maintenance a familiar repair shop which I'm happy with, but for a bigger repair I compare prices of multiple service providers and their can be a difference of hundreds of euros." (Interviewee 3)
		"I compared prices the last time, and the authorised service provider was almost half as expensive" (Interviewee 5)
	Authorised service providers seen as much more expensive	"Authorized service provider feels fancier, but I feel like for the same or a cheaper price I get the same service from elsewhere. Also location matters." (Interviewee 4)
		"I take my car to my regular service provider, because it is good priced and a convenient location." (Interviewee 2)
Authorized service provider	Good customer service	"They know what to do, but not the cheapest" (Interviewee 7)
	High quality and reliably	"High quality, safe, good customer service, but expensive." (Interviewee 7)
	More expensive	"Reliable, trustworthy, should take you car for maintenance here. High quality maintenance and a positive impact on resale price." (Interviewee 8)
		"Expensive, but reliably. They see straight away what has been done to the car and what should be done next." (Interviewee 5)
Reliability/Quality	Trust is important and lack of is a reason to change service providers	"When going to the authorized service provider service is top notch and not hurried as in the non-authorized. Things are done with care." (Interviewee 9)
		"Probably more expensive, but for me it is not a must to get the cheapest price so then I want service." (Interviewee 1)
	Vigilance and own alertness is needed to get proper treatment.	"Very good maintenance and customer service so in reality it is just the price that I compare as it seems quite high compared to others." (Interviewee 8)
		"I always look case by case when I should take to the authorized service and when not, because often it doesn't feel beneficial with the price. Even in some basic operations, the difference can be 100% more expensive, and there is no need for original spare parts in them." (Interviewee 2)
Reliability/Quality	Trust is important and lack of is a reason to change service providers	"Certainly, if such a trust-based relationship were to be broke (change service providers). If you notice that something has been neglected or left undone during a service, but the invoice still indicates that it has been done, it can be quite disappointing." (Interviewee 6)
		"You need to be very alert to get proper treatment. For example I checked myself and noticed that the oils hadn't been changed as the filter was still in dust." (Interviewee 2)
	Vigilance and own alertness is needed to get proper treatment.	"I've heard of all kinds of experiences. I want to stay on top of the situation, so I'm not the one being screwed with." (Interviewee 4)
		"I feel like I have to be very vigilante and demanding with maintenance services in order to get proper treatment." (Interviewee 1)
Reliability/Quality	Vigilance and own alertness is needed to get proper treatment.	"Need to consider the price and reliability" (Interviewee 5)
		"Most important is to up keep the quality and reliability (for authorised service providers)." (Interviewee 1)
Reliability/Quality	Vigilance and own alertness is needed to get proper treatment.	"The price is so cheap you start to wonder are they cutting corners and putting in the cheapest stuff they can find. It creates uncertainties on what has been done and raises questions on the quality of work (regarding independent garages)." (Interviewee 3)

