

**MEASUREMENT OF SERVICE QUALITY AND RETAILER
SATISFACTION OF AL RAMS STAR AUTO ACCESSORIES
(L.L.C), UAE.**

by

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(2016-31-010)**

MAJOR PROJECT REPORT

Submitted in partial fulfilment of the
requirements for the Post Graduate degree of

MBA IN AGRIBUSINESS MANAGEMENT

Faculty of Agriculture

Kerala Agricultural University



COLEGE OF CO-OPERATION BANKING AND MANAGEMENT

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KERALA, INDIA.

2018

DECLARATION

DECLARATION

I, hereby declare that this project report entitled “**MEASUREMENT OF SERVICE QUALITY AND RETAILER SATISFACTION OF AL RAMS STAR AUTO ACCESSORIES (L.L.C), UAE**” is a bonafide record of research work done by me during the course of project work and that it has not previously formed the basis for the award to me for any degree, diploma, associateship, fellowship or other similar title, of any other University or society.

Vellanikkara,

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CERTIFICATE

CERTIFICATE

Certified that this project report entitled “**MEASUREMENT OF SERVICE QUALITY AND RETAILER SATISFACTION OF AL RAMS STAR AUTO ACCESSORIES (L.L.C), UAE.**” is a record of project work done independently by Mr. Raghul Rajesh under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship or associateship or other similar title to him.

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To whom it may concern

This is to certify that **Mr. Raghul Rajesh**, a student of MBA (ABM) from College of Co- Operation Banking and Management, Kerala Agricultural University, Thrissur has done a project work on '**Measurement of Service Quality and Retailer Satisfaction of AL RAMS STAR AUTO ACCESSORIES (L.L.C), UAE**' at **AL RAMS STAR AUTO ACCESSORIES LLC, UAE (A subsidy of AL RAMA INTERNATIONAL TRADERS LLC, UAE)** from 1st October 2018 to 15th November 2018 as part of his course curriculum.

We wish Best of Luck on Completion of his Project with us.

Best Regards,

Kishorham



ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

This report could not have been in its present form without the timely advices guidance's, help and prayers of an ample lot of well-wishers. To them, who had remained with me as a constant inspiration, I place my advent resolution.

*I would like to record my gratitude to my guide **Prof. Dr. E. G. Ranjit Kumar**, Director MBA (ABM), CCBM, advice and guidance in the every stage of this work, even in the midst of his busy schedules. Without his constant support and invaluable advice, this work could not have reached the stage of successful completion.*

*I would like to place record of my heartfelt thanks to **Dr. P. Shaheena**, Associate Dean, CCBM Kerala Agricultural University, for her constant inspiration and motivation*

I express my heartfelt thanks to all the library staffs of CCBM for all their help and support.

I thank all the teachers of College of Co-operation, Banking and Management, for giving me necessary suggestions. Word of thanks to all the office staff for all the help given by them. In addition I like to thank all the staff of central library who extend a hand of help.

*I thank **Mr. Suresh Mohanlal Thadhani**, Head of Department, **Mr. Preejith Menon**, manager sales and marketing and all the staffs of Al Rams Star Auto accessories (L.L.C), UAE for their support to do this work.*

I take this opportunity to thank my family, friends including classmates, seniors and juniors for their unforgettable affection and support extended to me.

Above all, I bow my head before the almighty without whose invisible hands above my head this report would not have been possible.

Finally I would like to thank everybody who was important to the successful realization of this report, as well as expressing my apology that I could not mention personally one by one.

For any errors or inadequacies that may remain in this work, of course the responsibility is entirely my own.

Raghul Rajesh

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Chapter I
DESIGN OF THE STUDY

Chapter I

DESIGN OF THE STUDY

1.1 Introduction

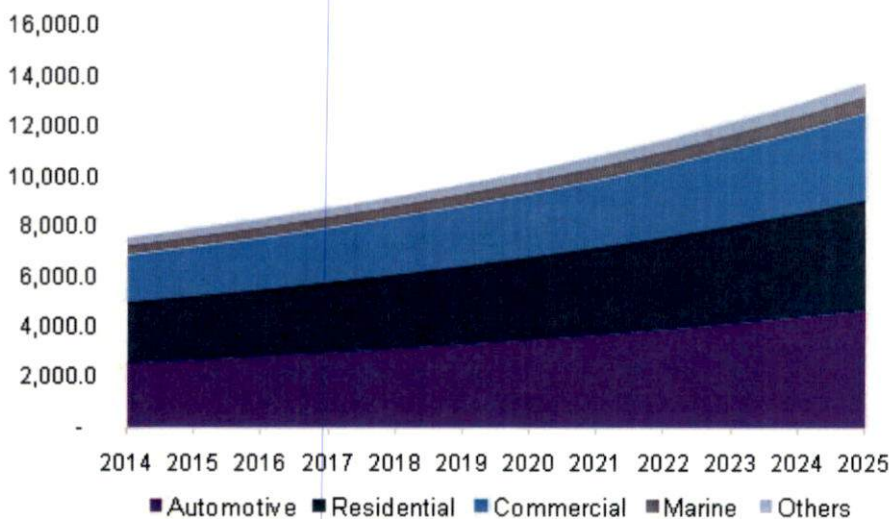
1.1.1 Global window film business

Window films, at the time of introduction, were nothing but “a sticky plastic”. With the evolution of technology and rising awareness regarding benefits of these films, the market has galloped to new heights. The intricate and demanding technologies used in the manufacturing process has led to the innovation of high quality and performance window films.

These films have penetrated into the construction industry at a brisk pace with widespread application scope including reduction of solar heat gain, improving safety & security, adding aesthetic appeal, and reduce fading. Sun-control films have revolutionized commercial construction sector, with the majority of offices, malls and retail stores opting for them for thermal comfort. Window films have embarked on the scenario by reducing solar energy transmitted by glazing before it enters the building. This is effective in maintaining workplace room temperatures, reduce solar heat gain and the rate of temperature change.

The global window films market size was valued at USD 7.93 billion in 2017. The market is expected to witness considerable growth owing to increasing demand from end-use industries including automotive, construction, and marine.

Fig 1.1 Global window films market revenue by end-use, 2014 - 2025 (USD Million)



Source: Window Films Market Analysis by grand view research, 2016

1.1.2 Window film business in UAE

Due to the extreme hot summer in UAE, it is very difficult to control the heat entering through the glass either in cars or Buildings which will ultimately increase the hot inside with an increase in AC consumption. To minimize the heat passing through the windows, the only solution is to fix sun control film, or simply a window film. Due to this reason window film business in UAE is an inevitable one.

In new buildings high performance glasses are used to reject the heat which is only a partial solution for the heat issue. But for the existing buildings instead of changing the entire glass, window tinting is the best cost effective solution.

Due to the high demand for window film, the competition is also very high. There are few good companies which sell the standard products. But the same time there are very cheap and low quality products available in the market which is slightly affecting the market share of well-known brands. The ultimate reason for this is due to the lack of product knowledge by the end users.

1.1.3 Retailers

Retailers are traders who buy goods from wholesalers or distributors or sometimes directly from producers and sell them to consumers. Since the retailers are the last point in the distribution channel, they see the reaction of the consumers first hand and know their requirement more than anyone else knows. Recommendations from the retailers are the final step in sealing sales not only in window film industry but also in many other industries.

Retailers can significantly affect change to consumer decision making, as they are located in key position between suppliers and consumers. On one hand being in direct contact with the consumers they exert influence on consumers through their counter salesperson, and on the other hand, they reach out to suppliers and gain advantage based on their strength and capacity to reach out to customers. In a way, they act as gate keepers, determining which brands are to be offered and how they should be marketed. The volume of sales depends on the efficiency of a Retailer who assesses the psychology of consumers and takes appropriate steps to sell a product.

1.1.4 Types of Retailers

1. **Store Retailing:** Department store is the best form of store retailing, to attract a number of customers. The other types of store retailing includes, speciality store, supermarket, convenience store, catalogue showroom, drug store, super store, discount store, extreme value store. Different competitive and pricing strategy is adopted by different store retailers.
2. **Non-store Retailing:** It is evident from the name itself, that when the selling of merchandise takes place outside the conventional shops or stores, it is termed as non-store retailing. It is classified as under:
 - a) **Direct marketing:** In this process, consumer direct channels are employed by the company to reach and deliver products to the customers. It includes direct mail marketing, catalogue marketing, telemarketing, online shopping etc.
 - b) **Direct selling:** Otherwise called as multilevel selling and network selling, that involves door to door selling or at home sales parties. Here, in this process the sales person of the company visit the home of the host, who has invited acquaintances, the sales person demonstrate the products and take orders.
 - c) **Buying service:** The retail organization serves a number of clients collectively, such as employees of an organization, who are authorized to purchase goods from specific retailers that have contracted to give discount, in exchange for membership.
3. **Corporate Retailing:** It includes retail organizations such as corporate chain store, franchises, retailer and consumer cooperatives and merchandising conglomerates. There are a number of advantages that these organizations can achieve jointly, such as economies of scale, better and qualified employees, wider brand recognition, etc.

1.1.5 Retailer satisfaction

Retailer wants high marginal gain from manufactures. Retailer business is different from other business. The peculiar feature of a retailer is dealing with one or more similar products. Retailers earn commission for goods sold from the manufactures. The commission depends upon the value of sales both cash and credit. The manufactures are not able to cover all the consumers directly. With the help of retailers only they can reach the consumers. Retailer accepts income from business because there is some guarantee of getting more commission from his business. Retailers demand more commission from the manufactures; they cover the

entire market within their locality. Thus it is important for any organization to maintain a good relation with their retailers

1.1.6 Service quality

A business with high service quality will meet or exceed customer expectations whilst remaining economically competitive. Evidence from empirical studies suggests that improved service quality increases profitability and long term economic competitiveness. Improvements to service quality may be achieved by improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes.

1.1.7 Dimensions of service quality

A customer's expectation of a particular service is determined by factors such as recommendations, personal needs and past experiences. The expected service and the perceived service sometimes may not be equal, thus leaving a gap. The service quality model or the 'GAP model' developed in 1985, highlights the main requirements for delivering high service quality. It identifies five 'gaps' that cause unsuccessful delivery. Customers generally have a tendency to compare the service they 'experience' with the service they 'expect'. If the experience does not match the expectation, there arises a gap. Given the emphasis on expectations, this approach to measuring service quality is known as the expectancy-disconfirmation paradigm and is the dominant model in the consumer behaviour and marketing literature.

A model of service quality, based on the expectancy-disconfirmation paradigm, and developed by A. Parasuraman, Valarie A. Zeithaml and Len Berry, identifies the principal dimensions (or components) of service quality and proposes a scale for measuring service quality, known as SERVQUAL. The model's developers originally identified ten dimensions of service quality that influence customer's perceptions of service quality. However, after extensive testing and retesting, some of the dimensions were found to be auto correlated and the total number of dimensions was reduced to five, namely - reliability, assurance, tangibles, empathy and responsiveness. These five dimensions are thought to represent the dimensions of service quality across a range of industries and settings.

1.2 Statement of the problem

Retailers have a large role in promoting sustainable consumption and production, occupying a unique position in the lifecycle chain of products as a 'gatekeeper' between producers and consumers. They can potentially play a big role in furthering the sustainability of consumption and production. A retailer's service also helps to enhance a product's image. It is very important to establish the retailer's perception, as a channel partner. It is a known fact that the retailer is the main person who is in close contact with the customers. Since, the customers are buying the products from the retailers not from the manufacturer company; the customers usually report their problems regarding the quality or services of the product to the respective retailers. So, the retailers are well aware of the customer problems. Only if the retailers are satisfied with the services provided by the company and have a good relation between them then only there will be an effective feedback. Thus it is very important for an organization to check among the retailers that if any gap exists between the expected and perceived service qualities and to know whether they are satisfied with the service provided.

