

School of Higher Commercial Studies



**End-Of-Cycle Thesis For Obtaining The Master's Degree In
Commercial Sciences.**

Branch: Marketing

**The role of after-sales service on
customer satisfaction**

CASE STUDY : Renault Algeria

Presented by:

Sarra SEMCHEDDINE

Tutor:

Mr. Hichem BABA AHMED

Permanent teacher at EHEC

Algiers

**9th Promotion
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Abstract

In today's competitive world, customer requirements are increasing, and in order to differentiate from the market, companies focused on service quality where customers can remain loyal to the brand.

The added value is created by good service quality and this latter leads to satisfied customers which is a key for a successful business.

We all know that the financial stake in customer satisfaction is considerable: it represents a significant percentage of the turnover. Customer satisfaction must therefore be one of the priorities of companies, whatever their sector of activity.

Hence, the companies in the automotive sector are confronted with this reality and constantly have to improve their services and maintain a good relationship with their customers with the aim of satisfying them.

Regarding our study on service marketing, we will bring to light how after-sales services contribute to customer satisfaction which will represent our case study within Renault company for our graduation project.

Keywords: Service, After-sales service, Quality, Service Quality, Satisfaction, Customer satisfaction, Automotive sector, Renault Algeria.

Résumé

Dans le monde concurrentiel d'aujourd'hui, les besoins des clients augmentent, et afin de se démarquer du marché, les entreprises se concentrent sur la qualité du service où les clients peuvent rester fidèles à la marque.

La valeur ajoutée est créée par une bonne qualité de service et ce dernier conduit à des clients satisfaits, ce qui est une clé pour la prospection des entreprises.

Nous savons tous que l'enjeu financier de la satisfaction des clients est considérable : il représente un pourcentage important du chiffre d'affaires. Par conséquent, la satisfaction des clients doit être l'une des priorités des entreprises, quel que soit leur secteur d'activité.

Ainsi, les entreprises du secteur automobile sont confrontées à cette réalité et doivent constamment améliorer leurs services et maintenir une bonne relation avec leurs clients dans le but de les satisfaire.

En ce qui concerne notre étude sur le service marketing, nous mettrons en lumière comment les services après-vente contribuent à la satisfaction des clients, ce qui représentera notre étude de cas au sein de l'entreprise Renault pour notre projet de fin d'étude.

Mots-clés : Service, Service après-vente, Qualité, Service Qualité, Satisfaction, Satisfaction client, Secteur automobile, Renault Algérie.

ملخص

حاليا في عالم تكثر فيه المنافسة وتتزايد متطلبات العملاء، من أجل التميز عن السوق تركز الشركات على جودة الخدمة حيث يمكن للعملاء أن يظلوا مخلصين للعلامة التجارية.

يتم إنشاء القيمة المضافة من خلال جودة الخدمة الجيدة وهذه الأخيرة تؤدي إلى رضا العملاء وهو مفتاح العمل الناجح ونعلم جميعاً أن الحصة المالية في رضا العملاء كبيرة: فهي تمثل نسبة كبيرة من حجم الأعمال. لذلك يجب أن يكون رضا العملاء أحد أولويات الشركات، مهما كان قطاع نشاطها. مثل الشركات في قطاع السيارات التي تواجه أيضا هذا الواقع وعليها باستمرار تحسين خدماتها والحفاظ على علاقة جيدة مع عملائها من أجل إرضاءهم.

فيما يتعلق بدراستنا حول تسويق الخدمات، سنسلط الضوء على كيفية مساهمة خدمات ما بعد البيع في رضا العملاء والتي ستمثل دراسة حالة داخل شركة رينو لمشروع التخرج لدينا

الكلمات الدلالية: الخدمة، خدمة ما بعد البيع، الجودة، جودة الخدمة، الرضا، رضا العملاء، قطاع السيارات، رينو الجزائر

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Dedication

I dedicate this modest work to my parents: Nadjat and Salaheddine who worked for my success, through their love, support, sacrifices, and precious advice, for all their assistance and presence in my life, receives through this work, however modest, the expression of my sentiments and of my eternal gratitude.

To my siblings: Ahmed and Razane for their existence in my life.

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Table list

Table number	Title	Page
Chapter I		
1.1	SERVQUAL Attributes	15
1.2	Strategies to Reduce Customer Complaint Barriers	20
1.3	Different types of service guarantees	23
Chapter II		
2.1	Represents the advantage and disadvantages of several types of survey	44
Chapter III		
3.1	Mystery shopper survey result	65
3.2	Mystery shopper calls result	65
3.3	Claims results	73
3.4	Request results	73
3.5	Main KPIs results	74

Figure list

Figure number	Title	Page
Chapter I		
1.1	The Flower of Service: Core product surrounded by a cluster of supplementary services	9
1.2	Servuction system	11
1.3	The Service Quality Gap Model	13
Chapter II		
2.1	Satisfaction model according to OLIVER	31
2.2	Satisfaction model (adapted from PARASURAMAN, ZEITHAML, and BERRY)	32
2.3	Customer satisfaction measurement process	40
2.4	The Lens of the customer vs the lens of an organization	42
2.5	Sampling options	43
2.6	The satisfaction improvement loop	47
Chapter III		
3.1	Industrial locations of Renault group	55
3.2	Key figures 2021 of Renault group in the world	55
3.3	Organizational chart	59
3.4	Department chart	60
3.5	VOC software Logo	66
3.6	VOC Max interface	66
3.7	VOC Interview list	67
3.8	Net Promoter Score	67
3.9	Rate of Return	68
3.10	Eligible phono number	70
3.11	Total survey completed compared with total phone numbers	70
3.12	Customer loop (claims)	71
3.13	Client loop (Requests)	72

Graph list

Graph number	Title	Page
Chapter III		
3.1	NPS evolution through the last months	69
3.2	Rate of Return evolution through the past months	68

Abbreviation list

Abbreviation	Signification
CRR	Customer Retention Rate
CRS	Customer Relation Service
CS	Customer Support
CSM	Customer Satisfaction Measurement
HR	Human Resources
IT	Information Technology
KPI	Key Performing Indicator
MKT	Marketing
MSC	Mystery Shopper Call
MSS	Mystery Shopper Survey
NPS	Net Promoter Score
NV	New Vehicle
PFI	Priorities for improvement
PR	Production Responsible
R&R	Rewards and Recognition
RoR	Rate of Return
STO	Special Technical Operation
TARP	Technical Assistance Research Programs
VoC	Voice of Customer

Summary

Introduction	1
Chapter 01: Basic concepts of service marketing	4
Section 01: Basics concept of services	6
Section 02: Service quality	12
Section 03: After-sales service	18
Chapter 02: Essentials of client satisfaction	28
Section 01: Basics concepts about customer satisfaction	30
Section 02: Customer satisfaction measurement process	40
Chapter 03: The role of quality after-sale service on customer satisfaction	51
Section 01: Renault Algeria presentation	54
Section 02: Assurance & measurement of Renault's client satisfaction	63
Conclusion	68

Introduction

In today's competitive world, markets are changing, customer expectations have become more demanding and particular, consumption patterns are encountering new behaviors, and companies find themselves trying other ways to differentiate from the market.

