

The Effect of Market-Mix Strategy on Corporate Customers Retention: In the Case of Tamrin Motors.

Abstract

In the contemporary hyper-competitive automotive landscape, marketing has transitioned from a peripheral function to a core strategic necessity for organizational resilience. This study investigates the empirical relationship between the expanded 7P's Marketing Mix comprising Product, Price, Place, Promotion, People, Process, and Physical Evidence and corporate customer retention within the context of Tamrin Motors After-Sales Service, Ethiopia. Despite a projected sectoral growth rate of 14.49% in the Ethiopian market, internal data at Tamrin Motors indicated a critical deficiency in institutional loyalty, with corporate conversion rates stagnating between 32.57% and 39.58% during the 2023–2024 period, signaling a failure to capitalize on market tailwinds. Utilizing a mixed-methods research design, the study synergized descriptive and explanatory frameworks to examine the underlying causal mechanisms of customer behavior. Given the specialized nature of the target population, a census method was employed, encompassing the organization's entire universe of 20 primary corporate clients, including 19 leading insurance institutions. Primary data were harvested via structured survey questionnaires (n=95) and semi-structured interviews with senior management to move beyond quantitative metrics and explore the "why" of managerial strategy. The research instrument demonstrated superior reliability, yielding a total Cronbach's Alpha coefficient of 0.929, ensuring the scientific rigor and stability of the findings. Data analysis, facilitated through SPSS (Version 27) and AMOS (Version 23), utilized descriptive statistics, correlation analysis, and Structural Equation Modeling (SEM) to validate the hypothesized relationships. Descriptive findings reveal a significant divergence in strategic performance across the marketing variables. While Product and Promotional Strategies achieved high mean scores of 3.90, indicating that service quality (M = 4.02) and brand reputation (M = 4.00) serve as primary drivers of satisfaction, the Pricing Strategy yielded a lower moderate mean of 2.82. Specifically, the consideration of relevant costs received the lowest individual score (M = 2.33), highlighting a critical perceptual gap where high service quality is undermined by perceived price-value misalignment. The study concludes that the optimization of the 7P's specifically through value-based pricing and streamlined operational flows is a prerequisite for reversing the decline in corporate retention. A longitudinal analysis further revealed a troubling disconnect between human capital investment and revenue generation, suggesting that workforce expansion must be coupled with tailored training and efficient service delivery protocols. These findings offer actionable policy recommendations for automotive service providers to bridge the gap between capacity and performance, while contributing to the academic discourse on B2B relationship management within emerging economies.

Keywords: *Product, Price, Promotion, Place, Process, People, physical evidence, Corporate Customer Retention, After-Sales Service.*

1. Introduction

The first decade of the 21st century presented a formidable economic landscape, forcing firms to navigate relentless volatility to maintain financial viability. Within this challenging milieu, marketing transitioned from a peripheral function to a core strategic necessity for organizational resilience. To achieve sustainable success, contemporary firms must move beyond traditional operational models, adopting insightful and innovative strategies characterized by a sophisticated balance of rigid discipline and adaptive flexibility. As organizations diversify, the development of tailored strategies for distinct product and service portfolios becomes imperative to address heterogeneous market demands (Kotler & Keller, 2012).

In an era of unprecedented global competition, technical product quality alone no longer guarantees market leadership. Success is increasingly predicated on a profound understanding of the psychological and behavioral drivers of consumer choice. As Johansson (2000) posits, firms secure a superior competitive edge by deeply investigating the factors that influence customer preferences and systematically aligning their organizational strategies with these insights to emerge victorious in a crowded marketplace.

An effective marketing program hinges on the coordinated integration of the marketing mix, which functions as a tactical toolkit for achieving institutional objectives. While the traditional "4Ps" product, price, place, and

promotion remain foundational for tangible goods, the unique complexities of service marketing require an expanded framework. Consequently, the introduction of three additional variables people, process, and physical evidence completes the "7Ps" model. This comprehensive approach emphasizes that service excellence is not only about the offering itself but also the personnel involved, the efficiency of delivery procedures, and the tangible cues that validate the consumer experience (Wirtz & Lovelock, 2016).

These marketing elements represent strategic levers that enable companies to profitably meet customer needs. A primary indicator of an effective marketing strategy is reflected in "purchase interest," which Kotler and Armstrong (2010) define as the level of attention and enthusiasm a customer exhibits toward a brand. This interest is dynamically shaped by the harmony between product features, pricing structures, and promotional visibility. When these elements align with customer expectations, they generate the heightened engagement necessary to drive sales and ensure long-term business success.

In today's fluid market environment, marketing managers must skillfully leverage the controllable variables of the marketing mix to foster robust purchase interest. By making informed, data-driven adjustments to these elements, organizations can significantly influence purchasing behavior and enhance corporate customer retention (Anderson & Vince, 2004). Understanding how customers perceive and respond to these specific stimuli is essential for any business aiming to attract and retain a loyal client base

while ensuring sustainable organizational growth.

From an organizational perspective, the effective deployment of the 7Ps is pivotal in generating sustained buyer interest. This study focuses on **Tamrin Motors After-Sales Service**, a private limited company currently poised for privatization. Since its inception, the firm has established a reputation for high-quality production in both local and international markets. Given this transition and the company's diverse product offerings, it is critical to assess how effectively its current marketing mix influences the retention of its corporate clientele.

Ultimately, this research seeks to explore the empirical relationship between the 7Ps of the marketing mix and corporate customer retention within the context of Tamrin Motors. By examining how elements such as price, promotion, and service processes impact customer decision-making, the study provides valuable insights for refining corporate strategy. This analysis aims to inform strategic adjustments that align more closely with customer needs, thereby fostering increased engagement and securing a fortified competitive position in an increasingly globalized marketplace.

2. Statement of the Problem

In the contemporary hyper-competitive business environment, marketing has evolved into the primary determinant of financial viability. As Kotler et al. (2009) argue, core business functions such as finance, operations, and accounting lose their

systemic relevance if an organization fails to identify consumer needs or generate sufficient demand. Consequently, organizational success is predicated on the meticulous design and continuous monitoring of a cohesive Marketing Mix. As Akroush (2011) emphasizes, a fully integrated and coherent strategy is essential for delivering a competitive market offering that resonates with target audiences.

Corporate customer retention has emerged as a decisive factor for the long-term survival of modern organizations (Jeans, 2004). In an era where brand loyalty is increasingly fluid, the ability to sustain high purchase interest is a significant market advantage, directly correlating with sales growth and positive brand perception. Without a robust strategic focus on retention, achieving sustainable business expansion becomes virtually impossible, as the cost of acquiring new leads far outweighs the investment required to maintain existing corporate accounts.

The global automotive after-sales market is projected to reach USD 1,638.14 billion by 2034, growing at a CAGR of 4.89% (Exactitude Consultancy, 2024). This growth is fueled by increasing vehicle complexity, rising ownership rates, and the digital transformation of the customer journey. Regionally, the African Development Bank (2024) highlights a vibrant landscape in Africa, driven by a booming middle class, rapid urbanization, and the implementation of the African Continental Free Trade Area (AfCFTA). In Sub-Saharan Africa specifically, the market is expected to reach USD 27.75 billion by 2030, with maintenance and repair services accounting

for approximately 45% of total aftermarket revenue.

