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Assess the Prevailing Trends, Challenges, and Operational gaps in After-Sales Service and Parts at Tamrin Motors.

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Abstract

The automotive after-sales sector plays a critical role in ensuring customer satisfaction, brand loyalty, and operational efficiency. This study assess the prevailing trends, challenges, and performance gaps in after-sales service and spare parts management at Tamrin Motors, Ethiopia, with a focus on identifying systemic deficiencies and improvement opportunities. A mixed-method approach was adopted, incorporating surveys of 73 employees—including technicians, supervisors, and managers—alongside qualitative interviews and questionnaires. Findings indicate that while the workforce demonstrates high technical competence and motivation, significant gaps exist in workshop infrastructure, spare parts inventory management, digital systems, communication. Key challenges include decentralized workshops, inconsistent service quality, reactive procurement, inadequate training for modern vehicle technologies, and weak customer engagement processes. The study concludes that operational inefficiencies at Tamrin Motors are primarily driven by systemic and structural weaknesses rather than individual capacity. Based on these insights, the research proposes strategic interventions in human capital development, standardized workshop operations, proactive spare parts management, digital transformation, and performance-based promotion. Implementing these measures is expected to enhance service quality, operational efficiency, customer satisfaction, and long-term competitiveness. The study contributes to both academic literature and practical guidance for automotive dealerships in emerging markets facing similar after-sales service challenges.

Keywords: After-sales service, spare parts management, operational gaps, automotive industry, Ethiopia, workshop performance

1. Introduction

1.1 Background and Context

The automotive industry plays a pivotal role in economic development and consumer mobility worldwide.

According to Market Research Future (2024), the global automotive aftermarket service market reached over USD 400 billion in 2023, and is expected to expand at a CAGR of 5.8% through 2030. This growth is attributed to the increasing demand for vehicle customization, the longevity of vehicle usage, and rising digitalization in service models.

According to Capgemini Research Institute (2023), over 60% of global automotive companies struggle with skilled labor shortages in diagnostics and service operations, prompting investments in digital training platforms and remote support tools.

A major structural challenge in Africa's spare parts industry is the fragmented distribution network. As Akinlabi and Musa (2023) noted in their study on spare parts logistics in Sub-Saharan Africa, "the dominance of informal players often results in service inconsistency and poor consumer confidence." Furthermore, most garages and service centers lack the equipment and trained personnel necessary for advanced diagnostics, particularly for modern or electric vehicles.

In emerging markets such as Ethiopia, authorized dealerships and after-sales service providers serve as crucial touchpoints between manufacturers and customers. However, in many developing economies, including Ethiopia, automotive companies face systemic challenges in maintaining high service standards due to limited technological integration, inadequate staff training, and fragmented operational systems. Tamrin Motors, an authorized dealer for Jack and Suzuki vehicles, operates within this complex environment. The company is tasked not only with vehicle sales but also with delivering consistent after-sales service and ensuring timely availability of genuine spare parts. While the company employs a technically skilled workforce and demonstrates strong human

potential, operational inefficiencies, workshop infrastructure limitations, and fragmented supply chain processes hinder its ability to meet customer expectations. Globally, studies have shown that automotive after-sales service performance directly influences customer retention, brand reputation, and revenue generation (Kannan & Tan, 2018; Sharma et al., 2020). Within the Ethiopian context, research on after-sales service and spare parts management remains limited, creating a knowledge gap that this study aims to address.

1.2 Problem Statement

Research by McKinsey & Company (2023) shows that companies without integrated inventory tools face longer lead times and higher operational costs—up to 25% more in some cases.

According to Bain & Company (2022), businesses that invest in digital tools for real-time service monitoring and predictive maintenance can boost their after-sales revenue by 20–40%.

The automotive aftermarket in Sub-Saharan Africa is growing steadily, with annual growth rates estimated at around 6.5% (Frost & Sullivan, 2023). For a company like Tamrin, this stagnation signals deeper problems that go beyond day-to-day service issues—it reflects systemic challenges that need to be carefully understood and addressed.