1.3 Objectives of the study

1. To measure the service quality of Al Rams Auto Accessories LLC
2. To study the retailer's satisfaction levels towards Al Rams Auto Accessories LLC

1.4. Methodology of the study

1.4.1 Location of the study

The location of the study was in UAE. The respondents are scattered in Dubai, Abu Dhabi, Ajman, Sharjah, and Jabel Ali. The country has a geographical area of 83600 Sq. Km and a population of 9,541,615 as per 2018 reports.

1.4.2 Period of study

The survey was conducted between September 2018 and November 2018.

1.4.3 Sample selection

The study was conducted among 20 retailers of Al Rams Star Auto Accessories LLC, UAE. While simple random sampling technique was used to collect data from 20 retailers out of 40 retailers of Al Rams Star Auto Accessories LLC.

1.4.4 Data collection

Primary data: Data was collected directly from the retailers by using pre-structured interview questionnaire which was divided into three parts, viz.

a) General information questionnaire

The general information questionnaire was used to collect information of the respondents on demographic characteristic like type of retailer, experience, number of staffs employed etc.

b) Retailer satisfaction questionnaire

Questionnaire on retailer satisfaction included 7 standard question that were used to collect the data from retailers, where they rated themselves over a five point scale varying from highly satisfied to highly dissatisfied and the overall retailer satisfaction were measured and the index scores were arrived at for each of the subjects by using the formula and reached at the level of efficacy by comparing with the table below.

SATISFACTION INDEX	SATISFACTION LEVEL
≤ 30	Highly dissatisfied
> 30 but ≤ 50	Dissatisfied
> 50 but ≤ 70	Partially satisfied
> 70 but ≤ 90	Satisfied
> 90	Highly satisfied

c) Service quality dimension questionnaire

Questionnaire on Service quality dimension was based on the SERVQUAL instrument developed by Parasuraman et al. (1988). Based on the dimensions the questionnaire was divided into five parts, each dimension of service quality was measures both the perception and expectation of the service on a scale of 1 to 7, a total 22 standard questions were used to collect data from the retailers.

Secondary data: Collected from published sources like journals, articles, records, website etc.

1.4.6. Statistical tools for Analysis

The collected data were classified, tabulated and analyzed by using appropriate tools such as percentage, satisfaction index method and gap analysis method.

Percentage analysis

For analysing demographic variables percentage analysis was used.

Satisfaction Index

It is important to measure the level of satisfaction of retailers towards the services provided by Al Rams in order to know whether it is fulfilling their needs and expectations. In order to analyse the level of satisfaction of retailers towards Al rams, satisfaction index was used.

- There were five point scale in the survey schedule based on which the retailers responses range from highly satisfied, satisfied, partially satisfied, dissatisfied and highly dissatisfied.

- Score for calculation of satisfaction index

Highly satisfied - 5

Satisfied - 4

Partially satisfied - 3

Dissatisfied - 2

Highly dissatisfied – 1

- Actual score received = (total number of responses of 'highly satisfied'*5) + (total number of responses of 'satisfied'*4) + (total number of responses of 'partially satisfied' *3) + (total number of responses of 'dissatisfied'*2) +(total number of responses of 'highly dissatisfied' *1)

Actual score obtained for the statement

- $Satisfaction\ Index = \frac{\text{Actual score obtained for the statement}}{\text{Maximum obtainable score for the statement}} \times 100$

- Based on satisfaction Index value, the total retailers (20) were divided into five categories via, highly dissatisfied retailers (AI value ≤ 30), dissatisfied retailers (AI value > 30 but ≤ 50), partially satisfied retailers (AI value > 50 but ≤ 70), satisfied retailers (AI value > 70 but ≤ 90) and highly satisfied retailers (AI value > 90).

SATISFACTION INDEX	SATISFACTION LEVEL
≤ 30	Highly dissatisfied
> 30 but ≤ 50	Dissatisfied
> 50 but ≤ 70	Partially satisfied
> 70 but ≤ 90	Satisfied
> 90	Highly satisfied

- $$\text{Overall Satisfaction Index} = \frac{\text{Total score obtained}}{\text{Sum of score obtainable for the seven parameters}}$$

Gap analysis

Measurement of service quality is carried out by using gap analysis. It is done to understand the level of gap exists between expectation (excellent companies) and perception (Al Rams Star Auto Accessories LLC.) among the retailers in UAE. Service quality is measured by using SERVQUAL- a perceived service quality questionnaire methodology. SERVQUAL examines five dimensions of service quality, responsiveness, assurance, empathy, tangible and Reliability. For each dimension of service quality measures both the perception and expectation of the service on a scale of 1 to 7, total questions in the questionnaire are 22. Through Gap analysis Gap score is calculated by subtracting the perception score from expectation score. A negative Gap indicates that the actual service is less than what was expected and the GAP is highlighted area for improvement.

STEPS TO OBTAIN UNWEIGHTED SERVQUAL SCORE

Step 1. Using the SERVQUAL instrument, first obtain the score for each of the 22 expectation questions. Next, obtain a core for each of the perception questions. Calculate the Gap Score each of the statements (Gap Score = Perception – Expectation).

Step 2. Obtain an average Gap Score for each dimension by assessing the Gap Scores for each of the statements that constitute the dimension and dividing the sum by the number of statements making up the dimension.

Step 3. In TABLE 1 transfer the average dimension SERVQUAL scores (for all five dimensions) from the SERVQUAL instrument. Sum up the scores and divide it by five to obtain the unweighted measure of service quality.

STEPS TO OBTAIN THE WEIGHTED SERVQUAL SCORE

Step 1. In Table 2 calculate the importance weights for each of the five dimensions constituting the SERVQUAL scale. (The instructions are provided along with the table).

Step 2. In Table 3 enter the average SERVQUAL score for each dimension (from Table 1) and the importance weight for each dimension (from Table 2). Then multiply the average score for each dimension with its importance weight.

Step 3. Add the weighted SERVQUAL scores for each dimension to obtain the overall weighted SERVQUAL score.

1.5. Variables under study

(i) Service Quality

- Responsiveness
- Assurance
- Tangibles
- Empathy
- Reliability

(ii) Retailer's Satisfaction

- Price
- Product
- Physical distribution
- Promotion

1.6. Scope of the study

The study was focused on the measurement of service quality and satisfaction of retailers of Al Rams Star Auto Accessories. The study has allowed knowing the current level of Retailers satisfaction towards Al Rams Star Auto Accessories. The study will also help to identify whether there is a gap exists between the expected and perceived service quality provided by the company. The results of the study are valuable inputs to identify the limitations of existing relation and service quality provided to the retailers.

1.7. Limitations

- Personal Bias on the part of respondents.
- The study does not compare the performance of the company with other brands

1.8. Chapterization of the study

- Chapter I – Design of the Study
- Chapter II – Review of Literature
- Chapter III – Al Rams Star Auto Accessories (L.L.C), UAE- A Profile
- Chapter IV – Analysis and Interpretation
- Chapter V – Summary, Findings and Conclusion.

Chapter II
REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

In this present study, the researcher has made an attempt to study the service quality and retailer satisfaction of 3M window films in UAE. To support the topic under study, the researcher has scrutinised some literature which was carried out by other researchers in the same field in the near past in order to bring out the reasons for service quality and retailer satisfaction in various organizations and the relationship between service quality dimensions and retailer satisfaction in such organizations.

2.1 Review relating to Service Quality

Quality of service in any organization is very essential for growth and survival. In this competitive environment each and every organization is striving to retain its customers in order to earn profit. Therefore retailer's perception over service quality is gaining importance now-a-days. Hence the researcher has thoroughly studied the importance of service quality through the following literatures.

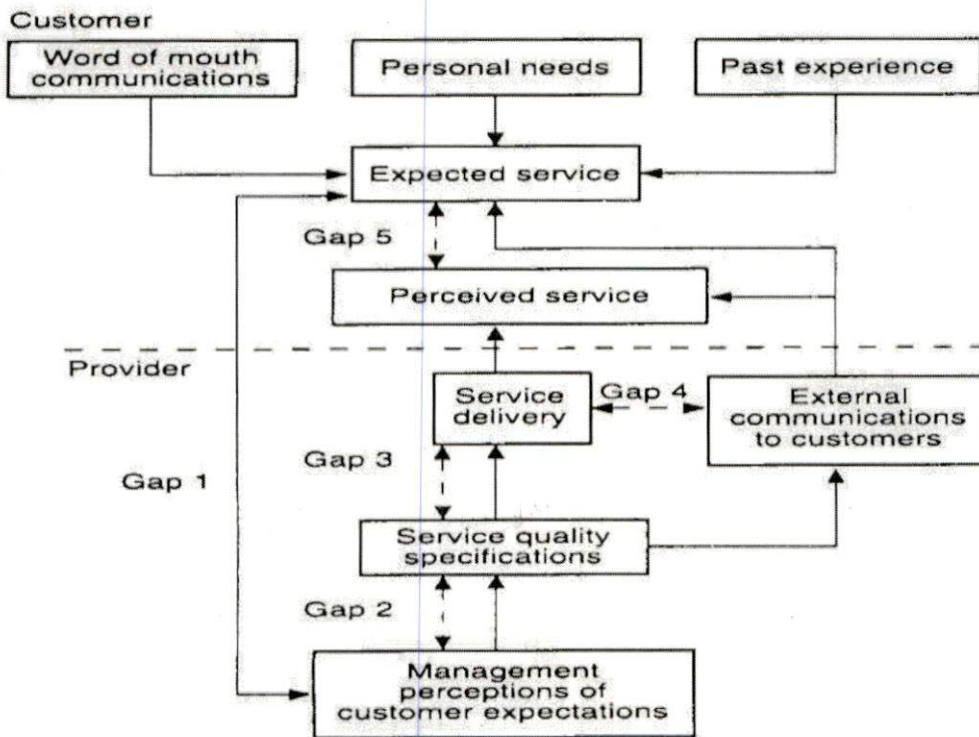
Parasuraman A, Valarie A. Zeithaml and Leonard L. Berry (1985) in the management review "Five imperatives for improving service quality" carried out an extensive exploratory investigation of quality in four service business organisation and developed a model of service quality. The research revealed ten dimensions that consumers use to form expectations about and perceptions of services. The research also pinpointed four key areas or gaps on the service provider's side that are likely to affect service quality as perceived by consumers.

According to Buzell and Gale (1987) empirical research clearly shows the positive relationship between service quality and organizational performance. Using a large database with thousands of strategic business units, research shows that the most critical factor affecting a business unit's performance is the service quality of its products and services as perceived by the market relative to the perception about its competitors.

Parasuraman et al. (1988) developed the SERVQUAL instrument which originally consisted of 97 items and ten dimensions, it was then refined and reduced to 22 items that measure five dimensions. Thus, SERVQUAL scale measures service quality based on the difference between expectations and performance perceptions of customers using twenty-two items and five-dimensional structures. According to the developers of SERVQUAL, the difference between perceptions and expectations results in the service quality gap ($Q = P - E$), also known

as GAP 5. Since they operationalized service quality as being a gap between customer's expectations and perceptions of performance on these variables, their service quality measurement scale is comprised of a total of 44 items (22 for expectations and 22 for perceptions). Customer's responses to their expectations and perceptions are obtained on a 7-point Likert scale and are compared to arrive at (P-E) gap scores. A wide gap would represent poor service quality and shows that the service provider needs to improve on the service offered to its customers.

Fig. 2.1 Service quality gap model



Source: Parasuraman, Berry and Zeithaml, (1988, p.44)

Bakakus and Boller (1992) elicited that although SERVQUAL had been applied in the study of different types of service industries, there were certain limitations and criticisms. Some of the widespread concerns were the 5 dimensional configuration of the scale, the appropriateness of operationalizing service quality as the expectations-performances gap score, and the scale's applicability to a retail setting.

Spreng and Mackoy (1996) modified a model originally developed by Olivier (1993) because they found empirical evidence that illustrates that service quality is an antecedent of customer

satisfaction. Behavioural intentions in the marketing literature relate predominantly to purchase intentions, particularly to customer loyalty and the intention to repurchase in relation to optimizing sales, as well as the net profit of the organisation.