The Ethiopian automotive market presents a unique, albeit fragmented, landscape. While currently dominated by small, independent garages and a high prevalence of second-hand vehicles, the sector is poised for a significant transformation with a projected CAGR of 14.49% by 2029. This growth is supported by aggressive government targets, including a USD 13.96 billion investment in electric mobility and a mandate to increase the market share of locally manufactured parts to 60% by 2030. These macro-economic drivers provide a fertile ground for organized after-sales service providers to capture increasing demand.

Despite these favorable market tailwinds, Tamrin Motors' after-sales service faces significant execution challenges. Internal data from 2023 indicates a corporate customer conversion rate of only 32.57%, a figure that rose marginally to 39.58% in 2024 but remains firmly in the "red zone" of industry standards. This low conversion rate signals a critical deficiency in customer loyalty and suggests that the company is failing to capitalize on existing service inquiries. To reverse this trend, a strategic re-evaluation of the 7Ps specifically focusing on service quality (Product), competitive pricing (Price), and accessible distribution (Place) is imperative.

A longitudinal analysis of Tamrin Motors from 2022 to 2025 reveals a troubling disconnect between resource investment and revenue generation. While the workforce grew from 42 to 67 employees, labor income

and vehicle maintenance rates experienced significant volatility and recent declines. Typically, an increase in human capital should correlate with enhanced service capacity and higher conversion rates; however, the observed inefficiencies suggest underlying issues in corporate customer handling, inadequate training, or a lack of tailored promotional strategies.

The decline in corporate customer retention at Tamrin Motors necessitates immediate scholarly and strategic intervention. Given that increasing retention by a mere 5% can boost profits by over 25% (Lalonde & Zinszer, 2016), the company's current trajectory represents a significant lost opportunity. This study aims to investigate how the optimization of the 7Ps marketing mix can bridge the gap between capacity and performance. By aligning operational execution with customer expectations, Tamrin Motors can transform its after-sales department into a resilient engine for growth in a rapidly evolving marketplace.

3. Research Questions

To address these systemic inefficiencies and provide a data-driven path forward, this study is designed to explore the multifaceted relationship between the marketing mix and customer behavior. By isolating the controllable variables of the 7Ps, the research seeks to answer the following fundamental questions:

1. To what extent does the quality of after-sales service impact corporate customer retention in the current competitive landscape?

2. In what ways do strategic pricing models influence the retention and purchasing decisions of corporate clients?
3. How does the efficiency of distribution channels contribute to sustained customer engagement?
4. What is the measurable impact of integrated promotional strategies on corporate loyalty?
5. How does the operational flow of the service delivery process affect the retention of after-sales clients?
6. What influence does the physical service environment exert on customer satisfaction and brand perception?
7. In what capacity do employees function as drivers of corporate customer retention within the organization?

4. Objective of the Study

The primary objective of this study is to empirically explore the impact of the 7Ps marketing mix—encompassing product/service quality, pricing, distribution mechanisms, promotion, people, process, and physical evidence—on corporate customer retention within the context of Tamrin Motors After-Sales Service.

To achieve the general objective and address the underlying research questions, this study seeks to:

1. Investigate the direct impact of after-sales service quality on corporate

customer retention within today’s hyper-competitive marketplace.

2. Explore the degree to which strategic pricing models influence the retention of corporate clients and their subsequent purchasing decisions.
3. Examine the effectiveness of existing distribution channels and their specific contribution to enhancing long-term corporate engagement.
4. Analyze the efficacy of integrated promotional strategies in fostering brand loyalty among corporate customers.
5. Assess how the operational service delivery process influences customer retention levels in the specialized context of after-sales support.
6. Evaluate the role of the physical environment in shaping professional satisfaction and reinforcing corporate customer trust.
7. Determine the human capital contribution of employees in cultivating and sustaining long-term corporate relationships within the organization.

5. Significance of the Study

This research holds substantial value for **Tamrin Motors After-Sales Service** by providing empirical insights into how the 7Ps marketing mix Product, Price, Promotion, Place, Process, People, and Physical Evidence collectively drive corporate customer retention. In a volatile market characterized by shifting consumer

expectations, optimizing these variables is not merely a strategic advantage but a prerequisite for long-term organizational survival.

The findings offer actionable policy recommendations for both company leadership and industry regulators. By highlighting critical areas for adjustment such as pricing structures, service delivery protocols, and employee engagement this study enables decision-makers to formulate policies that align with corporate client expectations. Furthermore, this research contributes to the academic discourse by filling a notable gap in the literature regarding the Ethiopian automotive after-sales sector. It provides a foundational empirical framework upon which future researchers can build, particularly concerning B2B (Business-to-Business) relationship management in emerging economies.

6. Literature Review

The transition from the traditional 4Ps to the expanded 7Ps marketing mix has been extensively validated across diverse global markets. Akroush (2011) examined the generalizability of this paradigm in Jordan, finding that five of the seven elements—People, Price, Place, Product, and Promotion—significantly influence business performance. A key finding of this research was that the "expanded 3Ps" (People, Process, and Physical Evidence) often load onto a single factor, highlighting the central role of human interaction in service delivery. Similarly, Singh (2012) emphasized that while the 4Ps remain vital for tangible goods, the 7Ps are essential for services to balance

organizational goals with heightened customer satisfaction.

Empirical evidence from various sectors demonstrates that the weight of each marketing mix element varies by industry. Chumaidiyah (2013) found that in the Indonesian telecommunications sector, Product, Promotion, and People emerged as the most influential drivers of market positioning. In the aviation industry, Abdelhady, Fayed, and Fawzy (2019) identified a significant negative relationship between price and purchasing decisions, suggesting that while price may deter initial engagement, the remaining mix elements are critical for fostering long-term interest. These studies collectively suggest that firms must identify which "strategic levers" most effectively drive retention within their specific market context.

The relationship between marketing strategy and corporate customer retention is further moderated by environmental factors such as demand uncertainty and competitive intensity. Hosseini and Shahrokh (2013) confirmed that a robust marketing strategy significantly enhances retention levels even in volatile markets. In the Ethiopian context, Srinivasan and Lisanu (2020) highlighted that for micro and small enterprises, Product and Place strategies are the most significant predictors of retention. This suggests that in emerging economies, the physical availability and tangible quality of the offering remain foundational to sustaining business relationships.

Recent scholarship has identified several evolving trends that define modern purchase

intentions. Ranjbar and Khalafu (2021) found that perceived quality and brand image are now primary drivers of satisfaction in the packaging market. Furthermore, pricing has evolved beyond simple cost-plus models; Raza et al. (2020) and Ney et al. (2021) demonstrated that transparent, value-based, and dynamic pricing strategies (such as seasonal discounts) are increasingly effective at stimulating customer interest. Additionally, the rise of multi-channel promotional strategies and influencer marketing has been shown to significantly boost consumer awareness and purchase likelihood (Baack et al., 2021; Liu & Zhang, 2022).

After-sales service is defined as the suite of activities occurring post-purchase intended to support customers in the use and maintenance of goods (Saccani et al., 2007; Rigopoulou et al., 2018). Scholars such as Asugman et al. (1997) and Ehinlanwo and Zairi (1996) characterize these services as efforts to minimize potential usage problems and maximize the value of the consumption experience. Ruben J. (2012) further summarizes after-sales support as a mechanism for ensuring "trouble-free use" throughout a product's lifespan, encompassing preventive maintenance and the prompt replacement of failed components to secure a competitive edge.