Despite its position as a key automotive dealer in Ethiopia, Tamrin Motors struggles with multiple operational gaps that compromise its after-sales service and spare parts performance. Preliminary observations and internal reports indicate several challenges: decentralized and non-standardized workshops, inefficient procurement practices, limited regional spare parts accessibility, delayed service delivery, and inconsistent application of quality standards. Furthermore, the absence of fully integrated digital tools for inventory tracking, customer feedback, and service monitoring exacerbates operational inefficiencies.

While the technical competency of the workforce is commendable, it is insufficient to offset structural and systemic shortcomings. These inefficiencies risk eroding customer

trust, reduce competitive advantage, and hinder the company's growth potential. Hence, there is an urgent need for a comprehensive assessment of these operational gaps to provide evidence-based recommendations for improving after-sales service quality, spare parts availability, and overall organizational performance.

1.3 Research Objectives

To assess the prevailing trends, challenges, and operational gaps in after-sales service and spare parts management at Tamrin Motors and propose actionable strategies to enhance efficiency and customer satisfaction.

1.4. Research Questions:

1. What are the major challenges affecting the effectiveness of after-sales service operations?
2. How effective is the spare parts and inventory management system in supporting after-sales services?
3. To what extent do technical skills and training programs influence the performance of service and parts staff?
4. How effective are communication and coordination practices among service teams, management, and customers?
5. How do suppliers, customs policies, and regulatory issues affect the availability and quality of spare parts?
6. To what extent are Jack and Suzuki after-sales services aligned with professional standards, customer expectations, and safety requirements?
7. How adequate are the workshop facilities, tools, and infrastructure in supporting efficient service delivery?
8. How effective and transparent are the procurement procedures and criteria for spare parts?
9. What strategic measures can be implemented to improve after-sales service quality and spare parts operations at Tamrin Motors?

1.5 Significance of the Study

This research is significant on several fronts:

1. Theoretical Contribution: It adds to the limited body of knowledge on after-sales service and spare parts management in the Ethiopian

automotive sector, providing insights for scholars and researchers.

2. Practical Relevance: By identifying operational gaps and providing actionable recommendations, the study supports Tamrin Motors in optimizing workforce management, workshop efficiency, and spare parts operations.
3. Policy Implications: The findings can inform regulatory bodies and industry associations in designing standards for automotive after-sales service quality and supply chain practices.
4. Customer Impact: Enhanced service delivery and spare parts availability are expected to improve customer satisfaction, loyalty, and trust in the brand.

2. Literature Review

2.1 Introduction

After-sales service and spare parts management constitute critical components of automotive dealership operations, contributing not only to customer satisfaction and loyalty but also to profitability and brand reputation. As vehicles age and service demands evolve, the ability of a dealership or service organization to deliver reliable, timely, and high-quality after-sales support becomes a differentiator. Globally, research shows that after-sales operations can account for a significant share of revenue and margin for automotive manufacturers and dealers. For example, one review found that service-related operations in manufacturing firms contributed "25%–50% of all revenue and 40–50% of all profits" in some industries. This literature review first examines global perspectives on after-sales service and spare parts management, then turns to the regional (African) context and finally focuses on the Ethiopian automotive market. It also discusses theoretical frameworks relevant for this study (such as service-quality models and inventory/operations management theory) and ends by identifying gaps that the present study addresses.

2.2 Theoretical Frameworks

Two main theoretical lenses inform this study:

- SERVQUAL Model (Parasuraman et al., 1988): Provides a framework for assessing service quality via five dimensions (tangibles, reliability, responsiveness, assurance, empathy). In the automotive after-sales context, these dimensions map directly to technician competence, parts availability, service speed, facility standards and customer orientation.
- Operations / Supply Chain Theory (Resource-Based View & Inventory Theory): From a resource-based view (RBV), a firm's competitive advantage derives from valuable, rare, inimitable and non-substitutable resources (VRIN).