We cannot ignore that the quality of the products is an essential factor in customer satisfaction; however, in present times, the quality has become insufficient; that is why some companies consider having additional services like after-sale services. Furthermore, good service quality can be a reason for fulfilling customers' needs and remaining loyal customers, which can present an added value and key to a successful business.

We all know that the financial gain of customer satisfaction is important; it accounts for a significant percentage of the revenue. Therefore, customer satisfaction should be one of the companies' priorities, regardless of their field of activity. No matter how attentive to the quality of service they provide, all companies cannot escape the dissatisfaction of particular customers.

Hence, understanding and managing customer satisfaction, engagement, and loyalty must be based on a very pragmatic approach. No single theory fits all markets, sectors, or companies. consequently, there is a need for tools that objectively identify customer needs, assess their satisfaction, and monitor the development of customer relationships.

All things considered, several tools, including customer satisfaction surveys, should be used to check the perceived value of current offers and services provided. This measure should not be seen as an extra cost. In contrast, it is an investment in the company's most valuable value, the "customer" because a dissatisfied customer often becomes brand detractors, and every company should have an objective of creating brand advocates for the purpose of preserving their market share.

In this context, our theme research will study the contribution of after-sales service to customer satisfaction within the Automobile sector in Algeria. We have chosen this theme in the leading company Renault Algeria, an affiliate of the Renault group, where the after-sales area represents strategic leverage, especially in today's Algerian economy and the limitation over the automobile sector and our passion with service marketing in general.

In our research, we will try to answer the following research question: « **How does after-sale service contribute to customer satisfaction?** »

From this problem, the following questions arise:

- Is the quality assurance of after-sales service the only element contributing to customer satisfaction?
- Are Renault Algeria clients satisfied?

Our reasoning is based on the testing of the following hypothesis:

- Hypothesis 01: The quality assurance of after-sales service is the only element contributing to customer satisfaction. Statement
- Hypothesis 02: Renault Algeria clients are satisfied.

In order to carry out our research, and answer our research question, we adopted two methodologies:

- The theoretical framework through two chapters allows the introduction of the basic concepts.
- The descriptive and analytical methodology where the focus was on a quantitative study.

Our research work is divided into three (03) chapters:

- ❖ The first chapter will approach the basic concepts of service marketing
- ❖ The second chapter will tackle the essentials of client satisfaction
- ❖ The third chapter will be our case study on the role of after-sales service on customer satisfaction with Renault Algeria company.

Chapter I: Basic concepts of service marketing

Introduction

Nowadays, there is no doubt that service activities have encountered a huge increment and the shift from a production economy to a service economy where most organizations provide service of some sort or another like car rental, airlines, health sector, government agencies ... etc. however other organization whose activities is products manufacturing e.g.: cars, mobile phones, telecommunication ... etc., service concept is less important which presented a challenging problem in service management, to be specific services need to deal with uncertainties about customer involvement and their expectations.

Moreover, the Algerian economy experiences a similarity concerning the Service concept and has an important contribution to the national economy.

In this chapter, we are going to tackle three (3) sections:

- Section 01: Basic concept of services
- Section 02: Service quality
- Section 03: After-sale service

Section 01: Basics concept of services

This section aims to give general basics related to service like definition, forms, specificities... etc.

1. Service definition:

The service is a wide concept, in nowadays there is no exact definition of it however all the organizations are concerned with it but at different levels, and ultimately like the products the purpose is to make clients satisfied and maintain a good after-sale relation.

Several definitions have been proposed to express the concept of service. Among these definitions we cite:

“Services are economic activities performed by one party to another. Often time-based, these performances bring about desired results to recipients, objects, or other assets.

In exchange for money, time, and effort, service customers expect value from access to labor, skills, expertise, goods, facilities, networks, and systems. However, they do not normally take ownership of the physical elements involved”¹.

“A service is any act or performance one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product. Increasingly, manufacturers, distributors, and retailers are providing value-added services, or simply excellent customer service, to differentiate themselves. Many pure service firms are now using the Internet to reach customers; some operate purely online”².

Through these two definitions, we can distinguish that:

- The service is an intangible product
- The service does not result in the ownership of anything
- Service customers expect value
- May or may not be tied to a physical product

¹ LOVELOCK (C) and WIRTZ (J): *Service Marketing 8th ed*, By World Scientific Publishing, Hackensack USA, 2016, p.58.

² KOTLER (P) and KELLER (K.L): *Marketing management 15th ed*, By Pearson Education Limited, Harlow England, 2016, p.422.

2. Service characteristics:

The service has four major features:

2.1 Intangibility:

Services are actions and processes, not tangible products that can be seen or touched. Intangibility was the first feature mentioned when a service issue accrued and is shown as its most distinctive feature.

Therefore, Intangibility covers two dimensions³:

- Physical dimension (the impossibility of seeing and touching the service)
- Mental dimension (the difficulty of getting an idea about the service and imagining it)

The intangible nature of services makes it difficult for customers to evaluate them. To reduce this uncertainty, customers value each sign that indicates the quality of service⁴:

- **Place:** They communicate a particular image of the service and promote its smooth execution so it should be planned carefully
- **People:** The Staff should have the main job which is answering and assisting customers and they should be wearing a uniform.
- **Equipment:** Need to show that the equipment is modern and state-of-the-art company.
- **Communication tools:** The signage and brochures should be clear and the photos should be appropriate.
- **Logos and symbols:** It's also a way to convey the nature of the company's service.
- **Price:** Must be clearly explained on every occasion.

2.2 Inseparability:

The service is inseparable from the source that provides it; its consumption requires the presence of its source, whether it's a person, device, or other. In other words, the service is consumed at the same time as it is produced and requires the presence of both parties: service provider and client ⁵.

³ KOTLER (P) and KELLER (K.L): Op.cit, p.424

⁴ Ibid, p.424

⁵ KOTLER (P) and KELLER (K.L): Op.cit, p.425

The inseparability of consumption and production in services means both simultaneity and physical proximity⁶:

- **Simultaneity:** The simultaneity of production and consumption is characteristic of most services. While goods are produced, sold, and consumed, services are produced at the same time as they are consumed. An essential consequence of this feature for companies is the impossibility of storing the service. This means that time constraints are more significant for the service company because it is impossible to spread out production and store the service to cope with variations in demand.
- **Physical proximity:** in the majority of cases, the customer must be present during the production of the service and in the place where it has been produced, therefore customer presence is essential.

2.3 Variability:

According to LEVELOCK: “*Variability is a lack of consistency in inputs and outputs during the service production process*”⁷. Implies service delivery varies according to the circumstances which preside over its realization, the personnel in contact cannot provide constancy in terms of work and production, as do industrial equipment subject to quality standers. their performance varies depending on their mood and inspiration.

2.4 Perishability:

According to KOTLER: “*Perishability means that services cannot be stored so their perishability can be a problem when demand fluctuates*”⁸. In other terms, the value of the service only exists when it is consumed since it is produced in collaboration with the customer at the very moment of its delivery, it is not possible to produce and store it while waiting for customers.