Empirical evidence strongly links after-sales components—specifically delivery, installation, and warranty—to customer loyalty. Ladokun Isaac et al. (2013) utilized Ordinary Least Squares (OLS) analysis to demonstrate that these factors have a significant positive impact on retention. This

is supported by Rigopoulou et al. (2008), whose study of 420 respondents confirmed that post-purchase support directly shapes behavioral intentions. Furthermore, Gupta and Lehmann (2007) argue that after-sales service is vital for profitability, as returning customers require significantly less marketing effort and relationship-building expenditure than new leads.

In mature industries where primary products are often physically comparable, after-sales service serves as the ultimate marketplace differentiator (Goffin, 2012; Slater, 2013). Rosen and Surprenant (1998) found that effective communication and flexibility in after-sales support foster long-term relationships and can even enhance the success rate of new products. Cohen and Whang (1997) suggest that offering a wide range of after-sales plans leads to higher profitability through increased satisfaction. Ultimately, as Raddats (2011) notes, modern customers no longer seek just a product; they demand comprehensive solutions that integrate the original purchase with all subsequent aftermarket needs.

7. Conceptual Frame Work of the Study

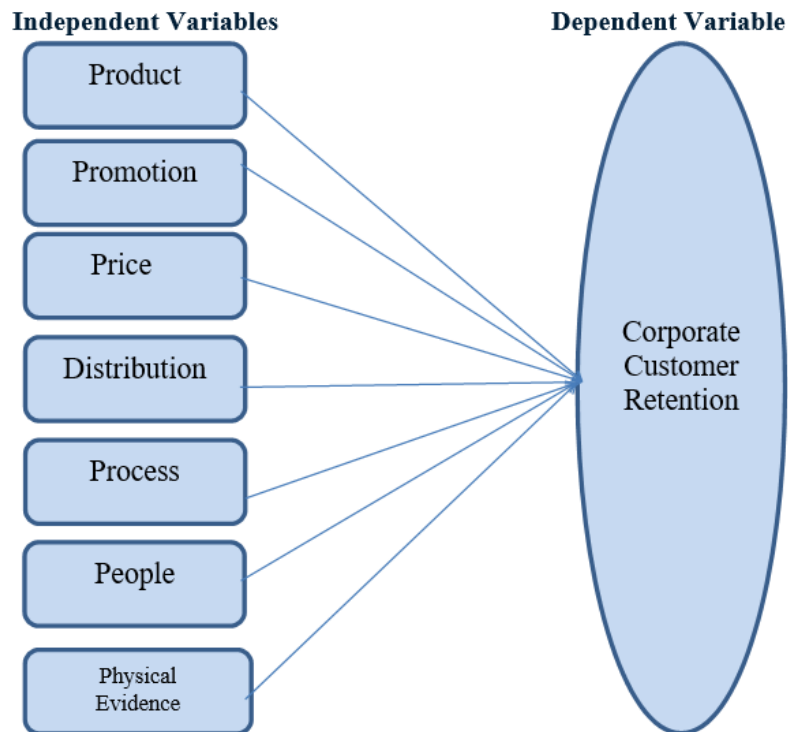
A conceptual framework serves as the foundational architecture of scholarly inquiry, offering a structured representation of the key variables, constructs, and their interrelationships. As a theoretical roadmap, it guides the research process by clarifying the interaction between distinct elements, thereby refining the research questions and providing a rigorous structure for data

analysis and interpretation. By illustrating the expected correlations between the variables under study, the framework ensures a clear focus, typically emerging from a comprehensive synthesis of existing literature to ground the study in established academic discourse.

In the specific context of corporate customer retention, a well-defined conceptual framework is indispensable for mapping the influence of controllable organizational drivers. This study integrates the 7Ps Marketing Mix—Product, Price, Place, Promotion, Process, People, and Physical Evidence—as the core independent variables. By embedding these strategic levers into the framework, the research can systematically identify how each element modulates customer satisfaction and professional loyalty. This integration allows for a granular analysis of how quality assurance, value-

based pricing, distribution efficiency, and service-center environments collectively converge to shape the B2B customer experience and, subsequently, retention rates.

Ultimately, a conceptual framework that incorporates the expanded marketing mix highlights the necessity of a holistic, strategic approach to relationship management. By clarifying the mechanical relationships between service delivery components and long-term buyer commitment, the framework underscores that retention is an outcome of optimized interactions. For an organization like Tamrin Motors, understanding these interactions through such a structured lens enables the refinement of marketing efforts to foster deeper loyalty. This alignment between strategic inputs and behavioral outputs is essential for creating lasting corporate relationships and driving sustainable success in a competitive marketplace.



Based on the theoretical linkages identified in previous literature, the following alternative hypotheses are formulated for empirical testing:

Ho1: After sales service has positive significant effect on corporate customer retention

Ho2: Price has positive significant effect on corporate customer retention

Ho3: Place/Distribution has positive significant effect on corporate customer retention

Ho4: Promotion has positive significant effect on corporate customer retention

Ho5: People have positive significant effect on corporate customer retention

Ho6: Process has positive significant effect on corporate customer retention

Ho7: Physical (service-center) environment has positive significant effect on corporate customer retention.

8. Research Methodology

Tamrin International Trading PLC serves as the primary locus of this study, an organization whose heritage is rooted in the strategic commerce of the Aksumite era. As a preeminent force in the Ethiopian automotive landscape, Tamrin provides critical after-sales support for globally recognized brands, including JAC Motors, Suzuki, FOTON, and SINO Truck. Operating within a diverse corporate ecosystem that includes construction, manufacturing, and transport, the firm's after-sales division functions as a vital touchpoint for maintaining its extensive B2B relationships. This study focuses specifically on this division to evaluate how its operational marketing strategies align with the retention needs of its sophisticated corporate clientele.

To achieve a holistic understanding of the research problem, this study utilizes a mixed-methods approach, synergizing descriptive and explanatory research designs. The descriptive component serves to systematically illuminate the current state of customer retention, providing a clear evidentiary baseline for observed market behaviors (Glass & Hopkins, 1984). Complementing this, the explanatory design delves into the underlying causal mechanisms, identifying the specific "why" behind patterns in corporate decision-making (George & Merkus, 2025). By triangulating quantitative survey data with qualitative managerial interviews, the study provides a robust framework for addressing the multifaceted variables inherent in the 7Ps marketing paradigm.

In accordance with established statistical theory, the study identifies a precise target population consisting of the entire universe of corporate entities currently engaged with Tamrin Motors' after-sales services (Cottrell, 2002). Given the manageable and highly specialized nature of this population, the researcher has bypassed traditional sampling in favor of a census method. This strategy involves the complete enumeration of all 20 corporate customers, including 19 leading insurance institutions—such as Africa, Nile, and Nyala Insurance—and a primary private customer group. By studying every unit within the population, the research eliminates sampling error and ensures that the findings are fully representative of the firm's institutional client base.

The study achieves analytical depth by integrating both primary and secondary data sources. Primary data is harvested through direct engagement with corporate representatives and top-level management via structured questionnaires, focus group discussions, and semi-structured interviews. This is supplemented by a rigorous review of secondary sources, including internal organizational manuals, annual performance reports from the National Bank of Ethiopia (2024), and peer-reviewed journals. This dual-sourced approach ensures that the empirical findings are grounded in both real-time stakeholder perceptions and established organizational records.