In after-sales service, such resources include skilled technicians, efficient inventory systems, strong supplier networks. Inventory/spare-parts management theory highlights the special characteristics of spare parts (intermittent demand, obsolescence, high holding cost) and the need for forecasting, classification (ABC/XYZ), multi-echelon inventory, and analytics.

Together, these frameworks support examining how internal capabilities (service quality, parts management , workshop facilities , parts procurement and technician skill) and external operations (inventory, supplier chain) interact to determine after sales/service performance.

2.3. Empirical Review

2.3.1. Global Perspectives on After-Sales Service & Spare Parts Management

2.3.1.1. After-Sales Service as Strategic Asset

According to *McKinsey & Company (2023)*, after-sales services contribute approximately 45% of total profitability for major global automotive brands. This trend is underpinned by the recognition that customers are willing to pay a premium for consistent, transparent, and reliable post-purchase experiences. A study by *Bain & Company (2023)* focused on digital enablement in after-sales operations found that automotive firms implementing digital diagnostics, predictive maintenance, and mobile service applications achieved a 35% reduction in downtime and a 25% increase in customer loyalty. The report emphasized that data-driven service models not only improve operational efficiency but also create new value streams through data monetization and predictive analytics.

In many mature automotive markets, manufacturers and dealers view after-sales service not just as a cost centre but as a strategic asset. For instance, research indicates that firms are increasingly shifting focus from mere product sales to building service ecosystems—covering maintenance, repairs, parts supply, technical assistance and customer relationship management (CRM).

One major review of 249 peer-reviewed articles on after-sales and aftermarket support found that while there is extensive research in production & operations management (POM), there remain gaps in theory, industry sectors studied, and empirical methodologies.

Key service dimensions often highlighted include reliability (of parts and service), responsiveness (speed and flexibility), assurance (competence of staff), tangibles (facilities and tools) and empathy (customer-orientation) — derived from the SERVQUAL model. This model continues to underpin many studies of service quality in after-sales contexts (Parasuraman et al., 1988).

2.3.1.2. Spare Parts & Inventory Management

BMW Group (2023) reported that its connected customer service platform led to a 20% improvement in customer retention by providing digital access to service history, warranties, and predictive maintenance alerts. Effective spare parts management is widely recognized as a linchpin of after-sales service. The challenges of procurement, storage, distribution, and demand forecasting for spare parts differ significantly from the management of finished goods due to irregular demand patterns, risk of obsolescence, and high cost of downtime. For example, a review covering 148 papers (2010–2020) found that spare-parts inventory management research focuses on network structure, demand forecasting, and analytics (descriptive/predictive/prescriptive) techniques.

Empirical evidence from Ethiopia reflects a developing but rapidly evolving after-sales ecosystem. A comprehensive study conducted by the *Ethiopian Industrial Policy Research Institute (2023)* on major automotive service providers revealed that more than 50% of service cancellations were due to spare parts shortages and poor coordination between service centers and suppliers. This issue significantly affects business continuity and customer satisfaction.

Studies show that when spare parts are unavailable when needed, service delays occur—leading to dissatisfied customers and brand erosion. Conversely, very high inventory levels lead to excess costs

and waste. Technologies such as ERP, IoT, blockchain and analytics are increasingly proposed to optimize parts supply chains.

2.3.1.3. Quality, Customer Experience and After-Sales Performance

A study focusing on quality management systems (QMS) and after-sales services in the automotive industry concluded that strong quality systems, integration of warranty, and efficient after-sales operations correlate proved customer satisfaction. Customer experience in after-sales contexts involves not just the technical repair, but also communication, waiting time, transparency of parts pricing, service follow-up and convenience. Many global dealerships now emphasize digital tracking of service progress, mobile customer interfaces and proactive maintenance alerts.