Longnecker & Scazzero (2000) in their research, "The total quality management from theory to practice: A case study" revealed that better attention is on human aspects were seen in successful organization which includes improved management support for quality, better communication in organization, implementation of corrective actions and better follow up of problems in quality.

Li et al (2003) in the study "Measurement of E-service quality: An empirical study in online travel service" have stated that the ability of a company to achieve excellence in service quality is dependent on the determination of service attributes and their desired levels and also on the prioritization of service attributes. By using appropriate quality improvement indices within limited resources, an operational procedure to prioritize customer service attributes in an accurate simple and inexpensive manner need to attempt. Instruments to measure service quality for example, SERVQUAL, have stated the linear as well as symmetric relationship between gaps of service quality and the overall service quality. Further study on the asymmetric and nonlinear nature of this relationship helped in developing a model to advance utility theory into prioritization of dimensions and attributes.

Akinyele, S.T. and Akinyele, F.A. (2008) in the journal "Customer satisfaction and service quality: customer's re-patronage perspectives" focusing on service quality and specifically discussed how the definition of quality differs depending on whether it refers to a manufactured product or a service, and issues concerned with the measurement of service quality. The researchers have taken an in-depth study on the evolution and understanding of the management and marketing of services over the past several decades.

Ashok Sarkara (2011) in his article "Improvement of service quality by reducing waiting time for service" noted that according to the customer's consideration, the long waiting time for the service create negative impact on the customer's mind about service. The less time they have to stand for receiving service is understood as service quality and this should be a major concern for the company to improve their service and retain customers.

From the above reviews, it is evident that quality of service plays a vital role in attaining satisfaction. It is also clear that service quality has a direct and strong impact on retailer

satisfaction. Only when the customer's perception towards service quality is positive it leads to retailer satisfaction.

2.2 Review relating to Service Quality Dimensions

The pioneers of the SERVQUAL, has conducted many researches regarding the service quality dimensions and finally came out with an instrument which is considered the most valid instrument for measuring the quality of service in service industries. Following are some of the reviews that focus its attention towards the importance of various service quality dimensions viz. tangibility, reliability, responsiveness, assurance and empathy.

Parasuraman A, Valarie A. Zeithaml and Leonard L. Berry (1988) carried out a comprehensive Study identifies the determinants of perceived service quality. They have identified the following five determinants of service quality:

Dimension	Description
Tangibility	The appearance of physical facilities, equipment, appearance of personnel and communication materials.
Reliability	The ability to perform the promised service dependably and accurately.
Responsiveness	The willingness to help customers and provide prompt service.
Assurance	The knowledge and courtesy of employees and their ability to inspire trust and confidence.
Empathy	The caring, individualized attention the firm provides to its customers.

Table 2.1 Five Major Factors Determining Service Quality

Parasuraman A, Valarie A. Zeithaml and Leonard L. Berry (1988) in the study "A conceptual model of service quality and its implications for future research" has developed a 22-item instrument (called SERVQUAL) for assessing customer perceptions of service quality in service organizations, the procedures used in constructing and refining a multiple-item scale to measure the construct and the scale's reliability, factor structure, and validity on the basis of

analyzing data from four independent samples are presented and concluded the paper with a discussion of potential application of the scale.

Parasuraman A, Valarie A. Zeithaml and Leonard L. Berry (1994) in the study “A conceptual model of service quality and its implications for future research” responded to the concerns raised by Cronin and Taylor (1992) and Teas (1993) about the SERVQUAL instrument and the perceptions – expectations specification invoked by it to operationalize service quality. They have offered a set of research directions for understanding of service quality assessment.

Asubonteng et al (1996) in the journal “SERVQUAL revisited: A critical review of service quality” have mentioned that in the view of fierce competition and intense concerns about environmental factors, service quality has become more important. If service quality is to become the foundation of marketing strategy, the firms should be able to measure it and to make it possible; SERVQUAL has become a very popular instrument. Marketing literature and the industry has been exposed very widely to it with almost accurate analysis of service quality.

Parasuraman A, Valarie A Zeithaml, LL Berry (1996) in the journal “The journal of marketing” mentioned that service encounter is very important step for the customers to perceive the service quality. Through the service encounter they can easily capture the difference between previous and present experiences and measure the overall service quality. It is not easy for the organization to identify their lacking, measure service quality and improve themselves according to customer’s need. The easiest way to measure service quality is understand the service attributes by giving priority on the customer’s consideration

Dabholkar et al (1996) in their research on retail service quality identified variables (in addition to SERVQUAL dimensions) like physical aspects, reliability, personal interaction, problem solving and policy to measure service quality. They believed that retailers could improve their services by understanding the problem areas through this tool.

L.A Guedesa (1998) in his article “An agent-based approach for supporting quality of service in distributed multimedia systems” implies that, Service quality can be described as the negotiation process between customers and service providers where resource allocation and management are done equally to satisfy both party’s interests as customer’s perception of service quality and employee’s job satisfaction are interrelated.

Walfried M. Lassar, Chris Manolis and Robert D. Winsor (2000) in study “Service quality perspectives and satisfaction in private banking” examined the effects of service quality on

customer satisfaction from two distinct analysis viz. SERVQUAL and Technical/Functional Quality. These two service quality measures are compared and contrasted the ability to predict customer satisfaction. This research examined the potential utility of employing separate measures for customer satisfaction from the perspectives of both technical and functional aspects of the service delivery process. The paper explored the theoretical and practical insights of the findings, including potential strengths and limitations of current service quality models with regard to their ability to define and explain the quality/satisfaction relationship.

In their research on retail services, Darian et al (2001) identified five dimensions of salesperson attributes or behaviour for assessing salespersons' service quality: salesperson's respect for customers, their knowledge, responsiveness, friendliness and their availability.

Sureshchandar G.S, Chandrasekharan Rajendran and Anantharaman R.N (2002) in the case study " Investigating and evaluation of service quality gaps by revised SERVQUAL model" adopted a different approach and viewed customer satisfaction as a multi-dimensional construct just as service quality, and argued that customer satisfaction should be operationalized along the same factors on which service quality is operationalized. They investigated the link between service quality and customer satisfaction using this approach. The results indicated that the two constructs are completely independent but are closely related which implies that an increase in one is likely to lead to an increase in the other.

Ahmad Jamal and Kamal Naser (2002) looked into the impact of service quality dimensions on customer satisfaction. The findings of the study indicate that both core and relational dimensions of service quality appear to be linked to customer satisfaction and expertise is negatively related to satisfaction.

James. B (2011) in his study "Service quality: an empirical study of expectations versus perceptions" noted that the manner of treating with the customers at the time of delivering service is referred as service quality. Service quality is considered as the combination of different experiences through the interaction among customers, employees and organizational environment.

2.3 Review relating to Retailer Satisfaction

David Martin and Consuegra Arturo Molina (2007) in the study "The Effects of Relational Benefits on Retail Satisfaction" proposed a model to describe the relationship between two concepts: retailer satisfaction and relational benefits in retailing. The central goal this research

has identified and described was the relational benefits perceived by the retailers in commercial distribution, to define the main components of retail satisfaction and determined what the relationship between relational benefits and satisfaction.

Standop and Grunwald (2009) in the journal "How to solve product- harm crises in retailing?: Empirical insights from service recovery and negative publicity research" present empirical research examining communication, compensation and logistics as elements of product crises response strategies in retailing. They investigate that both communicative and compensatory response elements as well as the retailer's logistics can positively influence evaluations of customers directly and indirectly affected by product problems thus enhancing brand equity.

Glynn (2010) in the article "The moderating effect of brand strength in manufacturer–reseller relationships" states that an unstable relationship between suppliers and retailers influence the manufacturers strong brand. They also added that brand strength linked with B2B relationship because the handling of B2B relationship by the retailer and manufacturers determine the strong brand.

Ana Gueimonde-Canto (2011), in the study "Competitive effects of co-operation with suppliers and buyers in the sawmill industry" suggests that the retailer satisfaction has huge impact on supply chain management so they maintain contingent cooperative relationships with both their suppliers and customers. To satisfy the retailers the manufacturers should concentrate in the supply chain system

Rajan Saha (2012) in his Study on "Retailer's Satisfaction Level with Chandras' Chemical Enterprises (P) Ltd. In Kolkata" suggests that in the buying process, recommendations from the retailers are the final step in sealing sales with the customers. Hence it is important to understand the retailer's suggestions for improvements in service levels. Implementing these improvements will not only promote positive attitude of the retailers, in turn, it will also pass on as positive word of mouth to the customers encouraging larger client base and profits to the company.

Manish Borana. (2013) in the study "Study of retailers satisfaction towards products and Services offered by Pepsi in Jodhpur City" suggested that the Distributor and retail outlets feedback should be taken time to time so as to trace the actual existing problem related to there and the market.

Goaill, Perumal & Nor Azila (2013) in the journal "The moderating effect of strength of manufacturer's brands on the relationship between retailer's relationship satisfaction and commitment: A theoretical model" examines the influence of manufacturer brands' strength which is to be considered as a moderator in the relationship between retailer's satisfaction dimensions and its commitment. So, the manufacturer satisfies the retailers by giving the Product quality, discount, Pricing policy, etc. The retailer satisfaction leads to customer satisfaction and towards customer loyalty.

Ali, Sadia & Dubey, Rameshwar. (2014) in the article "Redefining Retailer's Satisfaction Index: A Case of FMCG Market in India" emphasis that, Retailers need to be well informed about various products/services and they should be guided well in advance about the new launches so that they can pass out this information to customers.

B.Adhirai and Dr.S.T.Surulivel. (2017) in the study "Analysis of retailer satisfaction towards the products of lion dates Impex pvt ltd with special reference to Thanjavur region" suggests that it is important to understand the retailer's suggestions for improvements in service levels. Implementing these improvements will not only promote positive attitude of the retailers, in turn, it will also pass on as positive word of mouth to the customers encouraging larger client base and profits to the company.

The above given reviews show that there is a positive relation between service quality and retailer satisfaction. It was also evident that service quality is the predominant determinant of retailer. Only a few studies have reported that there is no direct linkage between the service quality and customer satisfaction perhaps there is some indirect relationship between them.

Therefore, with the support of the above literatures, the researcher has made an attempt to study the service quality and retailer satisfaction of Al Rams Star Auto Accessories LLC, UAE.

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Chapter III
AL RAMS STAR AUTO ACCESSORIES (LLC), UAE-
A PROFILE

CHAPTER III

AL RAMS STAR AUTO ACCESSORIES (L.L.C), UAE- A PROFILE

3.1 Introduction

Window films, at the time of introduction, were nothing but “a sticky plastic”. With the evolution of technology and rising awareness regarding benefits of these films, the market has galloped to new heights. The intricate and demanding technologies used in the manufacturing process has led to the innovation of high quality and performance window films.

These films have penetrated into the construction industry at a brisk pace with widespread application scope including reduction of solar heat gain, improving safety & security, adding aesthetic appeal, and reduce fading. Global warming due to carbon dioxide emissions coupled with rising energy costs is the major issue being faced by governments and environment agencies across the globe.

Sun-control films have revolutionized commercial construction sector, with the majority of offices, malls and retail stores opting for them for thermal comfort. Commercial spaces, specifically offices suffer due to the problem of overheating in summer. Window films have embarked on the scenario by reducing solar energy transmitted by glazing before it enters the building. This is effective in maintaining workplace room temperatures, reduce solar heat gain and the rate of temperature change.

3.1.1 Product insight

The sun-controlled was the largest product segment and accounted for a share of over 45% in 2017. The increasing use of sun-control in residential and commercial applications owing to the occurrence of skin diseases is likely to propel demand. Furthermore, extreme weather conditions in countries such as India, Saudi Arabia, Brazil, and Mexico is driving the demand for the sun-control product segment. Direct UV radiation exposed from the sun, is responsible for the 90% of all skin cancer. It helps to reduce solar heat gain and maintain the sustainable and comfortable environment.

It is a thin film or laminates made up of polyester, which can be installed on interior glass surfaces or exterior glass surfaces in residential & commercial buildings, automobiles,

boats and marine applications. The durability and performance of these products are determined by the quality and type of component used.