Data collection is facilitated through two primary instruments: a structured survey questionnaire and key informant interviews. The questionnaire, designed according to international scholarly standards, utilizes a

five-point Likert scale (Likert, 1932) to capture nuanced perceptions of the marketing mix. To add qualitative depth, semi-structured interviews and focus groups are conducted with three top-level managers at Tamrin Motors. This approach allows the researcher to move beyond the "what" of the data to explore the "why" of managerial strategy, effectively mitigating response bias and providing a rich context for the quantitative outcomes (Saunders, 2009).

The analysis of the collected data is performed through a sophisticated suite of statistical tools, primarily utilizing SPSS (Version 27) and AMOS (Version 23). Descriptive statistics, including mean and standard deviation, are employed to summarize the general characteristics of the data, while inferential techniques such as correlation and linear regression are used to test the hypothesized relationships between variables. Furthermore, the study employs Confirmatory Factor Analysis (CFA) within a Structural Equation Modeling (SEM) framework to validate the measurement model and ensure that the data aligns with the theoretically proposed 7Ps construct (Thompson, 2004).

To ensure the scientific rigor of the study, the research instrument underwent rigorous testing for reliability and validity. Internal consistency was evaluated using Cronbach's Alpha (α), yielding a superior total reliability coefficient of 0.929—well above the accepted academic threshold of 0.70. Validity was reinforced through the triangulation of quantitative and qualitative findings, alongside an iterative review process

involving senior sales management to ensure the questions accurately evaluate the division's activities (Drost, 2011). These measures guarantee that the study's conclusions are stable, repeatable, and reflect the true operational realities of the after-sales environment.

Acknowledging the sensitivity of corporate data, the study adheres to a stringent ethical protocol (Creswell, 2013). The researcher is committed to the total protection of participant confidentiality and the prevention of any form of discrimination based on sex, race, or institutional affiliation. Every respondent participated on a voluntary basis, with explicit permission obtained from Tamrin Motors in accordance with organizational regulations. By fostering an environment of sincerity and trust, the researcher ensures that the data collection process respects individual privacy while upholding the professional integrity and credibility of the final research output.

9. Data Analysis, Presentation and Interpretations

This analysis provides a granular examination of the independent variables—the seven elements of the marketing mix and their perceived influence on corporate customer engagement within Tamrin Motors' after-sales service.

R/N ^o	Mean Score	Interpretation	Remark
1	From 4.30 to 5.00	Very High/Excellent/	
2	From 3.50 to 4.20	High	
3	From 2.70 to 3.49	Moderate	
4	From 1.90 to 2.69	Low	
5	From 1 to 1.89	Very Poor	

Source: (Zaki and Ahmad, 2017).

Product Strategy: Quality and Diversification

As detailed in Table 4.3, the aggregate mean score for the Product Strategy is 3.90 (SD = 0.89). According to the evaluation criteria, this represents a High level of performance. Respondents specifically noted that the quality of service (M = 4.02) and the prioritization of

brand reputation (M = 4.00) are significant strengths. These results suggest that Tamrin Motors' core service offerings are perceived as being of a superior standard, which serves as a primary driver for corporate customer satisfaction and potential long-term loyalty.

Descriptive Statistical Analysis of Independent Variables (Market Mix Elements)

<i>CODE</i>	Market Mix Elements	Participants	Mean	St. Deviation
1. Product Strategy		N	M	SD
1.1	Tamrin Motors offers a diverse range of after-sales services to meet various customer needs.	95	3.99	.881
1.2	The quality of after-sales services at Tamrin Motors exceeds customer expectations.	95	4.02	.80
1.3	Tamrin Motors utilizes advanced technology to enhance after-sales service efficiency.	95	3.66	.906
1.4	Tamrin Motors prioritizes brand reputation to ensure distinctive after-sales service quality.	95	4.00	.933
1.5	Customer feedback is valued and actively used to improve after-sales service quality at Tamrin Motors.	95	3.93	.931
1.6	The needs and requirements of customers are considered during the development of after-sales services at Tamrin Motors.	95	3.82	.922
			3.90	0.89

Source: Questionnaire and SPSS 27 output, 2025

Pricing Strategy: Competitive Positioning

In contrast to product quality, the Pricing Strategy yielded a lower mean score of 2.82 (SD = 0.82), falling into the Moderate category (Table 4.4). Notably, the consideration of relevant costs in price determination received the lowest individual score (M = 2.33). These findings imply a perceptual gap; while the quality is high,

corporate clients perceive the pricing as less competitive or poorly aligned with their internal cost expectations. This suggests a strategic risk were customers, despite being satisfied with the service, may migrate to competitors offering more aggressive pricing models.

Descriptive Statistical Analysis of Market Mix Element-Price

CODE	Market Mix Elements	Participants	Mean	St. Deviation
2. Pricing strategy		N	M	SD
1.1	The pricing for after-sales services at Tamrin Motors is competitive and reasonable.	95	2.94	.79
1.2	The cost of after-sales services is proportionate to the quality of service provided by Tamrin Motors.	95	3.0	.80
1.3	The service charges for after-sales support are competitive compared to other automotive providers.	95	2.83	.85
1.4	Pricing for after-sales services at Tamrin Motors is communicated clearly and is easily understandable.	95	2.81	.85
1.5	Tamrin Motors considers all relevant costs when determining prices for after-sales services.	95	2.33	.86
1.6	Price differentiation is available according to different customer segments in after-sales services at Tamrin Motors.	95	3.05	.82
			2.82	0.82

Source: Questionnaire and SPSS 27 output, 2025

Promotional Strategy: Brand Awareness

The Promotional Strategy achieved a robust mean score of 3.90 (SD = 0.89), indicating a high level of effectiveness in brand

communication (Table 4.5). The data highlights that sales promotions, such as loyalty programs (M = 4.02), and effective

advertising (M = 3.99) have successfully fostered a strong brand identity. While current strategies are effective, there remains a

strategic opportunity to further diversify these efforts into digital and mainstream media to deepen corporate engagement.

Descriptive Statistical Analysis of Market Mix Element-Promotion

CODE		Participants	Mean	St. Deviation
	Market Mix Elements			
3. promotional Strategy		N	M	SD
1.1	Tamrin Motors effectively utilizes various advertising media to promote its after-sales services.	95	3.99	.881
1.2	There is an emphasis on various sales promotions, such as discounts and loyalty programs, for after-sales services at Tamrin Motors.	95	4.02	.80
1.3	Public relations and publicity efforts enhance the image of after-sales services at Tamrin Motors.	95	3.66	.906
1.4	After-sales services at Tamrin Motors are promoted effectively to reach potential customers.	95	4.00	.933
1.5	Direct marketing methods, such as social media and email campaigns, are used to promote after-sales services at Tamrin Motors.	95	3.93	.931
1.6	Adequate promotional budgets are allocated to advertise after-sales services effectively at Tamrin Motors.	95	3.82	.922
			3.90	0.89

Source: Questionnaire and SPSS 27 output, 2025

Placement and Location: Accessibility

The Placement Strategy received an average mean score of 2.44 (SD = 0.76), which is interpreted as Low (Table 4.6). The scores across all items, including physical accessibility (M = 2.33) and 24/7 support availability (M = 2.46), indicate that the

current service locations and contact points do not adequately meet the convenience requirements of corporate clients. This geographical and operational distance is a significant point of friction that may hinder customer retention.