Car Features	The older/cheaper car the less need to use a authorised service provider	<p><i>"That over five-year-old car is no longer what you would call a young, low-mileage car, at least in my use. It's starting to have quite a lot of wear and tear. Then, in a way, the added value of having it done perfectly and always using original parts doesn't have such a significant importance anymore." (Interviewee 9)</i></p> <p><i>"When the car is over ten years old, does it make sense for me to take it to the authorized service provider for maintenance? I will need to compare the prices..." (Interviewee 8)</i></p>
	Complexity of the car technology also matters	<p><i>"For a basic car or a manual transmission with fewer features, I would use a more affordable independent service shop, but I won't take this car there." (Interviewee 1)</i></p> <p><i>"For a brand new car I would not use an authorised service provider, but for an older one yes." (Interviewee 7)</i></p> <p><i>"Yes, I think that after reaching two hundred thousand, it doesn't matter anymore. It doesn't have any significance." (Interviewee 5)</i></p> <p><i>"A lot driven relatively old car I don't anymore see the meaning (of using an authorizes service provider)." (Interviewee 9)</i></p>
	Good experiences encourage to continue.	<p><i>"I think taking care of the car with regular maintenance services is very important and is something you just have to take into consideration when owning a car. For quality reasons I always take the car to the authorised service provider for maintenance and repairs even though it is more expensive." (Interviewee 6)</i></p>
	Mistakes need good communication	<p><i>"In my opinion, it was a really positive experience that they openly admitted the mistake and reimbursed me for it." (Interviewee 2)</i></p>
	Negative experiences spread easily	<p><i>"I've heard of all kinds of experiences. I want to stay on top of the situation, so I'm not the one being screwed with." (Interviewee 4)</i></p> <p><i>"I've heard stories years ago of the local authorised service provider charging for maintenance services which weren't done in reality (Interviewee 7)"</i></p>
Distance/Location	Location is a deciding factor both in cities and countryside	<p><i>"If the nearest village is twenty-five kilometers away and the nearest city is over 40 kilometers away, so it depends on how can you find service providers." (Interviewee 7)</i></p> <p><i>"Location and good customer service make me prefer." (Interviewee 4)</i></p>
	Opening hours can be inconvenient for day workers	<p><i>"I take the car to the same place because it is a good price and convenient location." (Interviewee 2)</i></p> <p><i>"Service providers only open during working hours and my location is outside of a city center." (Interviewee 7)</i></p>
	Good customer service is not given	<p><i>"They appreciate my knowledge and don't think of as dumb" (Interviewee 9)</i></p>
Customer service	Transparency and openness are needed	<p><i>"They'll tell you whatever happens and, you know, this is all about good service and being fair, really fair. And if any mistakes or blunders are made, they are acknowledged and fixed by them. It's like that, you know." (Interviewee 9)</i></p>
	In-person service preferred	<p><i>"Yes, it's true that when you go to smaller service shops, now, I mean, without naming any specifically, there's often a lack of service-oriented approach." (Interviewee 3)</i></p> <p><i>"This is the type of industry where online interaction cannot replace personal customer service." (Interviewee 4)</i></p> <p><i>"You can differentiate positively with good customer service, but not something I would change a service provider for." (Interviewee 5)</i></p> <p><i>"Transparency on what the price consists of." (Interviewee 9)</i></p>
	Maintenance does have an impact on resale price	<p><i>"Of course, it does have an impact in a way that I want to know whether the car has been regularly serviced or not, and if it has been regularly serviced, then where it has been serviced." (Interviewee 6)</i></p> <p><i>"I will keep the car so long that it will be so old that using a non-authorized service provider won't have an impact on the cars resale price." (Interviewee 7)</i></p> <p><i>"Important to maintenance regularly so that it works and keeps its resale price." (Interviewee 7)</i></p>

5 Discussion and conclusion

This thesis aimed to study dimensions of customer value within the Finnish car maintenance service industry and how they can be leveraged in selling the services. Particular interest was given to the differences between authorized service providers and independent garages. The research questions set at the start were as follows:

1. What factors create customer value in the maintenance car service industry?
2. How do customer perceptions change when considering authorized service providers compared to independent garages?
3. How can these factors be leveraged in value-based selling for a car service provider?

This chapter will go over the main findings and results from this study. Then explore them in relation to previous literature on the subject. After which, avenues for future research are explored. The research will end with managerial implications for the case company and the limitations of this study.

5.1 Main findings and results

The main findings from this research are the findings on customer value dimensions regarding car maintenance services altogether and specifically the views regarding authorized service providers and others. This chapter will answer the research questions one and two.

The empirical results of this study were analyzed through coding the interview results which is presented in Table 10. Through the analysis the dimensions of customer value within car maintenance services can be defined through nine dimensions; price, authorized service provider, reliability/quality, car features (age, price), previous experiences, word-of-mouth, distance/location, customer service, and resale price. These dimensions define the customer value and how customers choose a service provider.

The survey found that the most important dimensions when choosing a maintenance service provider are price, location, previous experience, reliability, and authorized service provider. The price and authorization were emphasized in the open questions, while the interview answers highlighted previous experience and reliability.