3. The different types of service:

The services aim to develop a friendly personalized relationship with customers, in order to build loyalty throughout the life of each customer. The services have multiple forms which

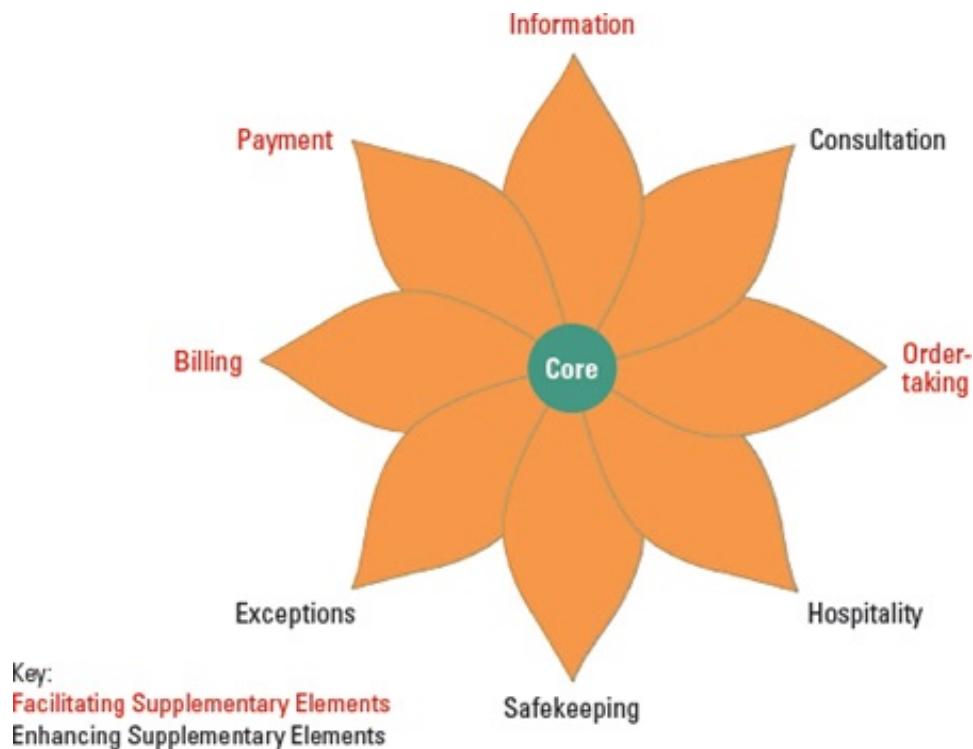
⁶ BAYNAST(A), LENDREVIE (J) and LEVY (J): *Mercator12th ed*, By Dunod, Malakoff ,2017, p.823

⁷ LOVELOCK (C) and WIRTZ (J): *Op.cit*, p.1172

⁸ KOTLER (P) and KELLER (K.L): *Op.cit*, p.426

differentiate them according to their nature. Thus, we can distinguish two types of service: basic service and peripheral service.

Figure1.1: The Flower of Service (Core product surrounded by a cluster of supplementary services)



Source: LOVELOCK (C) and WIRTZ (J): Op.cit, p.203

3.1 Basic service:

Basic services compose the essential reason for which the customer goes to the service firm (Ex: overnight stay at a hotel, a meal at a restaurant, training and a diploma for a university or school, etc.) The exercise of this profession is not enough to create a difference and to be attractive to customers.

3.2 Peripheral service:

These are facilitator services, they represent an added value to the basic service while allowing the company to distinguish itself from competitors, in many cases, these peripheral services play a decisive role in the consumer's decision-making process.

4. Service categories:

The service can or cannot be associated with a physical product, however, it can be associated with sales and consumption constantly, in addition, a lot of services cannot be provided without material support thus we distinguish (05) five categories of service⁹:

- **A pure tangible good:** The offer is limited to a tangible good such as soap, toothpaste, or salt, without an actual service being attached.
- **Tangible goods with accompanying services:** The product is accompanied by several services for example a company offers a central product surrounded by peripheral services (e.g. a car manufacturer sells, in addition to the vehicle, a warranty, a maintenance service, etc.)
- **A hybrid:** It consists of two equal parts: a product component and a service component.
- **Major service with accompanying minor goods and services:** means that the service is accompanied by a product or other service in other words the company's offer consists of a central service supplemented by certain additional products or services. (Ex: air transport consists of a basic service (transport) comprising several products: food, drinks, newspapers, magazines, and other complementary services).
- **A pure service:** a unique service offered by a company, for example, the assistance of a lawyer, no other products or services accompanied.

5. The “Servuction” system:

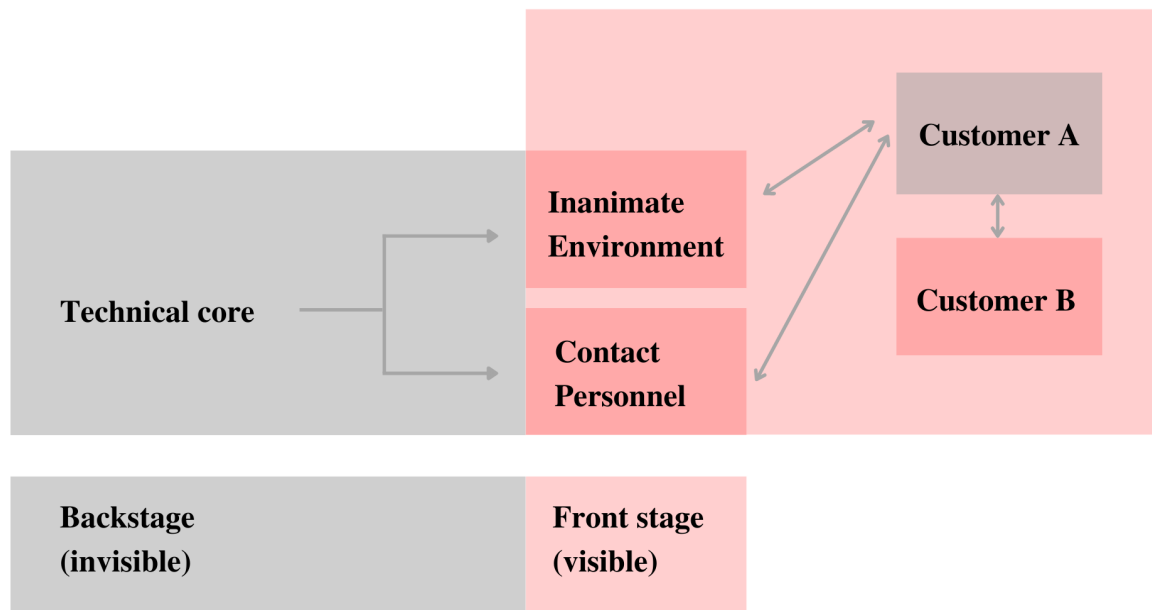
5.1 Definition:

French researchers Pierre EIGLIER and Eric LANGEARD were the first to conceptualize the service business as a system that integrates marketing, operations, and customers. They coined the term *Servuction system* (combining the terms “service” and “production”), which is part of the service organization’s physical environment visible to and experienced by customers. In other words, the concept of Servuction is generated from the concept of the action to produce a service, if we consider that the action of producing a product is known as production, equal action of producing service should be considered a Servuction¹⁰.