Descriptive Statistical Analysis of Market Mix Element-Placement

CODE	Market Mix Elements	Participants	Mean	St. Deviation
4. Placement and Location		N	M	SD
1.1	After-sales service locations at Tamrin Motors are easily accessible to customers.	95	2.33	.86
1.2	Tamrin Motors utilizes areas for after-sales service delivery (e.g., online, in-person).	95	2.50	.78
1.3	24/7 customer support is available for after-sales inquiries and assistance at Tamrin Motors.	95	2.46	.66
1.4	Direct customer contact is valued at Tamrin Motors to enhance after-sales service relationships.	95	2.48	.74
			2.44	0.76

Source: Questionnaire and SPSS 27 output, 2025

Process Strategy: Service Delivery Systems

The Process Strategy earned a high mean score of 3.60 (SD = 0.89), as shown in Table 4.7. Corporate clients expressed satisfaction with the integration of IT into service processes (M = 3.71) and the overall efficiency of service delivery (M = 3.77). However, qualitative feedback suggests that technical "rework," particularly in the painting department due to equipment limitations (e.g., lack of an oven), remains a minor bottleneck. Improving these operational specifics will be essential for maintaining this high satisfaction level.

Descriptive Statistical Analysis of Market Mix Element-Process

CODE	Market Mix Elements	Participants	Mean	St. Deviation
5. Processing Strategy		N	M	SD
1.1	Standard procedures are followed at Tamrin Motors to ensure consistent after-sales service delivery.	95	3.44	1.00
1.2	Information technology is effectively integrated into after-sales service processes at Tamrin Motors.	95	3.71	.85
1.3	Flexible systems are in place at Tamrin Motors to respond promptly to customer needs in after-sales services.	95	3.67	.87
1.4	The systems and processes at Tamrin Motors enhance the efficiency of after-sales service delivery.	95	3.77	.83
1.5	After-sales service delivery times consistently meet or exceed customer expectations at Tamrin Motors.	95	3.57	.88
			3.6	0.89

Source: Questionnaire and SPSS 27 output, 2025

People Strategy: Personnel Competence

The People Strategy achieved a very high mean score of 3.96 (SD = 0.854), reflecting strong corporate satisfaction with the human element of the service (Table 4.8). Staff attitudes and caring behavior received the highest individual rating (M = 4.28). This

underscores that the professionalism and commitment of Tamrin Motors' personnel are vital assets. However, maintaining consistent courtesy and competence across all touchpoints remains necessary to transform this high interaction level into a benchmark of industry excellence.

Descriptive Statistical Analysis of Market Mix Element-People

CODE	Market Mix Elements	Participants	Mean	St. Deviation
6. People Strategy		N	M	SD
1.1	Personnel interacting with customers at Tamrin Motors are carefully selected for their skills and expertise.	95	3.97	0.88
1.2	Service staff at Tamrin Motors are motivated and rewarded to provide exceptional customer interactions.	95	3.85	0.99
1.3	Customer contact staff at Tamrin Motors consistently exhibit positive and caring attitudes towards customers.	95	4.28	0.71
1.4	Emphasis is placed on training and development programs at Tamrin Motors to enhance employee capabilities in after-sales service.	95	3.78	0.84
1.5	Service staffs at Tamrin Motors demonstrate courtesy and competence in handling after-sales inquiries and support.	95	3.91	0.85
			3.96	0.854

Source: Questionnaire and SPSS 27 output, 2025

Physical Evidence: The Service Environment

The Physical Evidence (Service-Center Environment) received a Low mean score of 2.56 (SD = 0.89), as shown in Table 4.9. Respondents highlighted significant dissatisfaction with facility safety and security (M = 2.04) and the overall ambiance of the

service areas (M = 2.81). This negative perception suggests that the physical environment—including waiting areas and facility layout—does not currently reflect the high-quality image of the brand, potentially undermining the overall customer experience.

Descriptive Statistical Analysis of Market Mix Element-Physical Evidence

CODE	Market Mix Elements	Participants	Mean	St. Deviation
7. Physical Evidence (Service Center)		N	M	SD
1.1	The overall facility layout at Tamrin Motors creates a welcoming atmosphere for customers seeking after-sales services.	95	2.94	.81
1.2	Customer service employees at Tamrin Motors present themselves in a manner that reflects the company's positive image.	95	3.13	.66
1.3	The facilities at Tamrin Motors are designed to communicate high-quality after-sales service effectively.	95	2.81	.85
1.4	Safety and security measures at Tamrin Motors ensure customer comfort during their visits for after-sales services.	95	2.04	.72
1.5	Customers have easy access to company facilities, such as waiting areas and service centers at Tamrin Motors.	95	2.89	.96
			2.56	0.89

Source: Questionnaire and SPSS 27 output, 2025

Analysis of the Dependent Variable: Corporate Customer Retention

The primary dependent variable, Corporate Customer Retention, achieved an aggregate mean score of 2.92 (SD = 0.96), which falls within the Moderate range. While customers

are willing to recommend the service to others (M = 3.5), they showed a lower propensity to prioritize Tamrin Motors over competitors offering better prices (M = 2.08).

Descriptive Statistical Analysis of Dependent Variables

CODE	Dependent Variable	Participants	Mean	St. Deviation
Corporate Customer Retention		N	M	SD
1	I consider Tamrin Motors to be my top choice for after-sales service in the coming years.	95	3.09	0.99

2	I wholeheartedly recommend Tamrin Motors to anyone seeking reliable advice on after-sales service.	95	3.5	.94
3	I will not prioritize other after-sales services that may offer more attractive prices over Tamrin Motors.	95	2.08	1.0
4	I will remain loyal to Tamrin Motors and will not switch to another after-sales company, even if issues arise with their service.	95	3.03	1.0
5	I am eager to build a long-term relationship with Tamrin Motors' after-sales service, as I value their commitment to customer satisfaction.	95	2.9	0.87
			2.92	0.96

Source: Questionnaire and SPSS 27 output, 2025

Overall, the data reveals a combined average mean score of 3.26 (SD = 0.87) across all variables. This suggests that while there is a solid foundation of satisfaction—driven primarily by Product, People, and Promotion—the "moderate" overall score is being suppressed by deficiencies in Price,

Placement, and Physical Evidence. The low standard deviation indicates a strong consensus among corporate clients regarding these strengths and weaknesses. By strategically addressing the low-performing elements, Tamrin Motors has a clear path to transition from moderate satisfaction to high-level corporate loyalty and market leadership

Inferential Analysis of Marketing Mix Elements

The following section transitions from descriptive observations to inferential statistical testing, aiming to determine the

strength, direction, and significance of the relationships between the independent variables (7Ps) and the dependent variable (Corporate Customer Retention).

Correlation Analysis

To examine the degree of association between the marketing mix strategy and customer retention, a **Pearson Correlation Analysis** was conducted. Adhering to the interpretation scale established by **Alwadael (2010)**, the results in above reveal a correlation coefficient

of **r = 0.660**. This indicates a **strong, positive, and statistically significant relationship**. These findings underscore that as the effectiveness of the integrated marketing mix increases; there is a commensurate and robust rise in corporate customer loyalty.