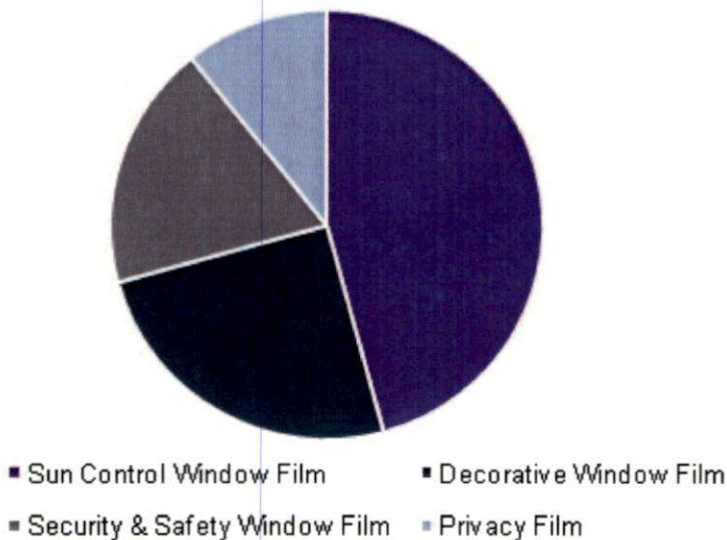
Polyester is used as a raw material owing to its tensile strength, durability, clarity, and dimensional stability. Bio-based polyester is used in window films which can reduce the dependency on fossil resources and improve carbon footprint.

Growing consumer awareness regarding its benefits coupled with increasing per capita disposable income in emerging economies of Latin America and Southeast Asia is another key factor driving industry growth. Window films are expected to have adverse impact owing to limitations on Visible Light Transmission (VLT). Window tinting in automobile reduces the VLT through car windows, and low visibility can lead to theft or accident especially at night drives.

3.2 Global scenario

The global window films market size was 155,000 thousand sq. meters in 2017 and is projected to reach 240,000 thousand sq. meters by 2025, growing at a CAGR of 4.9% from 2016 to 2025. The market size was valued at USD 7.93 billion in 2017 and it is expected to reach USD 13.81 billion by 2025. The market is expected to witness considerable growth owing to increasing demand from end-use industries including automotive, construction, and marine. Surging use of window films in green buildings and net zero energy buildings is anticipated to drive its consumption in the construction sector.

Fig 3.1 Global window films market revenue share by product, 2015



Source: Window Films Market Analysis by grand view research, 2016

Stringent regulatory environment in developed economies such as the U.S. and Germany to reduce carbon dioxide emissions coupled with concerns related to energy conservation is likely to boost demand over the forecast period. However, rising consumer awareness regarding environmental sustainability along with low prices is expected to drive industry growth.

North America represents a substantial share in the market throughout the past years. The high consumer purchasing power coupled with incessant technological innovations such as the advent of the bio-based polyester film is contributing to the growth of the market. Moreover, the rising awareness among the populace regarding the benefits of these films and the resurgence in the automotive industry after the economic slowdown are fuelling demand for window films in the region.

Asia Pacific is estimated to register a tremendous CAGR during the period 2017- 2025. The robust growth of end-user industries is largely supplementing the growth of the region. Furthermore, international players are shifting their manufacturing bases to Southeast Asian countries, which in turn is providing a fillip to the market in the region. The less stringent regulatory environment and rising consumer awareness are propelling the growth of the region.

3.3 UAE scenario

Due to the extreme hot summer in UAE, it is very difficult to control the heat entering through the glass either in cars or Buildings which will ultimately increase the hot inside with an increase in AC consumption. To minimize the heat passing through the windows, the only solution is to fix sun control film, or simply a window film. Due to this reason window film business in UAE is an inevitable one.

In new buildings high performance glasses are used to reject the heat which is only a partial solution for the heat issue. But for the existing buildings instead of changing the entire glass, window tinting is the best cost effective solution.

Due to the high demand for window film, the competition is also very high. There are few good companies which sell the standard products. But the same time there are very cheap and low quality products available in the market which is slightly affecting the market share of well-known brands. The ultimate reason for this is due to the lack of product knowledge by the end users.

Middle East region, led by UAE and Saudi Arabia, is forecast to reach USD 540 million by 2024. Growing construction and automotive sectors coupled with large scale urbanization in the region is anticipated to boost industry growth up to 2024.

3.4 End-Use Insights

The automotive segment accounted was valued at over USD 2.7 billion in 2017. This segment accounted for a significant share of demand owing to increasing fuel efficient passenger cars. They are used to improve aesthetic values, reduce solar heat gain, and enhance styling & protection. Automotive window films block more than 99% of harmful ultraviolet rays and protect against skin damages.

Residential construction is expected to be the fastest growing segment, with a CAGR of over 5% from 2017 to 2025. Increasing construction spending in developing economies of Asia Pacific and the Middle East such as UAE, India, Thailand, Saudi Arabia and Qatar is expected to generate significant demand. They find wide application scope including restricting fading of furniture, paints & coatings of rooms, and carpets in residential and commercial applications.

Increasing demand from coastal economies for naval sectors coupled with escalating trade activities across borders is expected to drive the marine industry. It provides protection to interior components such as audio equipment, cell phones, speakers and other marine electronics.

3.5 Drivers and Restraints

The rising awareness regarding the benefits of window films along with the increasing disposable income is one of the primary factors driving the global window films market. Stringent regulatory norms to ensure environmental sustainability coupled with growing concerns related to energy conservation is working in favour of the growth of the market. In addition, the increasing use of bio-based polyesters in the manufacturing these films is translating into their greater adoption in green buildings and net zero energy buildings. The booming construction sector worldwide is also playing a vital role in the growth of the market. On the flip side, the identification of an appropriate film, depending on glass specifications and climatic conditions, is challenging and therefore, keeping the consumers from investing in it.

3.6 Company profile

Al Rama International Traders is an ISO 9001 Certified Company founded by Late Shri Laxman. Ramsinghani in the year 1976. The company was incorporated under the auspices of the late H.H Sheikh Rashid, fondly known as the founder of modern Dubai. What started off as a small steel trading company with three employees, has grown into one of the largest trading houses in the region, with offices in five emirates and employing more than one thousand five hundred people. The company is diversified into 4 different businesses

- | | | |
|---------------------|--------------|-------------|
| a. Structural Steel | b. Timber | e. Cement |
| c. 3M Division | d. Chemicals | f. Pyroplex |

3.6.1 Mission

To be a well-diversified, growth oriented company contributing to the progress of United Arab Emirates and the Gulf. We strive to be the most competent company in every business we do. We shall achieve this by offering our customers the best service and top quality products without compromising on our integrity.

3.6.2 Vision

Value based principles and commitment to quality is absolutely non-negotiable and we strive to maintain this aspect in every service we offer and every transaction we do.

3.6.3 Values

- Act with uncompromising honesty and integrity in everything we do.
- Satisfy the customers with innovative technology and superior quality, value and service.
- Provide the investors an attractive return through sustainable, global growth.
- Respect the social and physical environment around the world.
- Value and develop employee's diverse talents, initiative and leadership.
- Earn the admiration of all those associated with 3M UAE.

3.6.4 3M division

Al Rams Star Auto Accessories LLC is the Master distributor for 3M Window films and 3M Gulf Ltd has jointly appointed different 3M AAC's (Authorized Auto care centres) through whom the film are sold and applied to the end users. The AAC's has a signed

agreement with 3M which includes many terms and conditions. All AAC's must be 100 % loyal to sell only 3M products by keeping 3M branding in their shop.

3.6.5 About 3M

3M is fundamentally a science-based company. 3M produce thousands of imaginative products, and they are a leader in scores of markets - from health care and highway safety to office products and abrasives and adhesives. 3M's success begins with the ability to apply the technologies - often in combination - to an endless array of real-world customer needs. This is made possible by the people of 3M and their singular commitment to make life easier and better for people around the world. 3M leverage these competencies to create innovative solutions for their customers and to also provide investors with attractive long-term returns.

3.6.6 3M window films

Al Rama Star Auto Accessories deals mainly with

- Architectural window films
- Building window films
- Automotive window films

Architectural window films

Architectural Markets brings 3M's strong tradition of innovation into the design world to help architects, interior designers and building owners to create amazing spaces. 3M Architectural Window Films are ideal for both residential and commercial buildings.

Product includes:

- Fasara, Frosted, Dichroic - Decorative Glass finishes
- Dinoc – Surface finishes

Fasara- Decorative Glass finishes

The advantages of etched, cut, sandblasted, textured and other decorative glass patterns are clear: Privacy can be customized, while light still pours from room to room, creating an open feel even in confined spaces. Yet, how to achieve these effects and still remain within budget? It's possible, with 3M™ Fasara™, 3M™ Frosted Crystal and 3M™ Dichroic Glass Finishes

Frosted - Decorative Glass finishes

Dusted and frosted designs provide the look of sandblasted or etched glass, at a fraction of the cost. Digital printing on these materials provides both customization and personalized design options. These permanent, pressure-sensitive films have a transparent synthetic liner for easy cutting of logos or designs.

3M Dichroic - Decorative Glass finishes

Inspiring a new spectrum of creativity. The shimmering, colour-shifting effect of dichroic glass is a magnificent addition to any space, but can also add substantial cost to a project. With 3M Dichroic Glass Finishes, the same brilliant effect can be achieved, with colour shifting depending on the viewer's angle, plus simple application and at a fraction of the cost.

3MDinoc – Surface finishes

DI-NOC architectural finishes realistically recreate the effects of natural materials and laminates to an astonishing degree. They deliver the look you want, at the price you need.

Building window films

In new buildings high performance glasses are used to reject the heat which is only a partial solution for the heat issue. But for the existing buildings instead of changing the entire glass, window tinting is the best cost effective solution. As per the new concept of “Green Building”, energy saving is the major part in which the only way to reduce the AC consumption due to the heat passing through the glass is Window tinting.

3M Sun Control Films

As much as you cherish the views and natural light through your windows, you're also aware that sunlight creates excessive heat, fades valuable furnishings, and contains harmful UV rays. 3M™ Sun Control Window Films allow you to let the light in and keep the heat and damage out. Best of all you can get these great benefits without changing the appearance of your home.

Prestige Series

A new standard of performance metallic films can't match until recently, most window films that rejected heat were tinted dark, used metal or were highly reflective. Over the years,

various other companies have tried to create a clear window film with mixed results. While they were able to achieve improved performance their drawbacks made them unacceptable for most fine homes. Because these films used metal, they were susceptible to corrosion, especially in coastal environments, and interfered with mobile phone reception. Because the Prestige Series has no metals, they are the first films to offer a variety of selections that eliminate these problems and perform to the industry's highest standards. With Prestige Series, your home's exterior stays beautiful and from the interior, your view is as clear as your original window

Ceramic series

With the new 3M™ Ceramic Series films, we bring you the three virtues that are most important: low reflectivity, high clarity and outstanding heat reduction. So you'll save energy while keeping your interior cool and looking beautiful. Using nanotechnology we've created ceramics so fine they are not only invisible to the naked eye they are imperceptible with an ordinary microscope. These ceramics allow us to create a film that is tough, won't corrode and is so clear your view will remain beautiful. The new 3M Ceramic Series delivers stellar performance against solar heat and sunlight. Our spectrally selective films reject up to 80% of the sun's infrared light to reduce energy costs; while also blocking more than 99% of the sun's harmful ultra-violet (UV) rays to reduce fading of fabrics.

Night Vision series

The new 3M line of Night Vision window film offers protection from the sun's damaging UV rays and controls heat and glare, while inviting warm, natural light into the room and increasing comfort. And, unlike most other sun control films, 3M™ Night Vision Window Film has a low interior reflectivity that leaves your view clearer than ever, especially at night.

Reflective Series

This high performance silver architectural film is the most efficient 3M sun control film. It is used where solar heat reduction is the major concern. Commonly installed behind tinted and clear glass, it is a popular commercial market product. This film offers 3M's unique abrasion resistant coating for added durability.