The interviews also highlighted many of customers' pain points and how they affect choosing a service provider. Overall, the sentiments towards the whole industry and service providers were negative. There were feelings of distrust and a lack of communication from the service provider's side. Customers also wished for better knowledge/visibility on future maintenance. The feeling or fear of not being treated fairly was visible especially in the interviewees who felt as though they knew less of what was happening.

The study also highlighted the importance of winning customers the first time they choose a service provider. 83% of the survey respondents answered that they generally always take their car to the same service provider if no major breaches of trust emerged. It was also found that mistakes were not profoundly bad things, but the lack of openness and communication creates a loss of trust, which is the main reason customers switch service providers.

When choosing the service provider for the first-time previous personal experiences or bad experiences heard through word-of-mouth were found to be influential during the decision making. However, even before this, for most customers, the choice between the authorized service provider or an independent garage significantly impacted the choices.

The consensus was that authorized service providers were higher quality with better customer service, but more expensive. The price difference was not seen to smooth out with higher quality and efficiency even in the long-term. Customers who used authorized service providers regularly gave more importance to car maintenance, while independent garage customers valued the location and price more.

The study also found truth behind the industry's common hypothesis that customers are more likely to bring older and cheaper cars to the authorized service provider. The quantitative data on this was more conclusive regarding the effect of the car's value. The qualitative data through the open survey answers and interviews found the effect of age to also strong. The reason given was that for older vehicles, the impact on resale price is minimal, and the shortened lifespan makes original spare parts unnecessary.

5.2 Theoretical implications

The findings of this study are mostly consistent with prior research in the field. Previous research had found a clear benefit to companies better understanding the dimensions of value for their customers, which also motivated this study (Anderson et al., 2006; Woodruff, 1997). The importance of soft values such as fairness, empathy, reliability, and assurance found in previous studies (Andaleeb & Basu, 1994; Berndt, 2009; Prakash et al., 2007) was corroborated in this one.

Reliability was among the most mentioned dimensions in the survey's open question with 43 mentions. The feelings of fairness and empathy and mostly the lack of them within the industry came up in the interviews. Prakash et al. (2007) also highlighted price which was clearly one of the deciding factors in this study with the most mentions in the open question answers and most voted in the important dimensionsns polling.

The difference between genders found in the Darley & Luethge (2019) was also visible in the interview results even though it was not one of the focal points of this study. As in their study, the results of this one found that from those who were interviewed, females put more emphasis on the initial purchase decision and were more loyal customers. For example, customer profiles one and four, which pictured stability, were modeled after the female interviewees in this study. Customer profile 3 , which emphasised service value received, was modeled after interviewees 2 and 9, who were both males, replicating the conclusions made by Darley & Luethge (2019).

Pereira et al. (2007) found that customers viewed independent garages to perform better regarding value for money. This study found conflicting results on this issue. Generally, customers did view authorized service providers as more expensive than independent garages, but higher quality was also associated with them. The consensus was that independent garages are better value for money. However, due to other reasons such as quality, customer service, or convenience, many still chose the authorized service provider.

Ažman & Gomišček (2012) found a high correlation between the customer's satisfaction with the service and their loyalty to the service provider and the likelihood of recommending it to friends and family. However, their study concluded that it would be wiser to focus on increasing customer satisfaction than decreasing customer dissatisfaction, which is against the industry norm. This study found word-of-mouth, especially on negative encounters, an important factor for customers choosing a service provider for the first time. Thus, as a conclusion, it would be important to avoid dissatisfied customers and focus on amending them, which contradicts Ažman & Gomišček's result (2012). The difference might be from the research method or the perceived satisfaction with service providers in Ažman & Gomišček's (2012) study that they note themselves as possibly influencing their results.

Altogether this study supports previous literature on the subject but provides also new theory regarding the customer value of using authorized service providers. However, the results of this study do challenge the previously presented theory that service providers should change to increasing customer satisfaction rather than decreasing customer dissatisfaction. This was due to the importance of word-of-mouth especially of negative encounters that was found in the interviews. The results of this study give

valid confirmation to previous literature, but also provides new possibly research subjects which are presented in more detail in chapter 5.4.