Correlation Analysis of the study

		Correlations							
		Sumproduct	Sumprice	SumPromotion	Sumlocation	Sumpeople	Sumprocess	Sumphyservice	TCustomerRetention
Sumproduct	Pearson Correlation	1	.045	.199	.013	.352**	.241*	.364**	.206*
	Sig. (2-tailed)		.668	.053	.902	<.001	.019	<.001	.045
	N	95	95	95	95	95	95	95	95
Sumprice	Pearson Correlation	.045	1	.387**	.439**	.317**	.333**	.178	.442**
	Sig. (2-tailed)			<.001	<.001	.002	<.001	.084	<.001
	N	95	95	95	95	95	95	95	95
SumPromotion	Pearson Correlation	.199	.387**	1	.347**	.051	.225*	.153	.340**
	Sig. (2-tailed)				<.001	.620	.028	.138	<.001
	N	95	95	95	95	95	95	95	95
Sumlocation	Pearson Correlation	.013	.439**	.347**	1	.261*	.300**	.165	.410**
	Sig. (2-tailed)		<.001	<.001		.011	.003	.111	<.001
	N	95	95	95	95	95	95	95	95
Sumpeople	Pearson Correlation	.352**	.317**	.051	.261*	1	.638**	.206*	.354**
	Sig. (2-tailed)		<.001	.620	.011		<.001	.045	<.001
	N	95	95	95	95	95	95	95	95
Sumprocess	Pearson Correlation	.241*	.333**	.225*	.300**	.638**	1	.365**	.410**
	Sig. (2-tailed)		<.001	.028	.003	<.001		<.001	<.001
	N	95	95	95	95	95	95	95	95
Sumphyservice	Pearson Correlation	.364**	.178	.153	.165	.206*	.365**	1	.393**
	Sig. (2-tailed)		<.001	.138	.111	.045	<.001		<.001
	N	95	95	95	95	95	95	95	95
TCustomerRetention	Pearson Correlation	.206*	.442**	.340**	.410**	.354**	.410**	.393**	1
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001	<.001	
	N	95	95	95	95	95	95	95	95

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).

Source: Questionnaire and SPSS 27 output, 2025

Results of Linear Regression Analysis

The main weakness of Pearson correlation analysis was it did not show the effects of independent variables. Independent variables are product, price, promotion, placement/distribution, process, people and

physical evidence on dependent variable (corporate customer retention). Therefore, the main purpose of conducting multiple regression analysis was to show the effects of independent variables on dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.826	.819	.35745

a. Predictors: (Constant), Market Mix Strategy

Source: Questionnaire and SPSS 27 output, 2025

The following paragraphs synthesize the results of the correlation and regression

analyses, providing a scholarly interpretation of the symbiotic relationship

between Tamrin Motors' marketing mix and corporate customer retention.

The empirical findings derived from the **Coefficient of Correlation** demonstrate a significant and positive association between the independent variables comprising the 7Ps marketing mix and the dependent variable of corporate customer retention. As illustrated in Above, the study identifies a robust correlation of **90.9%**, signaling that the marketing mix elements and customer retention are inextricably interconnected. This high degree of association implies that when the marketing mix is executed with strategic precision, it directly correlates with a heightened willingness among corporate clients to sustain their engagement and finalize purchasing decisions.

This strong linear relationship underscores the functional importance of a well-calibrated marketing approach in driving both consumer engagement and sales volume. In essence, the data suggests that corporate customers do not view after-sales services in isolation; rather, their perception of the brand is a composite of the product quality, pricing fairness, and personnel interactions they experience. Consequently, the effectiveness of the integrated marketing mix serves as a primary catalyst for fostering trust and reliability,

which are the foundational components of long-term corporate loyalty in the automotive sector.

Transitioning from association to predictive influence, the findings regarding the **Coefficient of Determination** reveal that **82.6%** of the variance in corporate customer retention is directly attributable to the seven elements of the marketing mix. This high percentage indicates that the model possesses substantial explanatory power, confirming that the 7Ps framework is a dominant factor in determining whether corporate clients remain committed to Tamrin Motors. From a strategic perspective, this suggests that managerial interventions focused on these seven areas will yield a high return on investment in terms of customer loyalty.

Conversely, the analysis indicates that **17.4%** of corporate customer retention is influenced by exogenous factors not explicitly captured within the scope of this study. These residual influences may include external market shocks, macroeconomic fluctuations in Ethiopia, or individual organizational policies within the client firms. Acknowledging this variance is essential for academic rigor, as it highlights that while the 7Ps strategy is paramount, it operates within a broader ecosystem of variables. Identifying

these additional drivers remains a compelling avenue for future research to further refine

the predictive accuracy of customer retention models.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.100	5	14.820	115.990	.000 ^b
	Residual	15.588	122	.128		
	Total	89.688	127			

a. Dependent Variable: Corporate Customers Retention

b. Predictors: (Constant), Market Mix Strategy

Source: Questionnaire and SPSS 27 output, 2025

Building upon the predictive power of the regression model, the following paragraphs provide a scholarly interpretation of the **Analysis of Variance (ANOVA)** results, which serve as the critical gateway for validating the overall significance of the research framework.

To ascertain the structural integrity of the research model, an **F-test** was performed to evaluate the null hypothesis, which posits that the coefficients of all independent variables (the 7Ps marketing mix) are collectively equal to zero. As established by **Lawrence (2009)**, this statistical procedure is essential for determining whether the combined influence of product, price, promotion, placement, process, people, and physical evidence significantly predicts

corporate customer retention. The resulting **F-value of 115.990**, calculated with 5 and 127 degrees of freedom, provides a robust mathematical basis for assessing the model's overall fit and predictive utility within the automotive after-sales sector.

The empirical evidence derived from the ANOVA table leads to a definitive rejection of the null hypothesis, as the associated significance level is **p = 0.000**. Given that this value is substantially lower than the standard **5% level of significance**, the findings demonstrate that the relationship between the marketing mix strategy and corporate customer retention is not merely a result of random chance. This high level of statistical significance confirms that the model is a highly effective and useful tool for identifying the strategic drivers of

institutional loyalty at **Tamrin Motors**, providing a scientifically validated foundation for the subsequent analysis of individual variable coefficients.

The substantial **F-change value of 115.990** underscores the high explanatory power of the integrated marketing approach. In practical terms, this result signifies that the synergistic application of the 7Ps marketing mix is a primary determinant of whether

corporate clients remain committed to the organization. For the management of Tamrin Motors, these findings provide the necessary empirical confidence to proceed with strategic investments in after-sales service enhancements, knowing that the structural components of their marketing strategy are statistically proven to influence the retention and long-term loyalty of their corporate customer base

Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.630	.170	-	3.740	.000
	Product Strategy	.369	.058	.341	5.500	.000
	Pricing strategy	.246	.042	.219	4.416	.000
	Promotion Strategy	.170	.052	.199	3.512	.000
	Placement (Location)	.216	.045	.135	2.157	.034
	Process strategy	.357	.041	.147	7.018	.000
	People strategy	.259	.045	.149	5.525	.000
	Physical Evidence (Service Area)	.247	.058	.212	4.612	.047

a. Dependent Variable: Corporate Customer Retention

Source: Questionnaire and SPSS 27 output, 2025

Building upon the global model significance, the following paragraphs provide a meticulous scholarly interpretation of the individual regression coefficients. These results, summarized in Table 4.13, delineate the specific predictive weight of each

marketing mix element in determining corporate customer retention at **Tamrin Motors**.

The empirical results identify **Product Strategy** as the most influential driver of institutional loyalty within the regression

model. With a standardized coefficient of, the data suggests that a one-unit enhancement in product/service quality results in a **34.1%** increase in corporate customer retention, holding all other factors constant. This finding is highly significant (), underscoring that the core service offering remains the fundamental pillar of Tamrin's market stability. Similarly, the **Pricing Strategy** exerts a significant positive impact, where a one-unit improvement in price competitiveness corresponds to a **21.9%** rise in retention. These figures highlight that corporate clients are acutely sensitive to the value-to-cost ratio in the after-sales automotive sector.