Safety and Security Film

3M™ Window Films can do more than shield you from high energy bills. They can help protect you from unwelcome events like hurricanes, severe storms, accidents and

vandalism. These films help hold the glass together, a stronger barrier is created, slowing down criminals to the point where they may choose to flee for an easier target.

Automotive window films

Crystalline series

Superior in quality, the new 3M™ Crystalline Automotive Window Films are innovative, high-technology films that represent a clear breakthrough in automotive window films. 3M Crystalline Automotive Window Films are produced using multilayer nanotechnology, the same advanced technology used to improve the brightness in flat panel LCD television. 3M™ Crystalline Automotive Window Films, has set a superior standard for enhanced protection, comfort and style in automotive window films.

Colour stable series

These films are made of a new technology that protects the film from changing colour. These products also have an adhesive system designed to hold to curved automobile glass. They also have features that allows the installers to smooth the film to the glass with fewer wrinkles, bubbles or other problems, thus providing the car owner with a high quality application. All products feature a distinctive colour that complements the automobile colour and provides a sleek appearance.

Black Chrome Series

3M™ black Chrome Automotive Window Films are a premium line of metallic window films that not only enhance your vehicle's appearance, but offer excellent heat rejection, glare control, privacy, and protection from the damaging UV effects of the sun, 3M™ Black Chrome Automotive Window Films come with a limited lifetime warranty against peeling, bubbling, blistering, fading or discoloration.

FX Series

3M now offers three automotive window film product line: FX Standard (FX-ST) delivers good looks and good performance. FX ST utilizes a dyed film technology and comes with a 3 year limited warranty. FX High Performance (FX-HP) combines a dyed film with a materialized film to provide additional heat rejection and improved comfort. FX Premium (FX-PM) delivers good looks and great performance. FX-PM offers an economical alternative

without sacrificing quality comes with a limited-lifetime warranty. All product lines provides 99% UV protection, scratch resistant coating, and several different shading levels in an attractive charcoal hue.

Paint Protection Film

Paint protection film, or "clear bra" as it is sometimes known, is one of the best ways to preserve the showroom quality finish on your vehicle. The virtually invisible film will keep your vehicle looking newer longer- without changing the design features or colour- by protecting vulnerable areas such as front bumpers, hoods, side mirrors, door handle cavities, door edges, rocker panels, and rear fender panels. Preserving the finish of your vehicle with paint protection film (PPF) keeps your vehicle looking newer longer, and can enhance the resale value of your vehicle in the future.

3.7 DEPARTMENT PROFILE

The company is giving greater emphasis to each of its departments. The departmentalisation helps in the specialization of work in each field. It helps in better concentration in the particular work handled by a particular department; the various departments in Al Rams Star Auto Accessories LLC are as follows:

1. Marketing department
2. Finance department
3. Administrating department

Fig 3.2 Organization structure of Al Rama International Traders LLC

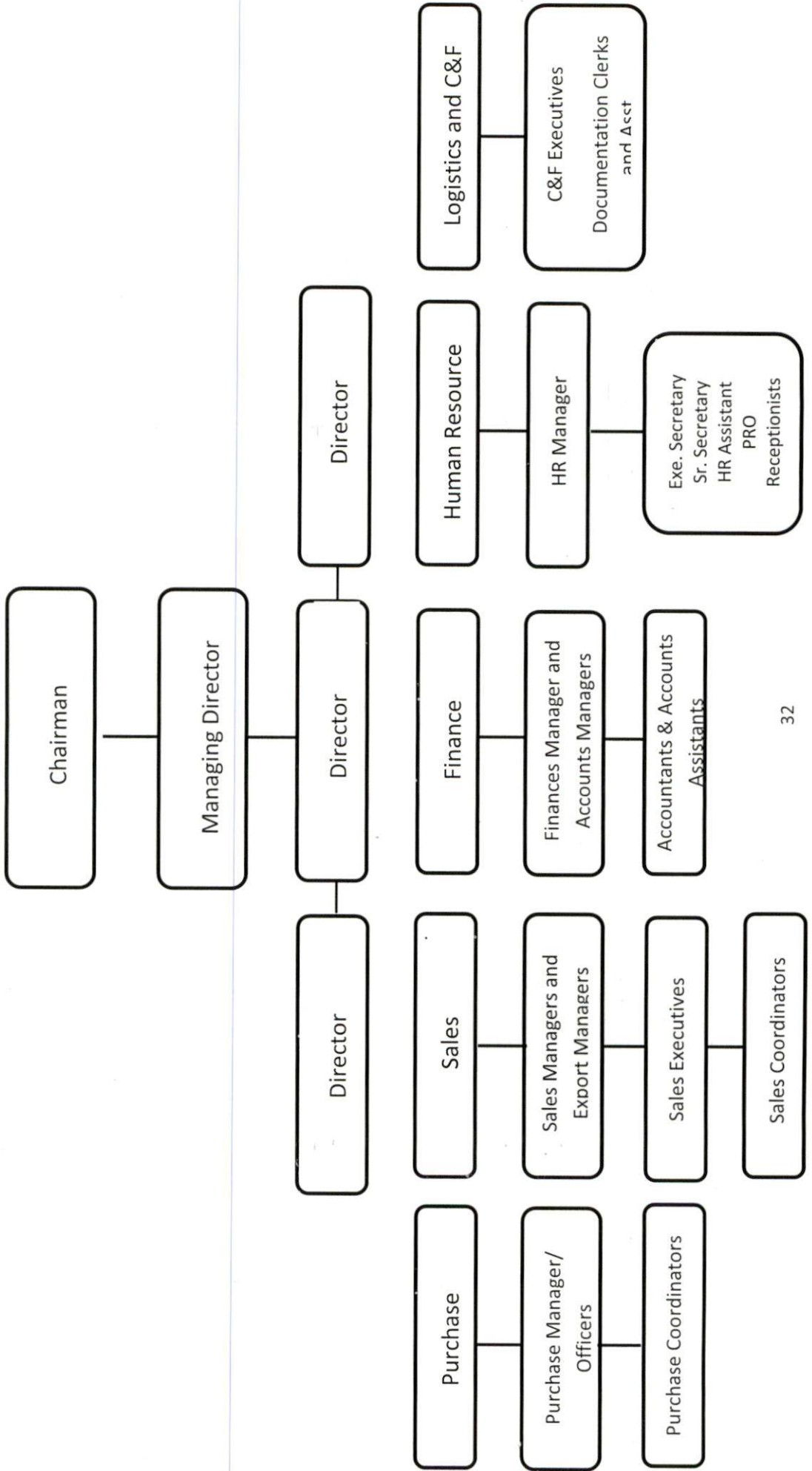
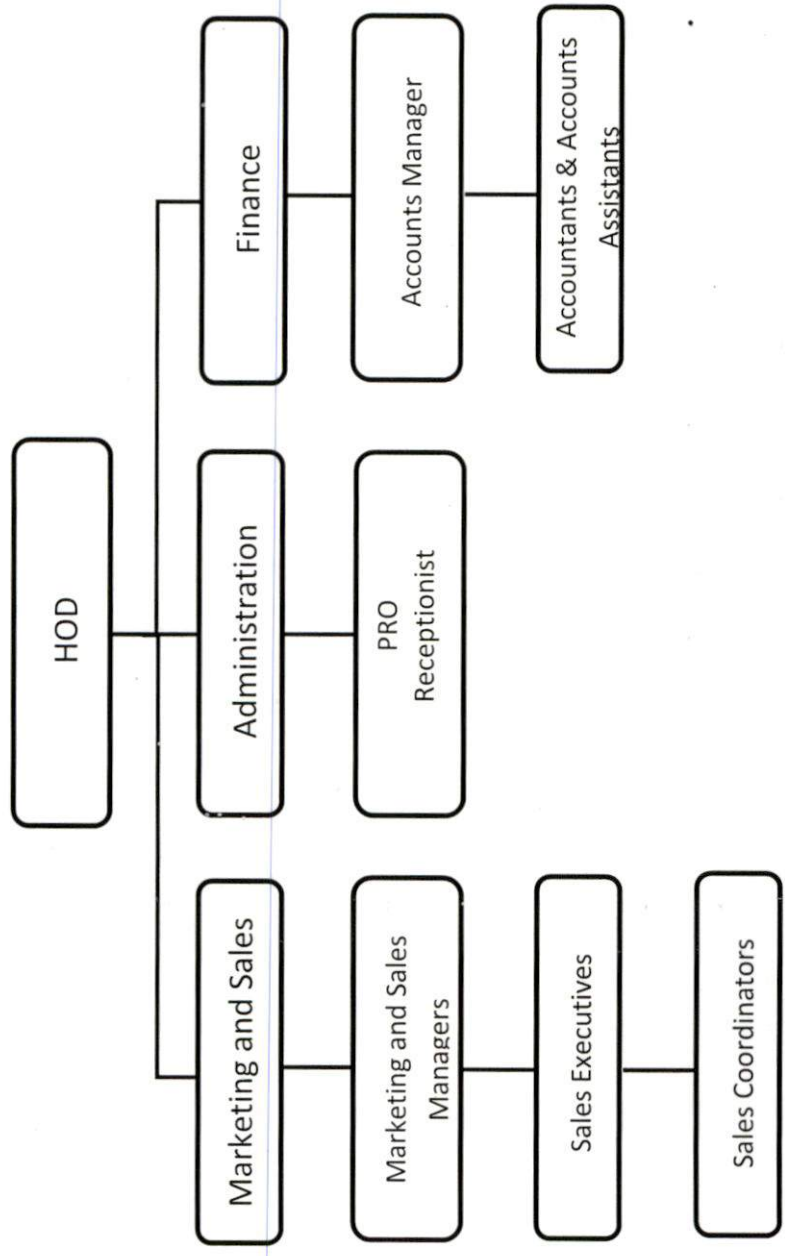


Fig 3.3 Organization structure of Al Rams Star Auto Accessories LLC



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Chapter IV

***MEASUREMENT OF SERVICE QUALITY AND
RETAILER SATISFACTION OF AL RAMS STAR
AUTO ACCESSORIES (L.L.C), UAE- AN ANALYSIS***

Chapter IV

MEASUREMENT OF SERVICE QUALITY AND RETAILER SATISFACTION OF AL RAMS STAR AUTO ACCESSORIES (L.L.C), UAE- AN ANALYSIS

4.1 Demographic profile of the retailers

Retailing is a distribution process, in which all the activities involved in selling the merchandise directly to the final consumer are included. It encompasses sale of goods and services from a point of purchase to the end user, who is going to use that product. Any business entity which sells goods to the end user and not for business use or for resale, whether it is a manufacturer, wholesaler or retailer, are said to be engaged in the process of retailing, irrespective of the manner in which goods are sold.

4.1.1 Type of retailer

Retailer implies any organization, whose maximum part of revenue comes from retailing.

1. **Store Retailing:** Department store is the best form of store retailing, to attract a number of customers. The other types of store retailing includes, speciality store, supermarket, convenience store, catalogue showroom, drug store, super store, discount store, extreme value store. Different competitive and pricing strategy is adopted by different store retailers.
2. **Non-store Retailing:** It is evident from the name itself, that when the selling of merchandise takes place outside the conventional shops or stores, it is termed as non-store retailing. It is classified as under:
 - a) **Direct marketing:** In this process, consumer direct channels are employed by the company to reach and deliver products to the customers. It includes direct mail marketing, catalogue marketing, telemarketing, online shopping etc.
 - b) **Direct selling:** Otherwise called as multilevel selling and network selling, that involves door to door selling or at home sales parties. Here, in this process the sales person of the company visit the home of the host, who has invited acquaintances, the sales person demonstrate the products and take orders.
 - c) **Buying service:** The retail organization serves a number of clients collectively, such as employees of an organization, who are authorized to purchase goods from specific retailers that have contracted to give discount, in exchange for membership.
3. **Corporate Retailing:** It includes retail organizations such as corporate chain store, franchises, retailer and consumer cooperatives and merchandising conglomerates.