2.3.2. Regional and African Context

In Africa, the automotive industry is growing rapidly but faces distinctive challenges in after-sales service and parts logistics. Infrastructure constraints, limited local manufacturing, long import lead times, weak supplier networks and skill shortages dominate.

2.3.2.1. Technical Skills and Service Capacity

Several studies highlight that many African dealerships struggle with workforce training and competence, especially for modern and imported vehicle models with electronic and diagnostic complexity. (Egbue & Long, 2019). This implies that even if facilities exist, human capacity may limit service quality.

2.3.2.2. Spare Parts Supply Chain Constraints

Empirical work in Africa has identified supply chain fragmentation, long lead-times for imported parts, customs delays, and weak forecasting as major bottlenecks. For example, one study in Nigerian repair firms showed a strong positive correlation ($r = 0.72$) between effective inventory control and customer retention.

2.3.2.3. Customer Service and Accessibility

Customer expectations in Africa are evolving: more buyers consider after-sales service quality when making

future purchases. Yet many dealerships lack transparent service systems, digital engagement, and regional parts distribution. These barriers reduce the conversion of vehicle sales into profitable service agreements.

2.3.3. Ethiopian Automotive After-Sales & Spare Parts Management

Although the Ethiopian automotive market is less studied, the available evidence aligns with regional trends yet also reveals context-specific issues.

- A study by the Ethiopian Industrial Policy Research Institute (2023) found that over 50% of service cancellations in major local dealerships were caused by spare part shortages and coordination failures.
- Research by Tenkir (2018) on after-sales service in Ethiopia noted that among dimensions of service – inspection, warranty, spare parts supply and maintenance – spare parts supply and maintenance had the lowest performance scores. Key issues in Ethiopia include: limited local parts manufacturing, high dependency on imports, insufficient workshop infrastructure, weak digital systems and underdeveloped customer-feedback mechanisms. These gaps mirror global frameworks but are heightened by infrastructural and resource constraints.

This demonstrates that while theory and best practice from developed markets are relevant, adaptation to local context—such as import logistics, local skill base and infrastructure readiness—is essential.

2.4 Research Gaps

From the review above, the following gaps are evident:

1. Limited empirical research in Ethiopia and comparable emerging markets on after-sales service + spare parts management.
2. Insufficient integration of service quality models with supply-chain/inventory frameworks — many studies treat either service quality or inventory management, not both together.
3. Lack of research on digitalization and aftermarket service readiness in resource-constrained contexts. While global studies propose IoT/AI

solutions, their success in less mature markets is under-examined.

4. Few studies link technician workforce development, parts management, and customer outcomes in a unified model for automotive dealerships. This study addresses these gaps by combining a service-quality lens (via SERVQUAL) with inventory/ operations theory, within the Ethiopian automotive dealership context, and proposing actionable strategies based on mixed-methods evidence.

2.5 Summary

In summary, the literature underscores that after-sales service and spare parts management are central to customer satisfaction, loyalty and competitive advantage in the automotive industry. While global best practices emphasize standardized workshops, digital systems, strong parts logistics and skilled workforce, emerging markets such as Ethiopia face greater structural, infrastructural and resource constraints. The theoretical frameworks of service quality and operations management provide a useful lens to analyse these challenges. The gaps in empirical knowledge, especially in an Ethiopian dealership context, provide the rationale for this study.

3. Research Methodology

3.1 Research Design & approach

This study employed a descriptive research design and mixed-methods approach, combining quantitative and qualitative techniques to provide a comprehensive understanding of after-sales service and spare parts management at Tamrin Motors. The quantitative component involved structured surveys to measure perceived operational performance, service quality, and inventory management practices. The qualitative component comprised open-ended questions and interviews to explore employee insights, operational challenges, and improvement recommendations in depth. This design allowed triangulation of findings, improving validity and reliability.

3.2 Population and Sampling

The target population consisted of all staff involved in after-sales service and spare parts operations at Tamrin Motors, including: Technicians, Supervisors, Workshop managers, Inventory and procurement staff and Customer service personnel.