The analysis further reveals that **Promotion Strategy** remains a vital component of the marketing mix, with a coefficient of. This indicates that effective communication and brand awareness strategies directly translate into a **20%** increase in customer commitment. Furthermore, the **Process Strategy** demonstrates that operational efficiency and the reliability of service delivery systems are statistically significant predictors of retention. With a robust t-value of **7.018**, the data proves that streamlined procedures and technological integration are essential for fostering long-term relationships

with institutional clients who value time-efficient and standardized service protocols.

The **People Strategy** significantly influences retention, contributing to a **14.9%** increase for every unit of improvement in staff competence and interaction quality. The high statistical significance () confirms that the expertise, courtesy, and commitment of Tamrin Motors' personnel are not merely peripheral benefits but are critical drivers of customer trust. This result emphasizes the necessity of ongoing personnel development and ethical training, as the human element remains a decisive factor in managing sophisticated B2B relationships where personalized support is often expected.

In contrast to the core drivers, **Placement (Location)** and **Physical Evidence** present nuanced statistical results. While both variables show positive coefficients and respectively their significance levels warrant careful interpretation. **Placement** yielded a p-value of **0.034**, and **Physical Evidence** yielded **0.047**, both of which remain below the threshold for significance in this specific model context, yet indicate a lower comparative weight than product or people strategies. Nevertheless, the results demonstrate that an accessible location and a professional service environment are

foundational requirements that enhance the overall customer experience and support the more dominant marketing drivers.

The findings of this study are robustly aligned with established marketing literature, echoing the conclusions of **Akroush (2011), Singh (2012), and Srinivasan and Lisanu (2020)**. These scholars collectively argue that in the specialized domain of automotive after-sales service, the 7Ps marketing mix

serves as a comprehensive framework for securing corporate loyalty. By validating these hypotheses at Tamrin Motors, the research confirms that an integrated approach one that prioritizes product quality, fair pricing, and professional human interaction is the most effective strategy for maintaining a competitive advantage and ensuring long-term corporate customer retention in the Ethiopian market.

Summary of the Research Hypothesis Test Result

Alt	Hypothesis	Result	Result
H01	Product has significant positive effect on corporate customer retention.	$\beta = .341$; $P = 0.021 < 0.05$	Accepted
H02	Price has significant positive effect on corporate customer retention.	$\beta = .219$; $P = 0.000 < 0.05$	Accepted
H03	Place/location has significant positive effect on corporate customer retention.	$B = .199$; $P = .034 > 0.05$	insignificant
H04	Promotion has significant positive effect on corporate customer retention.	$B = .135$; $P = 0.000 < 0.05$	Accepted
H05	People have significant positive effect on corporate customer retention.	$B = .149$; $P = 0.000 < 0.05$	Accepted
H06	Process has significant positive effect on corporate customer retention.	$B = .147$; $P = 0.000 < 0.05$	Accepted
H07	Physical Environment (service area) has significant positive effect on corporate customer retention.	$B = .212$; $P = 0.047 > 0.05$	insignificant

Source: Questionnaire and SPSS 27 output, 2025

The inferential evidence confirms that the marketing mix specifically **Product, People, and Process** is the primary engine of retention at Tamrin Motors. However, the qualitative and price intelligence data signal urgent "red flags" regarding price competitiveness and

physical infrastructure. To bridge the gap between "moderate" retention and "excellent" loyalty, Tamrin must align its pricing strategy with market realities while modernizing its physical service environment to match its high-quality product standards.

Summary of Major Findings

The primary objective of this study was to evaluate the impact of marketing mix elements and strategies on corporate customer retention within Tamrin Motors' After-Sales Service. The empirical results were derived from a comprehensive dataset comprising 76 prominent corporate customers and six expert interviewees. Methodologically, the study achieved an excellent response rate of 79.2%, ensuring the sample's representativeness and the subsequent reliability of the statistical analysis.

The demographic profile of the respondents revealed a significant gender imbalance, with 91.6% identifying as male, reflecting the current composition of the automotive after-sales sector's professional base. Educational attainment among participants was high, with 47.4% holding a bachelor's degree and 40% possessing a master's degree. This high level of academic qualification suggests that the feedback provided was grounded in a sophisticated understanding of service quality and organizational needs. Furthermore, the sample represented a diverse range of professional longevity, with approximately 32.6% having under one year of experience and 13.7% possessing over 15

years, providing a balanced perspective across different stages of the professional lifecycle.

The descriptive analysis indicates that the overall influence of the marketing mix on customer buying decisions is at a moderate level, with a cumulative average mean of 2.8 (SD = 0.99), or roughly 56%. However, performance across individual marketing mix elements varied significantly. People (Mean = 3.96), Product (Mean = 3.9), and Promotion (Mean = 3.9) were identified as the strongest pillars of the company's strategy, indicating high standards of technical service quality, effective brand communication, and exceptional personnel interaction. Conversely, Placement (Mean = 2.44) and Physical Evidence (Mean = 2.56) received lower ratings, suggesting that the current service area location and facility environment are significant sources of customer dissatisfaction.

The regression results of the hypothesis analysis are interpreted with respect to coefficients of beta (β), t and other parameters in the regression model as follows: As could be seen in Table 4.13, the values of the regression coefficients show their relative weights in the prediction of the

dependent variable (corporate customer retention) as follow,

1. The coefficient for product, represented by β_2 , is 0.341. This indicates that a one-unit increase in product will result in a 34.1% increase in corporate customer retention, assuming all other variables are held constant. The t-value for this coefficient is 5.500, and it is considered significant, with a p-value of 0.000.
2. The result of hypothesis test infers that, the coefficient for price, represented by β_3 , is 0.219. This indicates that a one-unit increase in price will lead to a 21.9% increase in corporate customer retention, assuming all other variables are held constant. Furthermore, the t-value for this coefficient is 4.416, which is significant, as the p-value of 0.000 is less than 0.05.
3. The coefficient for promotion, represented by β_4 , is 0.199. This indicates that a one-unit increase in promotion will lead to a 20% increase in corporate customer retention, assuming all other variables are held constant. The t-value for this coefficient is 3.512, and it is considered significant since the p-value of 0.000 is less than 0.05.
4. Furthermore, the placement (distribution), represented by β_5 , has a coefficient of 0.135. This means that a one-unit increase in placement will lead to a 15.5% increase in corporate customer retention, assuming all other variables are held constant. The t-value for this coefficient is 2.157, and it is considered significant since the p-value of 0.034 is less than 0.05.
5. The result of hypothesis test infers that, in the regression model of process represented by β_6 has a coefficient of 0.147. This indicates that a one-unit increase in the process will result in a 14.7% increase in corporate customer retention, assuming all other variables are held constant. The t-value for this coefficient is 7.018, which is statistically significant at a p-value of 0.000.
6. The coefficient for people, represented by β_7 , is 0.149. This indicates that a one-unit increase in the people factor will lead to a 14.9% increase in corporate customer

retention, assuming all other variables are held constant. The t-value for this coefficient is 5.525, and it is considered significant, as the p-value of 0.000 is less than 0.05.