There are a number of advantages that these organizations can achieve jointly, such as economies of scale, better and qualified employees, wider brand recognition, etc.

Table 4.1.1 Type of retailer

Type	Number of retailers	Percentage (%)
Direct selling	12	60
Warehouse retailing	8	40
Total	20	100

Source: primary data

Table 4.1.1 shows that most of the retailers (60 per cent) are into direct selling in which the sales person of the retailer visit the home of the host, who has invited acquaintances, the sales person demonstrate the products and take orders. While the rest of the retailers (40 per cent) are warehouse retailers who sells limited stock in bulk at a discounted rate.

4.1.2 Years of experience in window film business

Knowledge and insight learned from experience are what makes one company better than another. Experienced firms understand the changing trends and demands in their respective industries. This knowledge directly leads to developing efficient products that resonate with the target audience.

Table 4.1.2 Years of experience in window film business

Experience (Years)	Number of retailers	Percentage (%)
1-5 years	3	15
5- 10 years	3	15
More than 10 years	14	70
Total	20	100

Source: primary data

Table 4.1.2 reveals that about 70 per cent of the retailers have been in the window film business for more than 10 years. The table indicates that they are well experienced in this field. About 15 per cent of the retailers have experience for both 1- 5 years and 5- 10 years.

4.1.3 Years of being a retailer of Al rams

Business relations are the connections that exist between all entities that engage in commerce. Building business relationships with other business owners is an effective way to solve problems, leverage economies of scale etc.

Table 4.1.3 Years of being a retailer of Al rams

Years	Number of retailers	Percentage (%)
1-5 years	3	15
5- 10 years	12	60
More than 10 years	5	25
Total	20	100

Source: primary data

Table 4.1.3 shows that most of the retailers (60 per cent) have been the retailer for Al Rama Auto Accessories for 5- 10 years. While 25 per cent of the retailers have been a retailer for Al Rama Auto Accessories for more than 10 years. 15 per cent of the retailers have been a retailer of Al Rama Auto Accessories for 1- 5 years.

4.1.4 Number of staff employed

The number of staff employed in each company is given Table 4.1.4

Table 4.1.4 Number of staff employed

Number of retailers	Frequency	Percentage (%)
less than 25	4	20
25- 50	9	45
50-75	2	10
75- 100	3	15
more than 100	2	10
Total	20	100

Source: primary data

Table 4.1.1 reveals that majority of the retailers (45 per cent) have staffs in the range 25- 50. 20 per cent of retailers have staffs less than 25. 15 per cent of the retailers have staffs in the range 75- 100.

4.1.5 Factors encouraging to subscribe Al Rams services

Table 4.1.5 Factors encouraging to subscribe Al Rams services

The factors that encouraged the retailers to subscribe Al Rams services are given in Table 4.1.5

Factors	Number of retailers	Percentage (%)
Advertising	8	40
Recommended by others/ market	7	35
Approached by Al Rams representative	5	25
Total	20	100

Source: primary data

Table 4.1.5 reveals that advertising (40 per cent) was the most encouraging factor that encourages the retailers to subscribe the services of Al Rams. About 35 per cent of the retailers are encouraged to subscribe Al Rams services due to recommendation by others or the market itself and about 25 per cent of the retailers avail the service of Al Rams as they are approached by the representatives of Al Rams.

4.1.6 Service factors to be improved

The factors that the retailers thinks improvement is need from the part of Al Rams Star Auto Accessories LLC is given in Table 4.1.6

Table 4.1.6 Service factors to be improved

Factors	Number of retailers	Percentage (%)
Service	3	15
Promotional schemes	4	20
Refunds	5	25
Credit facility	5	25
Quick response	3	15
Total	20	100

Source: primary data

From table 4.1.6 it is evident that most of the retailers (25 per cent) responded that improvement is needed on both the factors refunds and credit facilities of Al Rama Auto Accessories. While 20 per cent of the retailers acknowledged that improvement is need on the factor promotional activities. Although some of the retailers (15 per cent) responded that improvement is needed on the aspect of both quick response as well as service factors.

Majority of the retailers are involved in direct selling business and having the experience of more than 10 years in window film business. Majority of the retailers are doing business with Al Rams since 5- 10 years. The maximum number of staff employed by the surveyed retailers vary from 25- 50 employees. The most encouraging factor to subscribe Al Rams services was advertising. Majority of the retailers opinioned that refund and credit were the two factors that needed improvement.

4.2 Retailer's satisfaction towards Al Rams Star Auto Accessories LLC.

4.2.1 Retailer's satisfaction towards Al Rams Star Auto Accessories LLC

It is important to measure the level of satisfaction of retailers towards the services provided by Al Rams in order to know whether it is fulfilling their needs and expectations. In order to analyse the level of satisfaction of retailers towards Al Rams Star Auto Accessories LLC, satisfaction index was used. Satisfaction index is a measure of how products and services supplied by a company meet or surpass retailer expectation. Retailer satisfaction is defined as "the number of Retailers, or percentage of total Retailers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals.

Table 4.2.1 Retailer's satisfaction towards Al Rams Star Auto Accessories LLC

Statements	Highly Satisfied		Satisfied		Partially Satisfied		Dissatisfied		Highly Dissatisfied		Total Score	Index	Level of Satisfaction
	No. of retailers	Score	No. of retailers	score	No. of retailers	Score	No. of retailers	Score	No. of retailers	Score			
Amount of contact with Al Rams management	4 (20)	20	7 (35)	28	9 (45)	27	0 (0)	0	0 (0)	0	75	75	S
Retailer service schemes of the company	5 (25)	25	8 (40)	32	7 (35)	21	0 (0)	0	0 (0)	0	78	78	S
Credit policies of the company	0 (0)	0	2 (10)	8	7 (35)	21	8 (40)	16	3 (15)	3	48	48	DS
Information provided regarding new schemes and discounts	5 (25)	25	7 (35)	28	8 (40)	24	0 (0)	0	0 (0)	0	77	77	S
Employees dealing with retailers	8 (40)	40	7 (35)	28	5 (25)	15	0 (0)	0	0 (0)	0	83	83	S
After sales services provided	0 (0)	0	4 (20)	16	8 (40)	24	8 (40)	16	0 (0)	0	56	56	PS
Replenishment time of the company	2 (10)	10	7 (35)	28	9 (45)	27	2 (10)	4	0 (0)	0	69	69	PS
Overall Retailer Satisfaction												69.43	PS

Source: primary data

Note: Figures in parentheses shows percentage in total

Table 4.2.1 indicates that the retailers were satisfied (S) with the Amount of contact with Al Rams management, Retailer service schemes of the company, Information provided regarding new schemes and discounts, and Employees dealing with retailers. The study finds out that the retailers are partially satisfied (PS) with the after sales services and Replenishment time provided by the company. The study also reveals that the retailers have a dissatisfaction (DS) level towards the credit policies of the company as the credit facilities are provided only to some of the premium retailers. While considering the overall satisfaction of the retailers it was found they were partially satisfied (PS) with the various services provided by Al Rams Star Auto Accessories LLC.

4.2.2 Services met the needs of retailers

The retailer’s satisfaction towards the service offered by the company is given in Table 4.2.2

Table 4.2.2 Services met the needs of retailers

Degree of response	Number of retailers	Percentage (%)
Extremely well	6	30
Very well	9	45
Somewhat well	5	25
Total	20	100

Source: primary data

Table 4.2.2 shows how well Al Rama Auto Accessories’ services cater the need of their retailers. The study shows majority of the retailers (45 per cent) were very well satisfied with satisfied with the services provided. While 30 per cent of the retailers were extremely well satisfied and 25 per cent of the retailers were somewhat well satisfied with the services provided by Al Rams Star Auto Accessories LLC.

4.2.3 Responsiveness of Al Rams to complaints and queries

The retailers satisfaction towards responsiveness of Al Rams towards their complaints and queries of are given in Table 4.2.3

Table 4.2.3 Responsiveness of Al Rams to complaints and queries

Degree of response	Number of retailers	Percentage (%)
Extremely responsive	13	65
Very responsive	4	20
Somewhat responsive	2	10
Not responsive	1	5
Total	20	100

Source: primary data

Table 4.2.3 reveals that majority of the retailers (65 per cent) acknowledged that Al Rams have been extremely responsive towards the complaints and queries. While 20 per cent of the retailers responded very responsive. Although a few (10 per cent) retailers responded that Al Rams Have been somewhat responsive towards their complaints and queries.

4.2.4 Overall value of Al Rams service compared with the price

Overall value of service compared to the price paid is given in the table 4.2.4

Table 4.2.4 Overall value of Al Rams service compared with the price

Degree of response	Number of retailers	Percentage (%)
Excellent	8	40
Very good	6	30
Good	4	20
Fair	2	10
Total	20	100

Source: primary data

Table 4.2.4 reveals that most of the retailers (40 per cent) responded overall value of Al Rams service compared with the price was excellent. While 30 per cent, 20 per cent and 10 per cent of the retailers responded very good, good and fair respectively.

4.2.5 Timely supply of the expected quantity

Retailers' response towards the statement timely supply of expected quantity is given in the table 4.2.5

Table 4.2.5 Timely supply of the expected quantity

Response	Number of retailers	Percentage (%)
Yes	11	55
No	9	45
Total	20	100

Source: primary data

From Table 4.2.5 it can be inferred that majority of the retailers (55 per cent) responded positively and the rest 45 per cent responded negatively towards the statement. The major reason behind this negative attitude was that in some cases the company fails to provide on time delivery of expected quantity due to lack of inventory of the particular product or heavy traffic conditions etc.

From the study it was found out that the retailers were satisfied (S) with the Amount of contact with Al Rams management, Retailer service schemes of the company, Information provided regarding new schemes and discounts, and Employees dealing with retailers and are partially satisfied (PS) with the after sales services and Replenishment time provided by the company. While it was found out that the overall retailer satisfaction with the various services provided by Al Rams Star Auto Accessories LLC was partial. The study shows majority of the retailers (45 per cent) were very well satisfied with the services provided. The majority of the retailers acknowledged that Al Rams have been extremely responsive towards the complaints and queries. Majority of the retailers opinioned that the overall value of Al Rams service compared with the price was excellent. Majority of the retailers responded positively towards the timely supply of the products.

4.3 MEASUREMENT OF SERVICE QUALITY

Measurement of service quality is carried out to understand the level of gap exists between expectation (excellent companies) and perception (Al Rams) among the retailers in UAE. Service quality is measured by using SERVQUAL- a perceived service quality questionnaire methodology. SERVQUAL examines five dimensions of service quality, responsiveness, assurance, empathy, tangible and Reliability. For each dimension of service quality measures both the perception and expectation of the service on a scale of 1 to 7, total questions in the questionnaire are 22. Through Gap analysis Gap score is calculated by subtracting the perception score from expectation score. A negative Gap indicates that the actual service is less than what was expected and the GAP is highlighted area for improvement.

4.3.1 Responsiveness

Responsiveness is the prompt attention to requests and questions, willingness to sort the problem and help, organization should provide the problem solution on demand, providing the better complaint handling service, providing the flexibility service to the retailers.

Responsiveness factors includes willingness to provide prompt service, help the retailers with their complaints and queries, and take prompt actions to the retailer requirements.

Code	Statement
R1	Employees of excellent companies will tell retailers exactly when services will be performed.
R2	Employees of excellent companies will give prompt service to retailers
R3	Employees of excellent companies will always be willing to help retailers
R4	Employees of excellent companies will never be too busy to respond to retailers' requests.

Table 4.3.1 Gap analysis of responsiveness dimension

Code	Number of retailers (N)	Average Expected (E)	Average Perceived (P)	Average Gap(G)= P- E
R1	20	6	5.7	-0.3
R2	20	6.05	5.3	-0.75
R3	20	6	5.55	-0.45
R4	20	6.15	5.85	-0.3
Total SERVQUAL Responsiveness gap	20	6.05	5.6	-0.45

Source: primary data

From Table 4.3.1 study showed overall there is a (-0.45) gap exist between service quality-Responsiveness of excellent companies and Al Rams in UAE. The excellent companies mean scores of all codes of service quality-Responsiveness are greater than the Al Rams scores which show that a gap exists in the respect of service quality Responsiveness. If we rank the service quality in the respect of Reliability factor the highest expectation of the retailers of Al Rams are connected to the code (R2) where gap between excellent companies and Al Rams is (-0.75). The retailers expect more from Al Rams on employees giving prompt services to customers and employees are always willing to help customers.