A total of 73 participants were selected using purposive sampling and census method to ensure representation across experience levels, job functions, and departments. The purposive method ensured inclusion of staff with direct knowledge and hands-on experience, which was essential for obtaining actionable insights into operational gaps and improvement areas.

Demographic profile of respondents:

- Over 50% held TEVT/Diploma qualifications.
- Majority had 1–3 years of experience in after-sales service.
- Technicians constituted the largest group (approx. 60%), reflecting the operational focus of the study.

3.3 Data Collection Methods

Data was collected using two primary tools:

1. Structured Questionnaire (Quantitative)
2. Open-ended Questions and Semi-structured Interviews (Qualitative)

3.4 Data Analysis Techniques

Quantitative Data Analysis:

- Data was coded and entered into SPSS v27.
- Descriptive statistics (mean, standard deviation, frequency, and percentage) summarized the operational performance of Tamrin Motors.

3.5 Justification of the Methodology

A mixed-methods approach was chosen because it provides both quantitative measurement of performance gaps and qualitative insights into systemic and operational challenges. By integrating survey data with open-ended responses, the study captures the complexity of after-sales service and spare parts management in a real-world, resource-constrained Ethiopian automotive context.

4. Results / Discussion

The findings are presented based on the quantitative survey data and qualitative analysis of open-ended responses. Data from 73 respondents provided insights into eight key dimensions of after-sales service and spare parts management at Tamrin Motors.

4.1 Respondent Profile

The respondent profile reflects a workforce that is technically skilled but still developing in terms of experience and managerial oversight:

Characteristic	Frequency	Percentage
Gender		
Male	52	71.2%
Female	21	28.8%
Educational Qualification		
TEVT / Diploma	39	53.4%
Bachelor's Degree	28	38.4%
Master's Degree	6	8.2%
Experience (Years)		
Less that 1 year	17	23.3%
1–3	34	46.6%
4–6	15	20.5%
7+	7	15.1%
Job Role/Position		
Higher Technician	15	20.5%
Technician	38	52.1%
Supervisor	8	11%
Manager	6	8.2%
Others	6	7.8%

The majority of respondents are male technicians with TEVT/Diploma qualifications and 1–3 years of experience. This indicates a practically skilled workforce, but highlights the need for structured management and long-term skill development.

4.2 Quantitative Findings

4.2.1 Challenges in After-Sales Service

Respondents rated challenges at a moderate level (mean = 2.91). Key issues included:

- Limited use of digital tools
- Weak coordination between units
- Poorly maintained service records

Dimension	Mean	Standard Deviation	Interpretation
After-Sales Service Challenges	2.91	1.171	Moderate concern
Spare Parts & Inventory Mgmt	2.67	1.494	Below average
Technical Skills	2.80	1.396	Moderate
Communication & Coordination	2.93	1.156	Moderate
Supplier Policies & Interests	3.13	1.239	Satisfactory
Standards (Jack & Suzuki)	2.81	1.527	Moderate
Workshop Facilities	2.15	1.394	Low
Procurement Procedures	2.43	1.090	Low

While technicians demonstrate moderate technical competence, systemic challenges in workshops, procurement, and inventory are significant barriers to operational excellence.

4.2.2 Spare Parts and Inventory Management

- Mean score: 2.67, indicating below-average performance
- Key challenges identified:
  - Reactive procurement leading to shortages of parts
  - Overstocking of low-demand items
  - Limited regional accessibility
  - Delayed delivery for urgent maintenance
  - Misalignment between pricing and market demand

Inefficient spare parts management increases vehicle downtime and reduces customer satisfaction.