⁹ KOTLER (P) and KELLER (K.L): Op.cit, p.422

¹⁰ Jochen WIRTZ: *Understanding service consumers*, By WS Professional, London,2018, p.25

Figure 1.2: Servuction system



Source: Adapted and expanded from an original concept by Eric LANGEARD and Pierre EIGLIER

The Servuction model in Figure shows all the interactions that together make up a typical customer experience in a high-contact service. Customers interact with the service environment, service employees, and even other customers present during the service encounter. Each type of interaction can create value (e.g., a pleasant environment, friendly and competent employees, or other customers who are interesting to observe) or destroy value (e.g., another customer blocking your view in a movie theater). Firms have to “engineer” all interactions to make sure their customers get the service experience they came for¹¹.

5.2 Servuction system elements:

The Servuction system consists of a technical core and service delivery system¹²:

- **Technical core:** where inputs are processed and service product parts are formed. This technological core is often hidden from the consumer and operates in the background (e.g., a kitchen of a restaurant).
- **Service delivery system** where the final “assembly” takes place and the product is delivered to the customer. This sub-system includes the visible part of the service

¹¹ Ibid p 25

¹² Jochen WIRTZ, Op.cit, p 26

operations system buildings, equipment, personnel, and possibly other customers. Using the theater analogy, the visible front office is like a live theater where we stage the service experience for our customers.

Section02: Service quality

This section aims to give general basics related to service quality definition, how to manage service quality, recommendations ... etc.

1. Definition of service quality:

Since the service is intangible, it is difficult to evaluate its quality compared to the product. additionally, customers often experience the service process (Servuction), so it is necessary to distinguish between the process of providing the service and the actual output (or result) of the service¹³.

According to LOVELOCK excellent service quality is a high standard of performance that consistently meets or exceeds customer expectations¹⁴.

And the American society of quality defines service as a quality that is a set of features and characteristics of products or services attempted to customers' needs.

2. Managing service quality

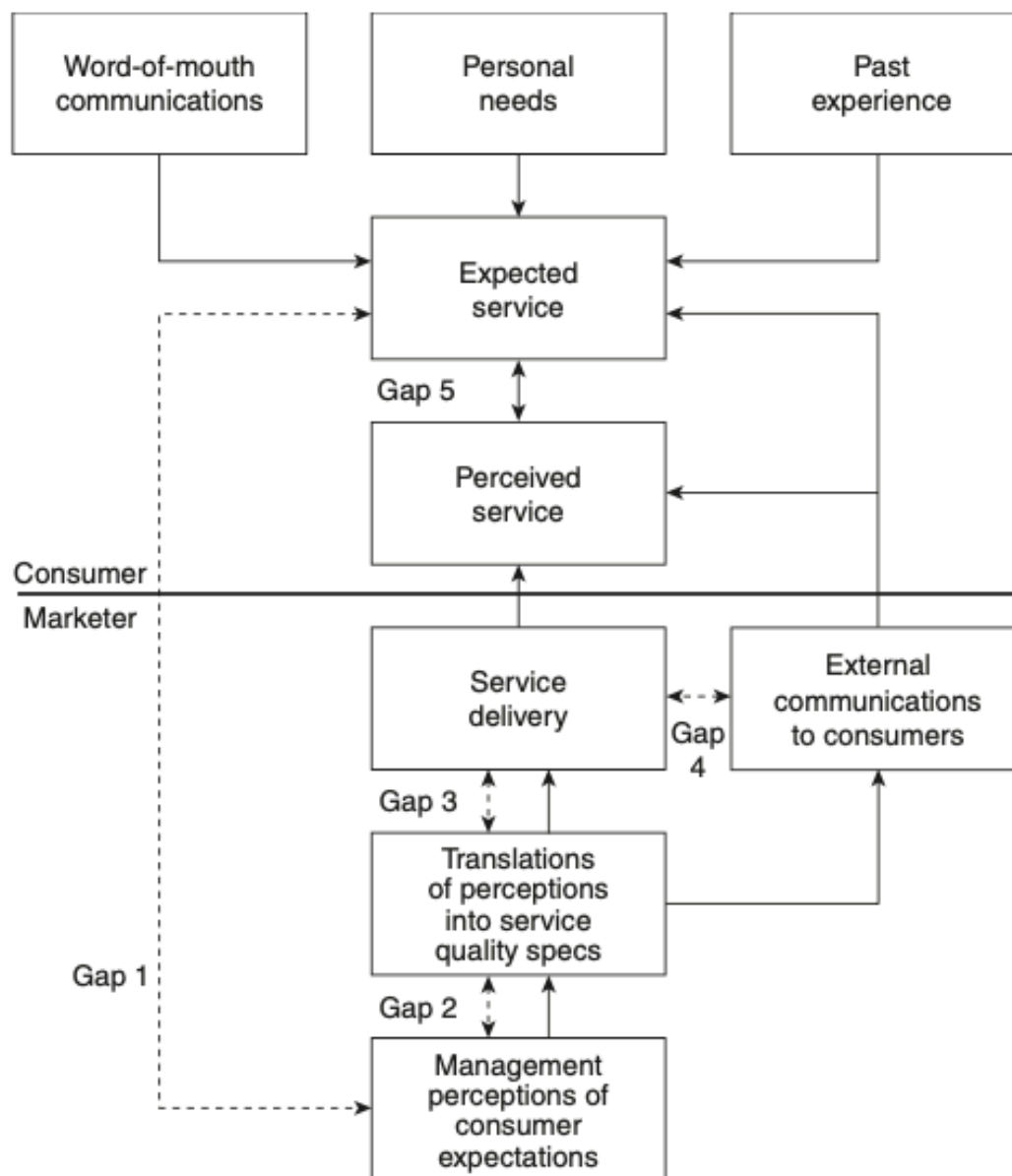
2.1 The gaps model of service quality:

To further our understanding of service quality and the difficulties surrounding it, a model known as the "Service Quality Gap Model" has been developed.

¹³ Jochen WIRTZ, Op.cit, p 35

¹⁴ LOVELOCK (C) and WIRTZ (J): Op.cit, P 135

Figure 1.3: The Service Quality Gap Model



Source: Mudi (P) and Pirrie (A), *Service Marketing management 3rd Ed*, Elsevier Ltd, Burlington USA, 2006, P 91

Authors notice that those gaps represent a significant obstacle to achieving a satisfactory quality level, the attractive point of this model is that it will make us look at service quality in terms of other than defined conditions.

These following gaps can constitute major obstacles to service delivery that consumers perceive to be of high quality¹⁵:

¹⁵ Mudi (P) and Pirrie (A), *Op.cit*, P 92

- **Gab 1:** Indicates that service firms do not comprehend what their clients expect or what is truly vital to them. Customer research is the only way to narrow this gap.
- **Gab 2:** Even when management understands customer expectations, it struggles to transfer this information into service quality criteria.
- **Gab 3:** Even though official standards or regulations are in place to ensure service quality, quality service delivery cannot be guaranteed. This is due to the insufficient deployment of human resources, processes, and technology implementation. The implications of human resources or human resource management must be obvious.
- **Gab 4:** Advertising and other types of communication used by the service firm might impact consumer expectations. The problem is that promises are not kept. Many service firms connect with potential consumers using brochures or fliers. It should be a declaration of what the buyer will receive, rather than a series of alluring promises that cannot be fulfilled.
- **Gab 5:** The biggest problem is this gap. Suppliers must meet or exceed customer expectations to assure quality. Consumers compare expected service to perceived service delivery to determine perceived service quality.