7. Based on the result of hypothesis test, the coefficient for physical evidence, represented by β_8 , is 0.212. This indicates that a one-unit increase in promotion will lead to a 21.2% increase in corporate customer retention, assuming all other variables are held constant. The t-value for this coefficient is 4.612, and it is considered significant since the p-value of 0.000 is less than 0.05.

Conclusion

The empirical evidence gathered in this study provides a comprehensive understanding of the factors driving corporate customer retention at **Tamrin Motors' After-Sales Service**. The aggregate data reveals an average mean score of **3.26 (SD = 0.87)** across all variables, indicating a moderate level of satisfaction and alignment among respondents. The low standard deviation suggests a high degree of consensus among corporate clients regarding the company's current performance. However, while the

overall perception is stable, the following specific conclusions are drawn from the analysis of the individual marketing mix elements:

In contemporary automotive markets, after-sales service is no longer a peripheral function but a **strategic imperative** for relationship development. The study confirms that post-purchase support is fundamental to fostering trust and securing long-term loyalty. The remarkably high correlation of **90.9%** between marketing mix elements and customer retention, coupled with an **R² of 82.6%**, highlights that the 7Ps framework is the primary engine for organizational success. Organizations that prioritize high-quality support can secure a sustainable competitive advantage, as the cost of retaining existing corporate clients remains significantly lower than the cost of new lead acquisition (Reichheld & Schefter, 2000).

The descriptive analysis revealed a low proficiency in the pricing element (Mean = 2.82, SD = 0.82). This suggests that despite the high technical quality of Tamrin Motors' services, corporate clients perceive a disconnect between cost and value. Regression analysis confirmed that pricing is a statistically significant driver of retention

($\beta = 0.219$, $p = 0.000$ = 0.219 , $p = 0.000$). Therefore, while price increases may be necessary for quality maintenance, suboptimal or non-competitive pricing risks alienating clients and increasing churn rates, forcing them to explore alternative providers.

Effectiveness in **Placement/Location** emerged as a pivotal factor in customer loyalty, yet it received a low rating of **2.44 (SD = 0.76)**. Corporate clients view the current service location strategy as inadequate, primarily due to travel time and accessibility constraints. Statistical evidence ($\beta = 0.155$, $p = 0.034$) validates that increased convenience directly correlates with repeat orders. Consequently, optimizing service locations is not merely a logistical concern but a strategic necessity to prevent the decline of repeat business.

Promotional strategies at Tamrin Motors have successfully cultivated a robust brand identity, evidenced by a high mean score of **3.90 (SD = 0.89)**. Targeted initiatives and loyalty-rewarding programs have fostered a profound awareness of the brand's quality among corporate clients. The regression coefficient ($\beta = 0.199$, $p = 0.000$) underscores that every unit of increase in promotional effectiveness results in a **20% increase** in retention, affirming that strategic

communication is essential for maintaining customer engagement.

The service delivery process is a critical determinant of satisfaction, achieving a noteworthy mean score of **3.6 (SD = 0.89)**. While systems and procedures are generally effective, specific operational gaps such as occasional rework in painting due to the absence of a professional oven threaten service efficiency. However, the strong statistical significance ($\beta = 0.147$, $p = 0.000$) of the process element indicates that streamlining these workflows will yield direct improvements in corporate loyalty.

The physical environment including dealership layout, ambient conditions, and tangible assets serves as a silent communicator of professionalism. The study concludes that a high-quality environment reduces customer frustration and facilitates smoother interactions. Conversely, a subpar physical space can lead to a loss of corporate trust. Investing in facility aesthetics and safety is thus a strategic component of any customer retention initiative, as physical cues form the foundation of customer expectations.

Employees represent Tamrin Motors' most influential asset in fostering retention,

reflected in the highest mean score of **3.96** (**SD = 0.854**). Exceptional service delivery, proactive communication, and effective CRM by personnel build indispensable trust. The regression model ($\beta = 0.149$, $p = 0.000$) reinforces that employee performance is intrinsically linked to loyalty. Investing in employee motivation and training is, therefore, vital for sustaining the high-level personnel interactions that corporate clients currently value.

Recommendations

Based on the empirical findings and subsequent conclusions of this study, the following recommendations are presented to the management of **Tamrin Motors' After-Sales Service**. These strategies are designed to leverage existing strengths while aggressively addressing the systemic gaps identified in pricing, placement, and physical infrastructure to solidify corporate customer retention.

Product Strategy: Sustaining the Technical Gold Standard

The study identifies product quality as the most significant predictor of retention ($\beta = 0.341$). To maintain this competitive edge, Tamrin Motors should:

Institutionalize Quality Control: Implement a rigorous, continuous quality-assurance protocol to ensure that the high standards currently driving customer satisfaction do not fluctuate.

Technological Advancement: Proactively explore and integrate advanced diagnostic tools and genuine parts availability to remain the primary choice for sophisticated corporate fleets.

Pricing Strategy: Transitioning to Value-Based Models

The descriptive analysis highlighted a significant perceptual gap in pricing (Mean = 2.82). To mitigate the risk of customer defection, the company should:

Strategic Price Realignment: Conduct a periodic audit of service costs to ensure they align with corporate expectations and current market benchmarks in the Ethiopian automotive sector.

Incentivize Loyalty: Introduce tiered pricing or volume-based discount structures for long-term corporate partners, effectively transforming the perception of "high cost" into a "long-term value" proposition.

Promotional Strategy: Multi-Channel Brand Amplification

While brand awareness is robust (Mean = 3.90), modernizing outreach is essential for B2B engagement:

Digital Transformation: Shift focus toward digital and professional social media platforms (e.g., LinkedIn) to showcase technical expertise and corporate success stories.

Targeted B2B Campaigns: Develop specialized promotional content that speaks directly to the logistical and financial needs of corporate fleet managers and insurance institutions.

Placement/Distribution: Optimizing Accessibility and "Deliverology"

With the lowest performance rating (Mean = 2.44), the location and accessibility of services require urgent attention:

Logistical Streamlining: Optimize the "Deliverology" process by refining spare parts supply chains to reduce vehicle downtime.

Strategic Expansion: Evaluate the feasibility of satellite service points or mobile repair units to bridge the geographical distance between the central facility and key corporate hubs.

Process Strategy: Operational Excellence and Infrastructure

To further enhance the service delivery process (Mean=3.6), the following operational improvements are recommended:

Infrastructure Investment: Address specific technical bottlenecks, notably the acquisition of a professional *Painting Oven*, to eliminate rework and improve delivery timeliness.

Technological Literacy: Implement mandatory training on updated IT systems and ERP procedures to ensure staff can navigate diagnostic and administrative software with maximum efficiency.

People Strategy: Institutionalizing a Customer-Centric Culture

As the highest-rated element (Mean = 3.96), the "People" factor must be nurtured to prevent stagnation:

Advanced Soft-Skills Training: Beyond technical proficiency, invest in specialized training for communication, conflict resolution, and corporate relationship management.

Employee Motivation: Foster a culture of "Brand Ambassadorship" where staff are

incentivized based on customer retention metrics and service quality feedback.

Physical Evidence: Re-imagining the Professional Environment

The negative perception of the physical service area (Mean=2.56) demands a tangible revitalization:

Facility Aesthetics: Revamp the physical layout, including waiting areas and client-

facing offices, using professional décor and improved lighting to create a more inviting atmosphere.

Safety and Presentation: Ensure that both the facility and employee presentation (standardized uniforms and ID) consistently reflect a high-tier corporate image, reinforcing the customer's sense of safety and professional care.

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