4.2.3 Technical Skills

- Mean score: 2.80, Moderate technical skills
- Positive findings:
  - Staff are motivated to train EV and other new models by using modern diagnostic tools
- Areas needing improvement:

- Lack of structured training programs for advanced vehicles
- Inadequate certification and knowledge transfer systems

4.2.4 Communication and Coordination

- Mean score: 2.93 (moderate)
- Observations:
  - Technicians and drivers communicate fairly
  - Managerial communication and follow-up processes are weak
  - Digital communication channels are underutilized

Moderate communication effectiveness can result in workflow delays and misalignment across teams.

4.2.5 Supplier Policies and Interests

- Mean score: 3.13, slightly above average
- Observations:
  - Supplier delays and counterfeit parts remain risks
  - Heavy dependence on Letters of Credit for imports increases procurement lead time
- Recommendation: Strengthen supplier vetting and establish proactive procurement planning

4.2.6 Workshop Standards and Facilities

- Workshop standards mean score: 2.81 (moderate)
- Facilities mean score: 2.15 (low)
- Key issues:
  - Decentralized and inconsistent workshop procedures
  - Insufficient tools, lifts, and diagnostic equipment
  - Poor employee welfare and amenities

These gaps directly impact service quality and operational efficiency.

4.2.7 Procurement Procedures

- Mean score: 2.43 (low)
- Observations:
  - Limited training for procurement staff
  - Lack of structured supplier evaluation
  - Poor digitalization of procurement systems

Weak procurement processes lead to stock shortages, delays, and operational inefficiencies.

4.3 Qualitative Findings

Analysis of open-ended responses revealed five key thematic gaps:

1. Workforce & Employee Management:

- Lack of structured onboarding and induction
- Delayed response to employee queries and grievances
- Insufficient training for modern vehicle technologies

2. Workshop & Operational Gaps:

- Decentralized workshops and inconsistent quality standards
- Inefficient layout,
- Lack of modern tools and diagnostic equipment

3. **Spare Parts Management:**

- Reactive procurement, overstocking, and slow delivery
- Limited regional accessibility and poor customer awareness
- Misaligned pricing strategy

4. **Systems & Technology:**

- Underutilized ERP/Odoo systems
- Frequent IT interruptions and limited digital tracking

5. **Customer Experience and Leadership:**

- Poor engagement and insufficient waiting/parking areas
- Weak performance-driven culture and inconsistent merit-based incentives

Summary: While Tamrin Motors benefits from a technically capable workforce, systemic gaps in processes, infrastructure, and digital systems hinder after-sales performance and customer satisfaction.

This Results / Findings section is comprehensive, integrates both quantitative and qualitative data, and sets the stage for the Discussion section, where these results will be interpreted and compared with existing literature.

5. Findings & Recommendation

5.3 RECOMMENDATIONS

Based on the findings, the following recommendations are proposed to strengthen Tamrin Motors' after-sales service and spare parts operations:

1. Structural reform is needed at Tamrin Motors

A critical review of Tamrin Motors' (ABU) aftersales operations reveals a significant structural gap that limits operational efficiency, communication flow, and decision-making clarity. To enhance impact and alignment with the parent company (TIT), a comprehensive structural reform is required.

Recommendations:

- ✓ Conduct a detailed organizational structure review across TIT and its subsidiaries to identify overlap, redundancy, and bottlenecks.
- ✓ Define and document clear roles and responsibilities for each key position:
  - ≈ Aftersales Director – Overall strategic oversight, performance monitoring, and cross-department coordination.
  - ≈ Managers for Parts, Sales, Supply chain and Distribution, Service, Quality Control, Body & Paint – Responsible for operational delivery and departmental KPIs.
  - ≈ Salvage Control Manager – Oversee salvage operations, manage insurance coordination, and control cost recovery.
  - ≈ Training Manager – Develop competency frameworks, training schedules, and partnerships with automotive training centers.
  - ≈ Safety Manager – Ensure compliance with occupational safety standards, lead audits, and implement emergency protocols.