2.2 Service quality dimensions:

Valarie ZEITHAML, Leonard BERRY, and A. PARASURAMAN conducted deep research on service quality and identified (10) dimensions used by consumers to evaluate service quality (Tangibles, Reliability, Responsiveness, assurance, security, competence, courtesy, Empathy, Communication & understanding of the customer). In a follow-up study, they found a high degree of correlation between many of these variables and grouped them into five clusters¹⁶:

- **Tangibles:** the appearance of material elements
- **Reliability:** reliable and accurate performance
- **Responsiveness:** speed and helpfulness
- **Assurance:** credibility, security, competence, and courtesy
- **Empathy:** easy access, good communications, and customer understanding.

¹⁶ LOVELOCK (C) and WIRTZ (J): Op.cit, P 137

2.3 Determinants of service quality (SERVQUAL Model):

Based on service quality dimensions, Researches developed a scale called SERVQUAL: a tool that makes it possible to operationalize the measurement of quality of service and to find its indicators, it is the starting point for the majority of work on quality of service¹⁷:

Table 1.1: SERVQUAL Attributes

Dimension	Attributes
Tangibles	<ul style="list-style-type: none"> - Modern equipment - Visually appealing settings - Clean and professional looking staff - Visually appealing materials related to the service
Reliability	<ul style="list-style-type: none"> - Deliver the service as promised - Reliability in handling customer service issues - Get the right services right the first time - Deliver the service at the promised time - Maintain error-free logs - Staff have the necessary knowledge to answer customer inquiries
Responsiveness	<ul style="list-style-type: none"> - Inform customers about when services will be performed - Fast customer service - Ready to help customers - Willingness to respond to customer requests
Assurance	<ul style="list-style-type: none"> - Employees seed confidence in customers - Make customers feel secure in transactions - Employees should be always polite
Empathy	<ul style="list-style-type: none"> - Pay special attention to customers - Employees treat customers kindly - Take customers' best interests as the center - Employees understand the needs of customers - Convenient working hours

Source: KOTLER (P) and KELLER (K.L): Op.cit, p422

¹⁷ KOTLER (P) and KELLER (K.L): Op.cit, p422

3. Service Quality perception:

Customers perceive the quality of service to different degrees, namely¹⁸:

- **Expected service:** The service that the customer expects is a compromise between the desired service (what it should be) and the excellent service (the customer is willing to accept it). The gap between desired service and acceptable service is called the “tolerance zone”. A perceived service that is inferior to the expected service will cause customer dissatisfaction.
- **Desirable service:** Affected by two main factors: customer-specific and company-related. The desired service depends on the customer's general requirements level and personal needs for the service. It also depends on word-of-mouth or past service experience expressed (advertising, sales contracts, contracts, etc.) or implicit company promises (tangible items, prices, etc.).
- **Acceptable service:** Depending on expectations (such as the minimum performance allowed by an emergency), The perception of alternatives (compared to competitors), the customer's own understanding of his role, and situation (economic) factors. It also relies on some customer expectations of the company's predictable service, based on past experience, word of mouth, and commitments to the customer.

4. Service Quality measurement:

Since the quality of service provided does not always correspond to the customer's perception, so it is necessary to regularly measure the quality of the services provided to customers and assess their satisfaction to determine whether the improvement objectives have been achieved or not.

Quality of service measurements is customer-related. the starting and ending point of an approach that satisfies the customer and there are two different categories related to this measurement:

¹⁸ BAYNAST(A), LENDREVIE (J) & LEVY (J), Op.cit, p 841 & 842

4.1 Soft measures:

These are measures that are not easy to observe and need to be collected from customers, employees, or other people. This quality of service measurement includes annual marketing research, customer feedback research, and mystery shoppers. And other methods may be possible like complaint analysis, focus groups, service reviews, phone surveys, and panels¹⁹.

4.2 Hard measures:

Hard metrics refer to characteristics that can be quantified over time or measured using metrics such as lost calls and wait times for each stage of service delivery. These measures mainly refer to operational processes or outcomes. It is precisely a question that constitutes a “hard” indicator of service quality. This index is usually designed from the influence of other research-based "soft" indicators and is periodically revised based on the results of new research²⁰.

5. Recommendations for improving service quality:

In order to improve the quality of the services offered, Leonard BERRY, A. PARASURNAM, and Valaric ZITHAML, three (3) researchers who've revolutionized the analysis of quality in services make ten recommendations²¹:

- **Listening:** It is critical for service companies to continually listen to the expectations and perceptions of consumers and non-customers in order to understand what the market truly wants.
- **Reliability:** The promises made when promoting the service must be kept. This is the most crucial aspect of quality and must be prioritized.
- **Basic service:** Service companies must deliver the basics of what is expected: Keep their promises apply common sense, listen to their consumers, keep them informed, and provide them with value
- **Service design:** It is necessary to adopt a holistic vision of the service while piloting details.

¹⁹ LOVELOCK (C) and WIRTZ (J): Op.cit, p.802

²⁰ Ibid, p.803

²¹ KOTLER (P) and KELLER (K.L): Op.cit, p.441

- **Recovery:** Following a complaint of discontent or a problem, it is required to encourage consumers to complain (and to make the work easier for them in the issue), to respond immediately and in a customized manner, and to build a system of problem resolution.
- **Surprising customers:** If reliability is the most important dimension to meeting customer expectations, surpassing them requires processes that generate reassurance, responsiveness, and empathy. For example, customers can be surprised by the unusual speed, friendliness, competence, and commitment of the employees.
- **Fair play:** The company must demonstrate its fairness and loyalty to its consumers and workers.
- **Teamwork:** This is what allows large organizations to deliver service with care and attention, by strengthening the motivation and competence of employees improving the organization and working methods establishing a common language and a shared vision
- **Employee Research:** Marketing departments should include employees in the process of anticipating challenges and determining how the organization will address them.
- **Servant Leadership:** Quality results from the overall organization's outstanding leadership and the service system's excellent design. Effective use of information and technology, as well as a robust and stable internal power known as corporate culture.

Section 03: After-sales service

This section aims to describe the After-sales service system and how to make it effective.

1. What's after-sale service?

The term "after-sales service" is used in a very limited way in common language. Often, it addresses the services that suppliers provide to their customers in connection with the product's maintenance and repair.

After-sales for a seller has another meaning. It is a service whose main purpose is customer loyalty. Indeed, the "starting cost" of a former client can be very high, and any company has an interest in investing in its client's loyalty shares²².