5.3 Managerial implications

This thesis set its aim to learn more about the case company's customers' value and how to leverage them in sales as understanding customer value has been proven to also increase seller value (Adamson et al., 2012). This thesis has provided comprehensive answers to the first two research questions in previous chapters. This chapter will focus on how the case company could use the learnings from this study in the future and, thus, provide an answer to the third research question.

This study provides a start to the VBS process for the case company. From the VBS process by Raja et al. (2020), pictured in Figure 2 this study accomplishes parts of the first step of customer identification and analysis. Customer segmentation was done with regard to the four different customer profiles identified. Customer value analysis is presented in chapter four. Development and value proposition development are left for further development, but a start is given below in Chapter 5.3 on managerial implications.

Even though the big aim of this study was to understand the dimensions of customer value to leverage them in sales, the study provided significant focus areas for the case companies existing business. The survey results showed 83% of customers always take their vehicle to the same service provider. This means that winning customers from competitors is difficult through sales, but also that the case company can't afford to lose its current customer base while developing their services and concepts to new customers.

The key learning to take away from this study on keeping existing customers is maintaining their trust. This means open and honest conversation about the services done and prices. On top of this, owning possible mistakes proactively is a must. The case company is currently more reactive than proactive in reimbursing mistakes to customers and this study would give reason to change that mentality.

On top of keeping the customers trust the current brand image of the authorized service provider lays on top of a certain quality image. Preserving this image even through possible organizational changes is key to keeping the current customer base. The quality image and good customer service was recognized throughout both authorized service users and others. Customer satisfaction also correlates highly with positive WOM (Ažman & Gomišček, 2012).

Moving towards leveraging the customer value found in this study in sales, emphasis should be put on integration, price, brand image, and convenience. Integration means that as the case company is also a big seller of used vehicles of the same brand(s) they are the authorized service provider they should aim at much better horizontal integration within the company.

While selling the car they have the perfect opportunity to talk to the customer, often face-to-face, and market their maintenance services. Through this the aim should be to get every customer to visit the authorized service provider at least once. And as the data shows with a positive experience the likelihood of them staying as customers is very high. The importance of winning the customer at this point is due to the likelihood of customers using the same service provider again. However, on top of this the sentiment from customers that the relevance of authorized maintenance is decreased if the car has even once been serviced somewhere else. This means that even if the car would be resold to someone else, their likelihood of choosing the authorized service provider is decreased due to the car being previously serviced elsewhere. Thus, the case company can view it as not only losing the single customer but potentially losing the entire car.

Another sales tactic that should be focused on is to delivering marketing to the customers who want it. The survey showed that over 18% of their customers would like to receive marketing but do not currently receive it.

Regarding price, the authorized service provider was universally considered to be the most expensive by quite a margin. As the case company themselves seemed to be under the image that they are slightly more expensive in individual maintenance services, in the long run, they would still be cost-effective with the higher quality services. The case company should investigate whether they could prove this to be true and if it is then aiming to change the public opinion through data. This would be especially effective to change customers' minds that fall into the third customer profile.

Another suggestion to the case company would be to change more towards value-based pricing per customer. This could mean creating service packages with different tiers to customize the pricing based on what the customer would value. The highest end package could be aimed at the first customer profile who were not as price sensitive but appreciated high quality service. The lower end packages could be for the rest of the customer profiles where they could for example choose between original and non-original spare parts. Value-based pricing has been shown to be superior and offer better returns on investments compared to the cost-based pricing the case company currently uses. (Hinterhuber, 2008; Raja et al., 2020).

Brand image and convenience are factors the case company should focus on to address the important customer value of reliability and fairness found in this study. The case company could look into personalizing their

communications with customers to create a sense of reliability and professionalism.

When considering on further steps to develop the sales process to being more value-based five key capabilities should be focused on: specifying responsibilities within the sales function, recruiting new employees, targeting sales function training to employees, determining account type relationships individually for cases, and determining sales approach (Churchill et al., 1989). On top of this, the sales and product managers play a key role in the whole change process (Strahle et al., 1996).