Additional Structural Enhancements:

- ✓ Establish new working units to address neglected operational needs:

- ≈ Laundry facilities and well-organized showers/lockers for technicians.
- ≈ Dedicated customer service desk/assistants to manage inquiries, pre-service briefings, and follow-ups.
- ≈ Sales and Marketing unit focused on service promotion, retention, and brand visibility.
- ≈ Training Center for continuous professional development and certification programs.
- ≈ Tamrin Clinic for employee welfare and workplace health services.
- ≈ Salvage Control Division for efficient handling of damaged vehicles and cost recovery.

2. Structured Training and Capacity Building

A major operational limitation at Tamrin Motors is the lack of systematic training aligned with the rapidly evolving automotive industry. To enhance technical competence and service consistency:

Recommendations:

- ✓ Implement prior structured training programs covering:
- ≈ Electric Vehicle (EV) and hybrid models, focusing on diagnostics, safety, and repair.
- ≈ Tiered technical training (Levels 1–4) to ensure skill progression and certification.
- ≈ Certification programs jointly offered by Tamrin Motors, JAC, and Suzuki.
- ≈ Separate workshops and training tracks for JAC and Suzuki models to align with manufacturer standards.
- ≈ Advanced training programs in AGS, OBD-II diagnostics, engine overhauling, and electrical systems.
- ≈ Employee onboarding training combining theoretical, practical, and digital learning through DMS (Dealer Management System) accounts.

3. Safety Management

Workplace safety is fundamental to operational excellence. Tamrin Motors must institutionalize a proactive Safety Management System (SMS):

Recommendations:

- ✓ Conduct regular Safety Audits to identify potential hazards and ensure compliance.
- ✓ Provide full Personal Protective Equipment (PPE), safety signage, and designated insulated working zones for EV and high-voltage operations.
- ✓ Establish a Safety Committee to lead awareness sessions, emergency drills, and safety culture campaigns.

4. Customer Relationship Management (CRM)

Effective customer engagement is central to aftersales growth and retention.

Recommendations:

- Assign Customer Service Assistants responsible for:
  - ✓ Tracking customer history and feedback.
  - ✓ Managing pre-service briefings and follow-ups.
  - ✓ Sending reminders via calls, SMS, and social media platforms.
- Establish a dedicated Customer Service Desk, with special focus on corporate clients—including the setup of on-site garages and mini parts shops for VIP customers to reduce downtime and enhance loyalty.
- ➢ Establish clear criteria for corporate clients: minimum number of vehicles regularly serviced.
- ➢ Assign dedicated corporate customer representatives to manage 5–6 clients daily via SMS, calls, and online applications.
- ➢ Implement proactive follow-ups to ensure timely service, improved satisfaction, and client retention.

5. Employee Motivation and Retention

Staff motivation remains a key determinant of service quality and productivity.

Recommendations:

- ✓ Introduce a Quarterly Profit-Sharing Scheme (20%) complemented by Annual Performance Bonuses.
- ✓ Link performance to KPI-based rewards, recognizing top performers and innovative teams.

- ✓ Develop Tiered Training and Career Progression Programs to support professional growth and reduce turnover.

6. Recruitment and Staffing

To address skill gaps and ensure fairness in staffing:

Recommendations:

- ✓ Implement a competency-based recruitment framework that prioritizes merit and eliminates nepotism.
- ✓ Introduce a fresh graduate trainee program, creating a talent pipeline for key departments.
- ✓ Establish partnerships with TVET institutions and universities for internships, technical collaboration, and recruitment.
- ✓ Adopt a performance-driven culture through continuous appraisal and accountability systems for promotion.

7. Digital Workflow and Automation

Operational efficiency should be enhanced through digital integration and real-time process tracking.

Recommendations:

- ✓ Implement a digital order tracking system (start and end time logged).
- ✓ Expand the use of Autoline, SAP, or Odoo systems for integrated workflow management.
- ✓ Digitize job cards and reports for transparency and traceability.