²² Claude DEMEURE, *Marketing*, 6th Ed, By Dunod, Paris, 2008, p 256

In other words, After-sales service is defined as a function that manages the maintenance, repair, and exchange. In addition, It also transmits product information to users and intermediaries for sales. The latest has become an activity in its own right, whether the manufacturer is integrated into the company structure or is subcontracted. It allows, depending on its quality to at least remain in the market or at the best to differentiate itself from its competitors.

Furthermore, in order to determine the nature and extent of after-sales service, Manufacturers finds four (04) solutions available²³:

- They provide after-sale service by themselves,
- They make arrangements with their resellers and distributors,
- They entrust after-sales service to a third-party company,
- They leave it to their customers to maintain their own machines

In addition, the manufacturer who takes care of the after-sales service itself allows it to constantly listen to the market²⁴, however over time manufacturers increasingly delegate this service to distributors for reasons of speed and reliability.

2. Principals of effective after-sales service system:

Since current customers are one of the foundations of business assets, mistakes made should be repaired. Here are three essential principles to achieve this:

2.1 Allow customers to easily give feedback:

The best way is to tackle this reluctance directly. Table N°1.2 offers an overview of the measures that can be taken to overcome the reluctance identified above. Many companies have improved their complaint follow-up procedures by creating phone lines or speaking freely.

Table 1.2: Strategies to Reduce Customer Complaint Barriers

Complaint Barriers for Dissatisfied Customers	Strategies to Reduce These Barriers
Lack of practicality.	Facilitate customer feedback.

²³ KOTLER (P) and KELLER (K.L): Op.cit, p445

²⁴ Ibid 445

Difficulty finding the right procedure. Effect to be provided: write and send a letter.	By printing the contact details of the customer service (telephone, e-mail, postal address) on all the elements of communication addressed to them (letter, fax, invoices, envelope, etc.).
Uncertain answer	Reassure customers that their complaints will be considered and will be answered:
The customer does not know an action is possible, and if so, what type of action can be put in place to address his problem.	By having procedures and communicating them to customers (and newsletters and the website); By mentioning the improvements resulting from their complaints.
Unpleasant effects	Make criticism constructive.
Customers who complain fear being treated unpleasantly; To make stories; And may be embarrassed to complain.	Thank customers for their feedback (which can be done publicly, often by sending a message to all customers in the database). Train staff to adopt a relaxed and cordial attitude. Allow anonymous criticism.

Source: LOVELOCK (C) and WIRTZ (J): Op.cit, p.744

2.2 Enable Effective After-sales service:

Many companies believe that after-sales service is an integral part of the product offer and that, as such, it must be integrated into the structure of the company. Others, on the contrary, consider that after-sales is a business of specialists and prefer to entrust these tasks to external parties: maintenance companies, installers, and distributors of their products.

Moreover, correcting errors is much more than just wishful thinking and the will to solve any difficulty that may arise. This requires the involvement of the organization and clear directives. More specifically, an effective after-sales service should ²⁵:

²⁵ LOVELOCK (C) and WIRTZ (J): Op.cit, P 744 - 746

- ❖ **Proactivity:** Customer service must be in place from the start before customers even have a chance to complain. Staff must be aware of the signs of dissatisfaction and go in front of customers by asking them if they are encountering difficulty.
- ❖ **Organized procedures:** It is necessary to plan procedures based on errors and even more, based on those that can regularly occur. Management practices in the tourism and hotel industry often lead to overbooking. To facilitate the work of staff in contact with the customer, the company must identify the most frequent problems and anticipate the procedures that staff must follow.
- ❖ **Formed and motivated staff:** Customers are often worried when a problem arises because things don't turn out the way they imagined. Effective training provides customer-facing staff with the skills and confidence to transform the inconvenience into satisfaction.
- ❖ **Take initiatives:** After-sales service actions must be flexible and employees must be encouraged to use their analytical skills and interpersonal skills to develop solutions that satisfy customers. This is particularly true in "exceptional situations" for which the company has not developed a ready-made procedure.
- ❖ Employees must have the power to make decisions and spend money to quickly resolve customer issues and bring them added value again. By having a proactive, trained, organized and empowered after-sales service, the personnel in contact with the customer will be able to take charge of very complicated situations and will be better able to give satisfaction to the customer.

2.3 Set up an adequate compensation system:

The essential rule of thumb in terms of compensation should be “well-balanced generosity”. Being perceived as mean-spirited compounds the damage and the company should rather apologize than offer ridiculous compensation.

Exaggeratedly generous compensation is not only costly but can also be perceived negatively by customers. It can raise questions about the quality of the company and the customer may suspect hidden motives and worry about its consequences for the customer, personal and for the company. Moreover, excessive generosity does not seem to lead to repeated acts of

purchase greater than those aroused by a fair and simple repair. Finally, a company known for such generosity can push dishonest customers or opportunists to deliberately cause errors²⁶.

3. Service Guarantees:

A growing number of companies offer their customers satisfaction guarantees which promise that if the service is not as good as expected, the customer is entitled to demand one or more kinds of compensation such as the replacement of the service, credit, or a refund. In some companies these guarantees are subject to conditions, in others they are unconditional. There is now substantial academic literature on the role, design, implementation, and impact of service guarantees.

3.1 The power of service guarantees:

Guarantees are powerful tools, which make it possible to both promote a service and guarantee its quality, for the following reasons²⁷:

- Guarantees force companies to focus on what customers want and what they expect at each stage of the service;
- Guarantees set precise standards, reminding both customers and employees of the company's commitments. Given the amount of compensation, the managers take the guarantees very seriously, as they highlight the financial cost of the company's mistakes;
- Guarantees require the development of systems for the meaningful collection and response of customer complaints;
- Guarantees oblige departments to understand their mistakes, identify their potential weaknesses, and overcome them;
- Guarantees reinforce the marketing strategy, reduce purchase risk and promote long-term customer loyalty.

The implementation of the guarantee allowed us to understand concretely, and not theoretically, what satisfied the customer. And it has an important to the composition of the offer and how the service is ensured. Finally, studies on the impact of the 100% satisfaction

²⁶ LOVELOCK (C) and WIRTZ (J): Op.cit, P 746

²⁷ Ibid, p 751

guarantee showed that the guarantee had an incredibly positive effect on the company's performance.

3.2 Elaboration of service guarantees:

Some guarantees are simple and unconditional. According to Hart, the service guarantees must be established in such a way that they meet the following conditions²⁸:

- **Unconditional:** No matter what is promised, the guarantee is unconditional and there must be no element that can surprise the customer afterward.
- **Easy to understand and communicate:** to the customer so they are fully aware of the benefits they can obtain from the guarantee.
- **Significant to the customer:** in relation to what they consider important for a guarantee. The guarantee must provide compensation perfectly adapted to the injury.
- **Easy to request:** guarantees should be directed as much as possible to the customer and as little as possible to the supplier.
- **Credible:** The guarantee must be credible.

3.3 The guarantee of total satisfaction:

Total satisfaction guarantees are often considered to be the best. However, it has recently been viewed that these guarantees are fuzzy and risk devaluing the supply

Table 1.3: Different types of service guarantees

Term	Guarantee Scope
Single attribute specific guarantee	One key attribute of the service is covered by the guarantee.
Multi Attribute specific guarantee	A few important attributes of the service are covered by the guarantee.
Full satisfaction guarantee	All aspects of the service are covered by the guarantee. There are no exceptions.