5.4 Future research possibilities

This study has shed light on customer value regarding the maintenance car service industry. However, there are several areas for future research to build upon the findings of this study and expand our understanding of how to leverage customer value in sales. A similar study could be conducted on a different B2C service industry to compare and identify the different dimensions customer value and their impact on sales. Another research area could be to carry out a longitudinal study where the customer value and their impact on sales would be studied over a time period. This could help identify the long-term impacts and provide validation for sales actions.

Future research could also focus more deeply on best practices of implementing VBS into similar contexts. As this study focused more on the first steps and value creation do VBS a study on an organization further in the process could validate these results.

5.5 Limitations of the study

This study has a key limitation regarding bias in the data collection method. The survey responses and subsequent interviews were based on the case company's customer database. This means that all the customers had already bought a used vehicle from the same company that provides the authorized maintenance services studied in this study. Which probably led to an increase in the number of authorized service users in the base population. Thus, even though the response amount of 430 for the survey was relatively high, it probably does show in the answers. This was kept in mind during the analysis and is why there was no immediate focus on the absolute percentages of people who use authorized services.

Another limitation especially to the study's external validity is the lack of diversity among the respondents. The study was conducted with the Finnish

market in mind; thus, all the respondents spoke Finnish. Thus, generalizing the results to other geographical regions should be cautiously done.

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Appendices

Appendix A – Interview questions

The following interview questions are translated from Finnish.

The structure of the interviews

1. General section
2. Car maintenance in general
3. Questions related to brand maintenance
4. Marketing
5. Change what emerges

Questions

General section

- 1) Introduce yourself (interviewer)
 - a) Is it ok to record?
 - i) The recording is only for the analysis work of the two of us and will be deleted immediately after the research project is finished. For the final report, all answers and interviews are also anonymized, i.e. it is not possible to identify an individual person.
 - 2) Would you like to introduce yourself?
 - a) Profession, age, ...
 - 3) Tell me about your car? Encourage discussion, create a feeling
 - a) Whatever, when was it bought, what model?
 - b) What is important
 - c) How long have you owned it?
 - d) When did you buy it? Where from?
 - e) What was the estimated purchase price?
 - f) What kind of driver do you consider yourself to be?

Car maintenance in general

- 4) How do you maintain your car?
- 5) Tell me about the last time you took care of your car?
 - a) Periodic maintenance or other maintenance?
 - 6) What kind of experience has car maintenance been like for you in general?
 - a) "What are the challenges associated with maintaining your car?" "And what things usually go well or without trouble?"
 - 7) Follow-up questions

- a) How do you feel that you have been taken into account as a maintenance customer
 - i) What kind of attention do you expect?
 - b) Then follow-up questions are asked in detail about the issues that have arisen
 - c) How would you like things to be handled differently?
- 8) What do you think about car maintenance?
 - a) Tell me more... (emotions, positive, negative)
 - b) How do you feel about taking care of your car? Communication, transparency, price estimate, reliability, etc.
 - c) You answered that following the car maintenance program is X important to you - can you tell me more about the thoughts and factors behind this?
- 9) What kind of customer service experiences do you have in car maintenance?
- 10) How do you decide when it's time to take the car in for maintenance?
 - a) Is the decision planned or spontaneous?
- 11) Do you have experience in different maintenance?
 - a) Can you tell us about your experiences related to them?
 - b) If you have negative experiences about something
 - i) Could you come back there sometime?
 - ii) What would make you change your opinion about that service?
- 12) Could you describe a normal day when you take your car in for service?
 - a) Replacement car/work space, why were these not at all important in the survey
- 13) Do you always service in the same place?
 - a) Are there any special features that make you prefer a certain place?
- 14) How do you choose a service station?
 - a) First listens to what the customer answers and deals with them, but then also directly prompts other attributes and asks about their effect
 - b) What is the effect of the following factors?
 - i) Distance
 - ii) Time availability
 - iii) Purchase price of the car / age
 - (1) Do you feel that there are separate service concepts for older cars? Do they seem useful?
 - iv) Service history of the car
- 15) What do you think about X thing?
 - a) Maintenance price estimate
 - b) Maintenance customer service

Authorized service provider

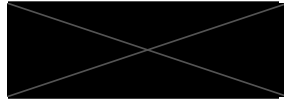
- 16) What images do you have of the following things? Broadly describe anything that comes to mind.
 - a) Authorized brand maintenance
 - b) XXX -service