4.3.2 Assurance

Assurance means knowledge of competence, courtesy of staff, respects of retailers, probity and confidentiality, safety and security and creditability

Credibility: This is the trust developed by the company, the goodwill that the company has attained since so many years

Courtesy: Respect towards the retailers and their suggestions. Efficiency in understanding their complaints and needs.

Competence: The proper knowledge of the personnel in their concerned field in order to clarify any issue raised on the products and sort out as soon as possible.

Code	Statement
A1	The behaviour of employees in excellent companies will instil confidence in retailers.
A2	Retailers of excellent companies will feel safe in transactions
A3	Employees of excellent companies will be consistently courteous with retailers.
A4	Employees of excellent companies will have the knowledge to answer retailers' questions.

Table 4.3.2 Gap analysis of assurance dimension

Code	Number of retailers (N)	Average Expected (E)	Average Perceived (P)	Average Gap(G)= P- E
A1	20	5.6	5.8	0.2
A2	20	6.05	6.15	0.1
A3	20	6.05	5.75	-0.3
A4	20	5.7	6.6	0.9
Total SERVQUAL Assurance gap	20	5.85	6.075	0.225

Source: primary data

From Table 4.3.2 study showed there is a (0.225) gap exist between service quality assurance of excellent companies and Al Rams in UAE. The excellent companies mean scores of all codes of service quality-assurance are smaller than the Al Rams scores which show that a positive gap exists in the respect of service quality assurance. If we rank the service quality in the respect of Accessibility factor the highest expectation of the retailers of Al Rams are connected to the code (A3) where gap between excellent companies and Al Rams is (-0.3). Out of the four statements only A3 is having a negative value which shows that Al Rams have been performing above the expectations of the retailers in the case of assurance dimension.

4.3.3 Tangibles

Tangible defines as visual appealing, physical facilities, equipment, employees and communication materials. Tangible is the image of the organization services and physical represent

Facilities provided are the tangible factors such as e.g. appearance of physical facilities, equipment, personnel, and communication materials.

T1	Excellent companies will have modern looking equipment.
T2	The physical facilities at excellent companies will be visually appealing
T3	Employees at excellent companies will be neat appearing
T4	Materials associated with the service (such as pamphlets or statements) will be visually appealing at an excellent companies

Table 4.3.3 Gap analysis of tangibility dimension

Code	Number of retailers (N)	Average Expected (E)	Average Perceived (P)	Average Gap(G)= P- E
T1	20	6	5.4	-0.6
T2	20	5.85	4.05	-1.8
T3	20	5.75	5.15	-0.6
T4	20	5.9	5.35	-0.55
Total SERVQUAL Tangible gap	20	5.875	4.9875	-0.8875

Source: primary data

From Table 4.3.3 the study showed there is a (-0.8875) gap exist between Tangible service quality of excellent companies and Al Rams in UAE. The excellent companies mean scores of all codes of service quality-Tangible are greater than the Al Rams scores which show that a gap exists in the respect of service quality Tangible. If we rank the service quality in the respect of Reliability factor the highest expectation of the retailers of Al Rams are connected to the code (T2) where gap between excellent companies and Al Rams is (-1.8). The gap exist because of the presence of warehouse and divisional office in the same space make it look congested.

4.3.4 Empathy

Empathy mean treating the retailers as individual and understanding the needs and wants, retailer can easily access to the staff of the organization and to their service and information, staff communicate clearly, appropriately timely with the retailer, organization should give the appropriate service to retailers accordingly they needs, organization should give the individual attention to the every retailer.

Communication: Listening to the customer's needs and communicating in an easy language.

Understanding: To understand their needs and make changes according to their necessity

Code	Statement
E1	Excellent companies will give retailers individual attention
E2	Excellent companies will have operating hours convenient to all their retailers.
E3	Excellent companies will have employees who give retailers personal attention.
E4	Excellent companies will have their retailer's best interests at heart.
E5	The employees of excellent companies will understand the specific needs of their retailers

Table 4.3.4 Gap analysis of empathy dimension

Code	Number of retailers (N)	Average Expected (E)	Average Perceived (P)	Average Gap(G)= P- E
E1	20	5.6	5.65	0.05
E2	20	5.75	3.55	-2.2
E3	20	6.15	4.05	-2.1
E4	20	6	5.8	-0.2
E5	20	5.8	6.65	0.85
Total SERVQUAL Empathy gap	20	5.875	4.7625	-0.72

Source: primary data

From Table 4.3.4 study showed there is (-0.72) gaps exist between service quality EMPATHY of excellent companies and Al Rams in UAE. The excellent companies mean scores of all codes of service quality-EMPATHY are greater than the Al Rams scores which show that a gap exists in the respect of service quality EMPATHY. If we rank the service quality in the respect of Reliability factor the highest expectation of the retailers of Al Rams are connected to the code (E2) where gap between excellent companies and Al Rams is (-2.2). The gap exists because sometimes the working hours of Al Rams may don't match with that of the retailers.

4.3.5 Reliability

Leonard et al. investigated that Reliability has the ability to provide the promised service regularly, consistently, timely and accurately to the consumers

Reliability under window film industry would mean if the distributor gives timely delivery of products to the retailers and fulfills all its commitments.

Code	Statement
RB1	When excellent companies promise to do something by a certain time, they do.
RB2	When a retailer has a problem, excellent companies will show a sincere interest in solving it.
RB3	Excellent companies will perform the service right the first time
RB3	Excellent companies will provide the service at the time they promise to do so.
RB4	Excellent companies will insist on error free records

Table 4.3.5 Gap analysis of reliability dimension

Code	Number of retailers (N)	Average Expected (E)	Average Perceived (P)	Average Gap(G)= P- E
RB1	20	6	5.45	-0.55
RB2	20	6	5.8	-0.2
RB3	20	7	4.85	-2.15
RB4	20	6	5.65	-0.35
RB5	20	6	5.6	-0.4
Total SERVQUAL Reliability gap	20	6.25	5.4375	-0.8125

Source: primary data

From Table 4.3.5 study showed there is a (-0.8125) gap exist between service quality Reliability of excellent companies and Al Rams in UAE. The excellent companies mean scores of all codes of service quality-Reliability are greater than the Al Rams scores which show that a gap exists in the respect of service quality reliability. If we rank the service quality in the respect of Reliability factor the highest expectation of the retailers of Al Rams are connected to the code (RB3) where gap between excellent companies and Al Rams is (-2.15). The reason behind this gap is stock outs. Al Rams sometimes fails to perform multiple retailer's product requirements at the first time due to stock outs.

4.3.6 Average SERVQUAL score

The average score calculated from individual average of SERVQUAL dimensions are given in Table 4.3.6

Table 4.3.6 Average SERVQUAL score

Average	Unweighted score
Average Tangible SERVQUAL score	-0.8875
Average Reliability SERVQUAL score	-0.08125
Average Responsiveness SERVQUAL score	-0.45
Average Assurance SERVQUAL score	0.225
Average Empathy SERVQUAL score	-0.72
TOTAL	-1.91375
AVERAGE (= Total / 5) UNWEIGHTED SERVQUAL SCORE	-0.38275

Source: primary data

4.3.7 SERVQUAL importance weight

Table 4.3.7 SERVQUAL importance weight

Features	Percentage (%)
The appearance of the Al Rams physical facilities, equipment, personnel and communication materials.	17.5
The Al Rams ability to perform the promised service dependably and accurately	18
The Al Rams willingness to help retailers and provide prompt service.	21.75
The knowledge and courtesy of the Al Rams employees and their ability to convey trust and confidence.	23.5
The caring individual attention the Al Rams provides its retailers.	19.25

Source: primary data

From Table 4.3.7 the test results confirm that the retailers gave both responsiveness dimension utmost importance, and the lowest was tangibility and empathy dimensions.

4.3.8 SERVQUAL weighted score

Table 4.3.8 SERVQUAL weighted score

SERVQUAL Dimension	Average for dimension	Importance score	weighted score
Tangible	-0.8875	17.5	-15.531
Reliability	-0.08125	18	-1.462
Responsiveness	-0.45	21.75	-9.787
Assurance	0.225	23.5	5.287
Empathy	-0.72	19.25	-13.86
TOTAL			-35.3784
AVERAGE (= Total / 5) weighted SERVQUAL score			-7.07569

Source: Primary data

From Table 4.3.8 it is evident that the order of values of the indicators changed after weighting average scores obtained previously, assurance remains first, while tangibles in the last place indicating more gap in service quality. It was found out that the retailers are giving more importance to the factors like assurance, reliability etc. So the company must focus on these factors more in order to achieve higher rate of satisfaction among their retailers.

From the study it was observed that there is an overall negative gap exist in case responsiveness (-0.45), tangibles (-0.8875), empathy (-0.72) and reliability (-0.8125) dimensions between excellent companies and Al Rams in UAE. While a positive gap (0.225) exist in case of assurance dimension when comparing with that of excellent companies and Al Rams in UAE. The company must take action on correcting the negative gap made by a stronger emphasis on appearance of employees, improve timeliness of services and increasing the availability of employees to help retailers in a short time and useful. And company must also maintain their assurance level as of the present.



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Chapter V
***SUMMARY OF FINDINGS, SUGGETIONS AND
CONCLUSION***

CHAPTER V

SUMMARY OF FINDINGS, SUGGETIONS AND CONCLUSION

5.1 Introduction

Retailers can significantly affect change to consumer decision making, as they are located in key position between suppliers and consumers. On one hand being in direct contact with the consumers they exert influence on consumers through their counter salesperson, and on the other hand, they reach out to suppliers and gain advantage based on their strength and capacity to reach out to customers. In a way, they act as gate keepers, determining which brands are to be offered and how they should be marketed. The volume of sales depends on the efficiency of a Retailer who assesses the psychology of consumers and takes appropriate steps to sell a product. Thus it is important for any organization to maintain a good relation with their retailers

This project “Measurement of service quality and retailer satisfaction of Al Rams Star Auto Accessories (L.L.C), UAE”. was carried out with the overall objective to check among the retailers that if any gap exists between the expected and perceived service qualities and to know whether they are satisfied with the service provided by Al Rams Star Auto Accessories LLC.

Specific Objectives

The specific objectives addressed in by the study were as follows:

1. To measure the service quality of Al Rams Auto Accessories LLC
2. To study the retailer’s satisfaction levels towards Al Rams Auto Accessories LLC

Data was collected from a total sample of 20 retailers

Tools like percentage analysis, satisfaction index, gap analysis was used for statistical analysis.

The present study will help the company to know the current level of Retailers satisfaction towards Al Rams Star Auto Accessories. The study will also help to identify whether there is a gap exists between the expected and perceived service quality provided by the company. Moreover the study can help the company to identify the limitations of existing relation and service quality provided to the retailers and suggest some improvements too if any.

5.2 Major findings

The major findings and emanating conclusions are summarized in the succeeding sections.

5.2.1 Demographic profile of the retailers

1. Classification of retailers based on the type of retailers revealed majority of the retailers were into direct selling in which the sales person of the retailer visit the home of the host, who has invited acquaintances, the sales person demonstrate the products and take orders.

2. Classification of retailers based on experience reveals that majority of the retailers have been in the window film business for more than 10 years. It can be inferred that they are well experienced in this field.

3. Classification of retailers based on based on the years of being a retailer for the company reveals that majority of the retailers have been the retailer for Al Rama Auto Accessories for 5- 10 years. It can be inferred that the company is having a good relationship with their retailers.

4. The maximum number of staff employed by the surveyed retailers vary from 25- 50 employees

5. Advertising was the most encouraging factor that encourages the retailers to subscribe the services of Al Rams.

6. While looking into the factors that the retailers thinks improvement is need from the part of Al Rams Star Auto Accessories LLC, refunds and credit facilities were the most selected factors were the retailers thinks improvement is required.