²⁸ LOVELOCK (C) and WIRTZ (J): Op.cit, P 754

Combined guarantee	All aspects of the service are covered by the full satisfaction, and promise of the guarantee. Explicit minimum performance standards on important attributes are included in the guarantee to reduce uncertainty
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Source: LOVELOCK (C) and WIRTZ (J): Op.cit, P 757 & 758

4. Learning from customer feedback:

Customer feedback is key to becoming and maintaining a customer-focused learning organization, and an effective customer feedback system facilitates rapid learning.

Their goals generally fall into three main categories²⁹:

4.1 Assessment and Benchmarking of Service Quality and Performance:

The goal is to answer the question, “How satisfied are our customers?” It is a question of how the company performed compared to its competitors and compared to the previous year. It is also a matter of determining whether there has been a return on investment in terms of satisfaction and its objectives for the following year.

Very often, the comparison (between the different agencies, teams, or concerning the competition results) is used as the primary means of motivating managers and staff to encourage them to improve performance. This is particularly true if the results are linked to the compensation amounts.

4.2 Customer-Driven Learning and Improvements:

In this case, the goal is to answer the questions “Why are our customers not satisfied?” and “Where and how can we improve?” To do this, it is necessary to obtain more precise information on processes and products in order to guide the company’s efforts and to highlight the points on which the returns on investment will potentially be the highest. It is also about understanding and acquiring the elements that competitors already have that satisfy customers.

²⁹ LOVELOCK (C) and WIRTZ (J): Op.cit, P 804

4.3 Creating a Customer-Oriented Service Culture:

This is about making sure that the entire organization is focused on the needs and satisfaction of the customer. It is also about rallying the whole structure around a culture of quality of service.

5. Customer feedback collection tools:

Firms need to listen to the voice of the customer and knowing that these tools have their qualities and shortcomings, marketing managers must use them according to the information they are looking for³⁰:

❖ Total Market, Annual, and Transactional Surveys:

Total, annual surveys are traditional tools for evaluating most services and products. These are very high-quality measurement tools whose objective is to obtain an overall index or indicator of customer satisfaction at the enterprise level. This can be based on an index (using different service attributes) and/or weighted (estimating the weight of the most important segments or products).

In contrast, transactional surveys also called intercept surveys, are typically conducted after customers have completed a specific transaction.

❖ Satisfaction Surveys:

This powerful and expensive tool consists of giving the customer a form to fill out after each important step of the process and inviting him to return it completed, by mail or other means to the customer complaints department.

❖ Mystery Shoppers:

Departments often use the “mystery shopper” method to monitor the behavior of customer-facing staff. Banks, distributions, car rental companies, and hotels are among the companies that use these mystery customers most often.

³⁰ LOVELOCK (C) and WIRTZ (J): Op.cit, P 805-813

❖ **Unsolicited Customer feedback:**

Like the satisfaction questionnaire, unsolicited responses are not a reliable measure of overall client satisfaction, but they are a source of registration for areas for improvement. If the purpose of collecting feedback is to obtain information on areas for improvement.

❖ **Focus Group Discussions and Service Reviews:**

Both of these tools provide specific insights and information on areas for improvement. Very often, focus groups bring together clients from the same segment or user group to better define their needs.

❖ **Online Reviews and Discussions:**

Increasingly, user-generated data and content can provide rich insights into a company's and competitors' perceptions of quality and how those comparisons change over time in the country. an attribute and time level in more and more detail.

6. Impact of After-sales service on customer satisfaction:

When complaints are satisfactorily resolved, affected customers are more likely to be loyal. Research has shown that satisfied complainants with an experienced service restoration are 15 times more likely to refer a company than dissatisfied complainants.

TARP research shows that repurchase intentions for different product categories range from 9 to 37% when customers are not satisfied but did not complain. For a significant complaint, the retention rate will increase from 9% when a dissatisfied customer does not complain to 19% if a customer does. The company provided a headset but was unable to resolve the complaint to customer satisfaction. If complaints could be resolved to customer satisfaction, user retention would increase to 54%. The highest retention rate of 82% is achieved when issues are resolved quickly.

We can conclude that complaint handling should be seen as a profit center, not a cost center. When a dissatisfied customer defects, the firm loses more than just the value of the next transaction. It may also lose a long-term stream of profits from that customer and from anyone else who is deterred from patronizing that firm as a result of negative comments from an

unhappy friend. However, many organizations have yet to buy into the concept that it pays to invest in service recovery designed to protect that long-term profits³¹.

Conclusion:

The success of service activities is dependent on the client's subjective evaluation of such activities. Customers' Satisfaction is a top concern and a primary focus of firms' development plans as a result of the inexorable competition between them.

Customers' perceptions are influenced by a variety of factors, including tangible elements associated with the service or the service itself, interactions between the company's staff and the client, and the method of delivery. This chapter has allowed us to conclude that quality of service and after-sales are of paramount importance in customer satisfaction.

This theoretical component has enriched our acquired knowledge and will allow us in a second chapter to better understand the close link between the quality of after-sales service and customer satisfaction

³¹ LOVELOCK (C) and WIRTZ (J): Op.cit, p.741

Chapter II: Essentials of client satisfaction

Introduction:

Today's markets are affected by many changes, including:

- Oversupply due to new technology and new production capacity in order to grow continually profits
- High Quality is driven by high management systems such as ISO 9000 and six Sigma
- Information is spreading out where customers are familiar with most prices of product and service
- Educated consumers result in confident and selective customers who can make a rational judgment
- The shift in the balance of power between customers and suppliers where suppliers faced intense competition for every sale.

As a result, customer value has increased significantly and become in a position of power with a massive choice of high-quality products and services at exceptionally competitive prices.

Today, most organizations embrace the importance of customer-centricity, measure customer satisfaction daily, and reward employees monthly for exceeding customer satisfaction goals.

In this chapter we are going to encounter 2 sections:

- Section 01: Basics concepts related to satisfaction
- Section 02: Customer satisfaction measurement

Section 01: Basics concepts about customer satisfaction

This section will tackle basic concepts related to customer satisfaction such as characteristics, satisfaction indicators, and what impact satisfaction makes on other elements.

1. Client satisfaction concept:

1.1 Definition:

KOTLER and KELLER define satisfaction as: *“Satisfactions is a person’s feelings of pleasure or disappointments that result from comparing a product’s perceived performances (or outcome) to expectations. If the performance falls short of expectation, the customer is dissatisfied. If performance matches expectations, the customer is highly satisfied or delighted”*³².

Other definitions according to OLIVER which describe satisfaction as³³:

“An evaluation rendered that the [consumption] experience was at least as good as it was supposed to be.”

“The summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer’s prior feelings about the consumption experience.”

“The consumer’s response to the evaluation of the perceived discrepancy between prior expectations [or some other norm of performance] and the actual performance of the product as perceived after its consumption”.