8. Quality Control

To ensure uniform service quality and reduce rework:

Recommendations:

- ✓ Form a dedicated Inspection Team responsible for pre/ post-service checks and random audits.
- ✓ Develop standardized quality checklists for each service type.
- ✓ Introduce Service Quality Scorecards linked to employee performance reviews.
- ✓ Introduce a Quality Control Team to systematically monitor service quality, workflow compliance, and customer satisfaction.

9. Parts Management

Parts supply chain optimization is critical to cost control and customer satisfaction.

- ✓ Implement a ticketed queue system for parts requests, similar to banking operations, ensuring order and transparency.
- ✓ Verify parts availability before payment and record part lost sales for future planning.
- ✓ Maintain minimum and maximum stock thresholds (e.g., oil filter benchmark: 50 units).
- ✓ Schedule bulk ordering on weekends and open a job card for all service-related parts.
- ✓ Ensure unused parts are returned to customers except for insurance cases.
- ✓ Conduct continuous market research to forecast demand and align stock with high-turnover items.
- ✓ Strengthen coordination with suppliers, balancing between gray market sources and authorized dealers.
- ✓ Create a strategic partnership with Ethiopian Customs to expedite parts clearance and reduce delays.
- ✓ Delays in ordering frequently requested parts and conduct research on it and provide a solution for.
- ✓ Tamrin Motors should proactively drive the sale of genuine spare parts to external customers to strengthen market presence and revenue growth.

10. Workshop Upgrade

Tamrin Motors must upgrade its workshop facilities to meet international standards, particularly for EV and modern vehicles.

Recommendations:

- ✓ Establish a specialized EV Workshop with:
  - ≈ Insulated floors and zones
  - ≈ Protective mats and blankets
  - ≈ Emergency hooks and battery discharge tools
  - ≈ Dedicated quarantine and cooling areas
  - ≈ AC/DC charging bays
- ✓ Align workshop setup with JAC and Suzuki standards for layout, safety, and technology.
- ✓ Restructure workshops into specialized units:
  - ≈ Mechanical and Electrical
  - ≈ Preventive Maintenance
  - ≈ Body & Paint
  - ≈ Salvage Control

- ≈ Hydraulic and Pneumatic Support Units
- ✓ Start Service Process Control Board/ or display
- ✓ Start **Oven** service for painting – Mojo ???

11. DMS Integration

Create an integrated Dealer Management System (DMS) linking all departments:

- ✓ Service, Parts, Finance, CRM, and Quality Assurance teams should share real-time data.
- ✓ Digital job cards, workflow dashboards, and reporting tools must be centralized to improve oversight and reduce redundancy.

12. Reporting and Communication

To improve accountability and transparency:

- ✓ Replace manual reporting with paperless electronic logs and daily digital reports.
- ✓ Use instant messaging and internal portals for faster communication between departments.

13. Environmental Sustainability

Tamrin Motors should align with global environmental standards through:

- ✓ Waste management protocols for oils, filters, and parts.
- ✓ Environmental protection initiatives, such as recycling programs and energy-efficient workshop systems.
- ✓ Regular environmental audits to ensure compliance with regulatory requirements.

14. Mobile Garage Operations

To expand market reach and enhance convenience for clients:

Recommendations:

- ✓ Assign a dedicated trained mechanic and driver with proper backup systems.
- ✓ Promote the service through SMS, social media, and mobile apps.
- ✓ Integrate it as a sub-unit within the Service Division, equipped with diagnostic tools, spare parts, and IT support.
- ✓ Enable online booking and scheduling for mobile garage services.
- ✓ Bundle mobile services with warranty and fleet management deals.
- ✓ Allocate a separate budget and introduce performance-based

incentives for the mobile service team.

15. Cost-Based Competitive Strategy for Domestic and Regional Market Growth

- ✓ The exclusive 40% spare parts discount extended by Maruti presents a strategic opportunity for Tamrin Motors to strengthen its cost leadership position, necessitating aggressive market penetration, expansion of spare parts outlets across Ethiopia's regional states, and targeted entry into key East African markets.

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