- c) Benefits of brand maintenance
- d) Original spare parts
- e) Brand-trained personnel
- f) Loyalty points
- g) Follow-up questions always depending on what the interviewee seems to have an opinion on.
- 17) What do you think or what thoughts do you have about brand maintenance?
 - a) You mentioned X thing, could you tell me more about it?
- 18) On what basis have you formed your view?
- 19) Would you tell me how, in your opinion, brand maintenance differs from regular maintenance?
 - a) Could you tell us more about the benefits?
 - b) What about disadvantages?
- 20) Can you tell us about your experiences regarding the pricing of authorized brand maintenance? (If you have been to a brand service)
 - a) What do you think the pricing of the authorized brand service is like (is the pricing justified?)
- 21) What about experiences related to customer service and communication?
- 22) Do you think about the resale value of your car?
 - a) Yes / No answer
 - b) What do you think about it / How do you try to influence it?
- c) Finally, ask about brand maintenance and its effect if it doesn't come up otherwise.
- 23) What age/value car would you no longer service at a branded service?
 - a) Concrete values

Marketing.


- 24) Which things in car maintenance seem the most laborious and how could these be changed?
- 25) What kind of contact would you like from brand maintenance?
 - a) With what medium? (email, text message, etc.)
- 26) Would you like more information about something where maintenance could help you?
- 27) Do you feel that service shops tell you intelligibly what is included in the service?
- 28) According to your experience, does the service experience of the service correspond to the marketed service?
- 29) What kind of positive experiences have you had with customer communication in maintenance?
 - a) What about negative ones?

Appendix B – Survey questions



Aalto-yliopisto tutkimusprojekti

Pakolliset kysymykset merkitty tähdellä (*)

Tervetuloa vastaamaan kyselyyn. Kyseessä on Aalto-yliopiston kanssa yhteistyössä tehty tutkimus käytettynä ostettujen  määräaikaishuolloista. Vastaamiseen menee arviolta 5-10 minuuttia.

Kyselyyn voi vastata 15.1. saakka ja arvonta suoritetaan 16.1.

1. Asuinalue *

- Pääkaupunkiseutu (Espoo, Helsinki, Kauniainen, Vantaa)
- Muu Etelä-Suomi
- Länsi-Suomi
- Itä-Suomi
- Keski-Suomi
- Pohjois-Suomi
- Ahvenanmaa
- Suomen ulkopuolinen alue

2. Ikä *

- Enintään 30 v
- 31-40 v
- 41-50 v
- 51-60 v
- yli 60 v
- En halua sanoa

3. Ammattiasema *

-
- Johtaja
 - Toimihenkilö
 - Työntekijä
 - Yrittäjä
 - Opiskelija
 - Eläkeläinen
 - Kotiäiti / -isä
 - Työtön
 - Jokin muu

4. Mitä vuosimallia on käytettynä ostettu *

- 2018
- 2017
- 2016
- 2015
- 2014
- 2013
- 2012
- 2011
- 2010
- 2009
- 2008
- Muu

5. Mikä oli auton hankintahinta? *

- 0 - 4 999€
- 5 000 - 9 999€
- 10 000 - 14 999€
- 15 000 - 19 999€
- 20 000 - 24 999€
- 25 000 - 29 999€
- 30 000 - 34 999€
- 35 000 - 39 999€
- 40 000 - 44 999€
- 50 000 - 54 999€

55 000€ tai yli

6. Missä olet viimeksi teettänyt [REDACTED] määräaikaishuollon? *

- Valtuutettu Audi-merkkihuolto
- Muu huolto
- Huolsin itse tai tuttava huolsi
- En ole huoltanut

8. Missä aiot seuravaksi määräaikaishuoltaa [REDACTED] *

- Valtuutettu Audi-merkkihuolto
- Muu huolto
- Huolsin itse tai tuttava huolsi
- En aio huoltaa