5.2.2 Retailer's satisfaction towards Al Rams Star Auto Accessories LLC

1. With regard to the satisfaction level of retailers towards various services provided by the company, the retailers were satisfied (S) with the Amount of contact with Al Rams management, Retailer service schemes of the company, Information provided regarding new schemes and discounts, and Employees dealing with retailers. While the some of the retailers have a poor satisfaction (DS) level towards the credit policies of the company as the credit facilities are provided only to some of the premium retailers. While considering the overall satisfaction of the retailers it was found they were partially satisfied (PS) with the various services provided by Al Rams Star Auto Accessories LLC.

2. The retailers response towards the service offered by the company reveals that most of the retailers were very well satisfied with satisfied with the services provided. The major reasons behind their satisfaction level was, the company provided the retailers with fair price and on time delivery of the products.

3. An overwhelming population of 65 per cent of the retailers acknowledged that Al Rams have been extremely responsive towards the complaints and queries. Although a few 10 per cent of the retailers responded that Al Rams have been somewhat responsive towards their complaints and queries.

4. Overall value of Al Rams service compared with the price revealed that majority of the retailers (40 per cent) acknowledged excellent

5. An overwhelming population of 55 per cent of the retailers responded positively and the rest 45 per cent responded negatively towards the statement timely supply of expected quantity of the product. The company provides the retailers on time delivery of the expected quantity in most of the cases. While some of the retailers responded negatively, the major reason behind this negative attitude was that in some cases the company fails to provide on time delivery of expected quantity due to lack of inventory of the particular product or heavy traffic conditions etc.

5.2.3 Measurement of service quality

1. In the case of responsiveness dimension the excellent companies mean scores of all codes of service quality-Responsiveness are greater (-0.45) than the Al Rams scores which show that a gap exists in the respect of service quality Responsiveness. The code (R2) have the highest gap is (-0.75) among the statements of responsiveness dimension. The retailers expect more from Al Rams on employees giving prompt services to customers and employees are always willing to help customers.

2. In the case of assurance dimension the excellent companies mean scores of all codes of service quality-assurance are smaller (0.225) than the Al Rams scores which show that a positive gap exists in the respect of service quality assurance. The code (A3) have the highest gap is (-0.3) among the statements of assurance dimension. Out of the four statements only A3 is having a negative value which shows that Al Rams have been performing above the expectations of the retailers in the case of assurance dimension.

3. In case of tangibility dimension the excellent companies mean scores of all codes of service quality-Tangible are greater (-0.8875) than the Al Rams scores which show that a gap exists in the respect of service quality Tangible. The code (T2) have the highest gap (-1.8) among the statements of tangibility dimension. The gap exist because of the presence of warehouse and divisional office in the same space make it look congested.

4. In the case of empathy dimension the excellent companies mean scores of all codes of service quality-Empathy are greater (-0.72) than the Al Rams scores which show that a gap exists in the respect of service quality Empathy. The code (E2) have the highest gap is (-2.2) among the statements of responsiveness dimension. The gap exists because sometimes the working hours of Al Rams may don't match with that of the retailers.

5. In the case of reliability dimension the excellent companies mean scores of all codes of service quality-Reliability are greater (-0.8125) than the Al Rams scores which show that a gap exists in the respect of service quality reliability. The code (RB3) have the highest gap is (-2.15) among the statements of reliability dimension. Al Rams sometimes fails to perform multiple retailer's product requirements at the first time due to stock outs.

5.3 Suggestions

1. The company must take action on correcting negative gap made by a stronger emphasis on the appearance of employees, improve the timeliness of services and increasing the availability of employees to help retailers in a short time and useful way

2. The company must take steps to improve its credit policies towards other retailers also as if now it is provided only to premium retailers.

3. Another improvement could be done is to increase personnel readiness, to extend opening hours, although there appear other variables such as increased staff costs due to extending working hours and their creation of certain discomfort.

4. The company should provide more trainings about service quality to retailer serving staffs for more understanding of the offering as this has direct impact to retailer's expectations

5. The Company should be regular to its products so as for proper availability at each and every retail outlets. Otherwise it may lose its consumer and prospects, thus distorting the image of the company.

5.4 Conclusion

The study was intended mainly to know the current level of Retailers satisfaction towards Al Rams Star Auto Accessories. And to identify whether there is a gap exist between the expected and perceived service quality provided by the company.

The study revealed majority of the retailers were into direct selling in which the sales person of the retailer visit the home of the host, who has invited acquaintances, the sales person demonstrate the products and take orders. The study also disclosed that majority of the retailers have been the retailer for Al Rama Auto Accessories for 5- 10 years, thus having a good relationship between them.

The study revealed that the retailers were satisfied (S) with the Amount of contact with Al Rams management, Retailer service schemes of the company, Information provided regarding new schemes and discounts, and Employees dealing with retailers. While the some of the retailers have a dissatisfaction (DS) level towards the credit policies of the company as the credit facilities are provided only to some of the premium retailers. While considering the overall satisfaction of the retailers it was found they were partially satisfied (PS) with the various services provided by Al Rams Star Auto Accessories LLC. The study also indicates that the majority of the retailers thinks improvement is required in factors such as refunds and credit facilities.

The study also reveals that there exists a negative gap in tangibility, reliability, responsiveness and empathy dimensions while there exists a positive gap in assurance dimension.

The study suggests that the company must take action on correction negative gap made by a stronger emphasis on appearance of employees, improve timeliness of services and increasing the availability of employees to help retailers in a short time and useful. The study also suggests that the company must take steps to improve its credit policies towards other retailers also as if now it is provided only to premium retailers.

To conclude, the study on the “Analysis of measurement of service quality and retailer satisfaction of Al Rams Star Auto Accessories (L.L.C), UAE.” has tried to put in sincere efforts to draw conclusions that the company must adopt measures to obtain a higher level of retailer perceptions towards service quality compared with the expected in order to increase the satisfaction level among the retailers.



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APPENDIX

MEASUREMENT OF SERVICE QUALITY AND RETAILER SATISFACTION OF
AL RAMS STAR AUTO ACCESSORIES (L.L.C), UAE.

Survey schedule for retailers

College of co-operation banking and management

Kerala agricultural university

SECTION A

GENERAL INFORMATION

(Please tick where applicable)

1. Name of the Company:
2. Type of retailer
 - a) Store Retailing
 - b) Direct marketing
 - c) Direct selling
 - d) Buying service
 - e) Corporate Retailing
3. Number of staffs employed:
4. In total, how long have you been in window film business?
 - a) Less than one year
 - b) 1-5 years
 - c) 5-10 years
 - d) More than 10 years
5. In total, how long have you been a retailer of Al Rams?
 - a) Less than one year
 - b) 1-5 years
 - c) 5-10 years
 - d) More than 10 years
6. What encourages you to subscribe with Al Rams Services?
 - a) Advertising
 - b) Recommended by others / market
 - c) Personal selling (personally approached by Al Rams representatives)

SECTION B

RETAILER SATISFACTION

(Please tick where applicable)

SL.No.	Statements	Response				
		Highly satisfied	Partially satisfied	Satisfied	Poorly satisfied	Highly dissatisfied
1	The amount of contact between you/your organization and Al Rams management					
2	The retailer service schemes of the company					
3	Credit policies of the company					
4	Information provided by Al Rams executives regarding new schemes and discounts					
5	Employees dealing with you in Al Rams					
6	After sales services given by Al Rams					
7	Replenishment time of the company					
9	Does the service offered by the company meet your needs	Extremely well	Very well	Somewhat well	Not so well	Not well at all
10	How responsive have been Al Rams to your complaints and queries	Extremely responsive	Very responsive	Somewhat responsive	Not so responsive	Not at all responsive
11	The overall value of Al Rams service compared with the price is	Poor	Fair	Good	Very good	Excellent
12	Which factor do you think improvement is need	Service	Promotional scheme	Refunds	Credit facility	Quick response

13	Whether the expected quantity of products are supplied to you in time?	Yes	No	If No, specify the reason
14	Do you have any comments and concerns?			

SECTION C

SERVICE QUALITY DIMENSIONS

EXPECTATIONS

This survey deals with your opinions of companies. Please show the extent to which you think companies should possess the following features. Rate with a number that best shows your expectations about companies offering similar services

Strongly agree

PERCEPTIONS

The following statements relate to your feelings about the Al Rams. Please show the extent to which you believe Al Rams has the feature described in the statement. Rate with a number that shows your perceptions about Al Rams

Strongly disagree

1 2 3 4 5 6 7

	Dimensions	Expected score		Dimensions	Perceived score	Gap score (E-P)
	Tangibles			Tangibles		
E1	Excellent companies will have modern looking equipment.		P1	Al Rams has modern looking equipment.		
E2	The physical facilities at excellent companies will be visually appealing		P2	ARI Trader's physical facilities are visually appealing.		
E3	Employees at excellent companies will be neat appearing		P3	ARI Trader's reception desk employees are neat appearing.		
E4	Materials associated with the service (such as pamphlets or statements) will be visually appealing at an excellent companies		P4	Materials associated with the service (such as pamphlets or statements) are visually appealing at Al Rams.		
	Reliability			Reliability		
E5	When excellent companies promise to do something by a certain time, they do.		P5	When Al Rams promises to do something by a certain time, it does so.		
E6	When a retailer has a problem, excellent companies will show a sincere interest in solving it.		P6	When you have a problem, Al Rams shows a sincere interest in solving it.		
E7	Excellent companies will perform the service right the first time		P7	Al Rams performs the service right the first time		
E8	Excellent companies will provide the service at the time they promise to do so.		P8	Al Rams provides its service at the time it promises to do so		
E9	Excellent companies will insist on error free records		P9	Al Rams insists on error free records		

	Responsiveness			Responsiveness		
E10	Employees of excellent companies will tell retailers exactly when services will be performed.		P10	Employees in Al Rams tell you exactly when services will be performed.		
E11	Employees of excellent companies will give prompt service to retailers		P11	Employees in Al Rams give you prompt service		
E12	Employees of excellent companies will always be willing to help retailers		P12	Employees in Al Rams are always willing to help you.		
E13	Employees of excellent companies will never be too busy to respond to retailers' requests.		P13	Employees in Al Rams are never too busy to respond to your request		
	Assurance			Assurance		
E14	The behavior of employees in excellent companies will instill confidence in retailers.		P14	The behavior of employees in Al Rams instills confidence in you		
E15	Retailers of excellent companies will feel safe in transactions		P15	You feel safe in your transactions with Al Rams.		
E16	Employees of excellent companies will be consistently courteous with retailers.		P16	Employees in Al Rams area consistently courteous with you		
E17	Employees of excellent companies will have the knowledge to answer retailers' questions.		P17	Employees in Al Rams have the knowledge to answer your questions		
	Empathy			Empathy		
E18	Excellent companies will give retailers individual attention		P18	Al Rams gives you individual attention.		
E19	Excellent companies will have operating hours convenient to all their retailers.		P19	Al Rams has operating hours convenient to all its retailers		
E20	Excellent companies will have employees who give retailers personal attention.		P20	Al Rams has employees who give you personal attention		
E21	Excellent companies will have their retailer's best interests at heart.		P21	Al Rams has your best interest at heart		
E22	The employees of excellent companies will understand the specific needs of their retailers		P22	The employees of Al Rams understand your specific needs.		

Listed below are the five sets of features pertaining to Al Rams Star auto Accessories and the services they offer. Please allocate 100 points among the five sets of features according to how important it is to you. Make sure the points add up to 100

	Features	Points
1.	The appearance of the Al Rams physical facilities, equipment, personnel and communication materials.	
2.	The Al Rams ability to perform the promised service dependably and accurately	
3.	The Al Rams willingness to help retailers and provide prompt service.	
4.	The knowledge and courtesy of the Al Rams employees and their ability to convey trust and confidence.	
5.	The caring individual attention the Al Rams provides its retailers.	
	Total:	100

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