9. Kuinka tärkeäksi koet auton huollattamisen sen huolto-ohjelman mukaisesti?


(1 = en ollenkaan tärkeäksi/en noudata huolto-ohjelmaa, 5 = todella tärkeäksi/noudatan aina huolto-ohjelmaa) *

	1	2	3	4	5
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


10. Miten / millä perustein päätät, minne viet autosi määräaikaishuoltoon? *

11. Valitse seuraavista kolme sinulle tärkeintä tekijää määräaikaishuoltoa varatessa? *

- Hinta
- Läheinen sijainti
- Sijaisauto saatavilla

-
- Työtila huollon ajaksi
 - Huollon ajankohdan saatavuus
 - Asiakaspalvelu
 - Tarjous/Markkinointi
 - Nettiajanvaraus
 - Valtuutettu merkkihuolto
 - Kanta-asiakasohjelma
 - Aikaisempi kokemus huoltamosta
 - Muu, mikä
-

12. Valitse seuraavista kolme sinulle vähiten tärkeätä tekijää määräaikaishuoltoa varatessa? *

- Hinta
 - Läheinen sijainti
 - Sijaisauto saatavilla
 - Työtila huollon ajaksi
 - Huollon ajankohdan saatavuus
 - Asiakaspalvelu
 - Tarjous/Markkinointi
 - Nettiajanvaraus
 - Valtuutettu merkkihuolto
 - Kanta-asiakasohjelma
 - Aikaisempi kokemus huoltamosta
 - Muu, mikä
-

13. Voit tässä tarkentaa sinulle tärkeimpiä tekijöitä huolto paikan valinnan suhteen

14. Olisin valmis ajamaan määräaikaishuoltoon? *

- 0 - 9 km
- 10 - 25 km
- 25 - 50 km
- 50 - 100 km
- 100 - 150 km
- Yli 150 km
- En osaa sanoa/Muu

15. Huollatko autosi määräaikaishuollossa aina samassa paikassa? *

- Kyllä
- En
- Joskus

18. Koetko eroa määräaikaishuolloissa valtuutetun merkkihuollon ja muiden huoltamoiden välillä? *

- Kyllä
- En
- En osaa sanoa

20. Olisin valmis maksamaan valtuutetusta määräaikaishuollosta? *

- 0 - 50 €
- 50 - 100 €
- 100 - 150 €
- 150 - 200 €
- 200 - 250 €
- 250 - 300 €
- 300 - 350 €
- 350 - 400 €
- 400 - 450 €
- 450 - 500 €
- Yli 500 €

21. Kuinka vahvasti miellät määräaikaishuolloissa seuraavat ominaisuudet valtuutettuun

merkkihuoltoon?

(1 = en ollenkaan, 5 = erittäin paljon) *

	1	2	3	4	5
Pitkällä aikavälillä kustannustehokkaampi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ammattitaitoisempi huoltohenkilökunta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Laadukkaammat varaosat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kalliimpi hinta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parempi asiakaspalvelu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Mitkä tekijät vaikuttavat valintaan valita tai olla valitsematta valtuutettu merkkihuolto autosi määräaikaishuoltoon?

(1 = ei vaikuta ollenkaan, 5 = vaikuttaa erittäin paljon) *

	1	2	3	4	5
Autosi ikä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autosi jälleenmyyntiarvo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autosi aiempi huoltohistoria	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Huoltopalvelun hinta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Huolto liikkeen sijainti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aiemmat kokemukset valtuutetusta merkkihuollosta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Saatto ajankohtaisia tarjouksia tai muistutuksia autosi määräaikaishuollosta? *

Kyllä

En

29. Voit tässä vielä kommentoida yleisesti auton huoltopaikan valintaa, mikäli on vielä jotain, jota et aiemmin ole tuonut esille.

30. Haluatko osallistua 50 €:n arvoisen [REDACTED] lahjakortin arvontaan? *

Kyllä

En

31. Saammeko luvan ottaa sinuun mahdollisesti yhteyttä enintään tunnin kestävästä syvähaastattelua varten? Haastattelu toteutettaisiin tammikuun puolivälissä etäyhteyksien kautta. Kaikki haastateltavat palkitaan 50 € [REDACTED] lahjakortilla. *

Kyllä

Ei