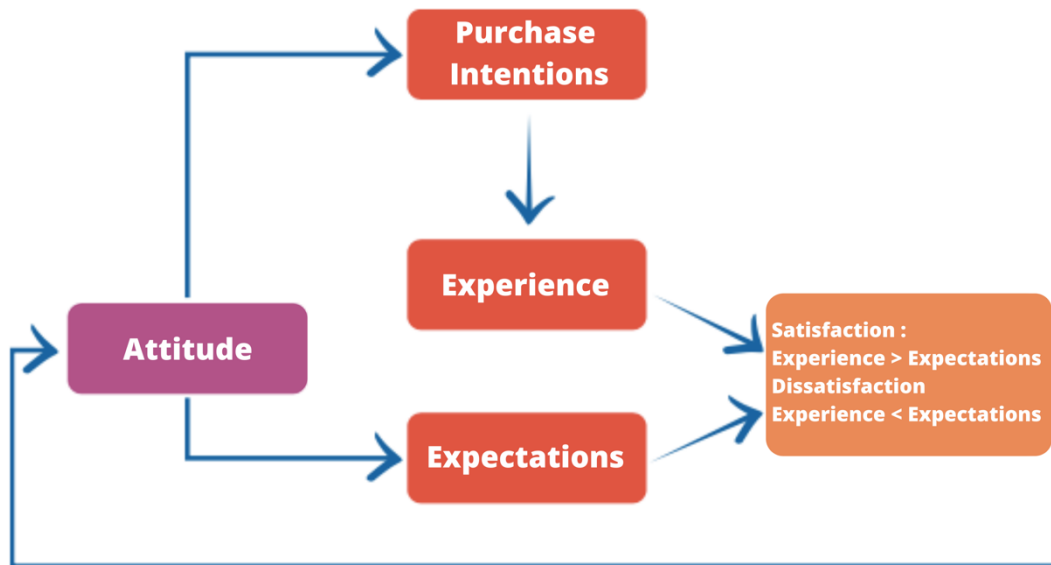
We can conclude that satisfaction is a different and more general concept than the concept of quality, it calls on the notion of judgment and evaluation because it considers on the one hand the perceived quality (consumption experience) and on the other hand expectations, so an experience greater than or equal to expectations leads to a feeling of satisfaction, on the contrary, an experience below the level of expectations creates dissatisfaction.

³² KOTLER (P) and KELLER (K.L): *A framework of marketing management*, 4th Ed, By Pearson International Edition, New Jersey, 2009, p.84

³³ OLIVER (L. Richard): *Satisfaction: A Behavioral Perspective on the Consumer*, 2nd Ed, by Routledge, New York, 2015, p.6

1.2 Satisfaction model:

Figure 2.1: Satisfaction model according to OLIVER



Source: BAYNAST(A), LENDREVIE (J) and LEVY (J): Op.cit, p.518

The diagram shows us that the purchase intentions come from experience and attitudes, the latter influences expectations, and the confrontations between the experience and the expectations lead to satisfaction and dissatisfaction which will influence attitudes over time

2. Organizational determinants of satisfaction:

PARASURAMAN, ZEITHAML, and BERRY have investigated the Organizational determinants of service quality, but their research is perfectly suited to understanding general customer satisfaction.

The four main expected drivers are highlighted by the authors:

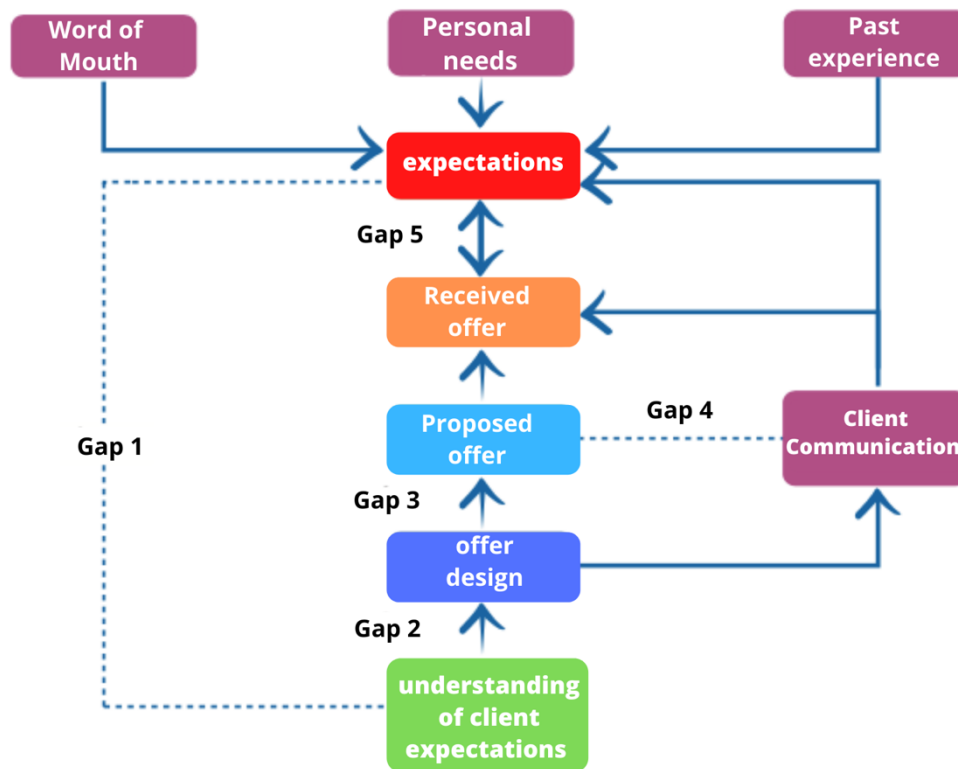
- Positive or negative reviews on the offers (word of mouth).
- Customer needs for satisfaction.
- Previous experience of the offer.
- Communication from the company to the customer.

Initially, the offers offered to customers were:

- Understand expectations, especially through market research.
- Product development policy that meets customer expectations.

- The actual realization of the product (manufacturing or service) is reflected in the offer suggested.

Figure 2.2: Satisfaction model (adapted from PARASURAMAN, ZEITHAML, and BERRY)



Source: BAYNAST(A), LENDREVIE (J) and LEVY (J): Op.cit, p.518

The authors diagnosed 5 viable gaps³⁴:

- **Gap 1:** Listening quality that's the distance between what clients expect and what the business enterprise is aware they expect.
- **Gap 2:** Design quality that's the distance between what the business enterprise is aware of purchaser expectancies and the way the offer is designed.
- **Gap 3:** Delivery quality that's the distance between the manner the provide is designed and the manner it's far added and provided to clients.
- **Gap 4:** Communication quality which is the gap between the way the offer is delivered and the way it is communicated (promises, advertising, etc.).

³⁴ BAYNAST(A), LENDREVIE (J) and LEVY (J): Op.cit, p.519

- **Gap 5:** Satisfaction that's the very last gap between expectancies and perceived supply, which ends up in satisfaction or dissatisfaction.

Customer satisfaction is a consequence of the end result of many exogenous or endogenous factors. The satisfaction researchers factor out, especially the risk of overpromising. If satisfaction outcomes from an evaluation among expectations and experience, elevating the extent of expectations will make customer satisfaction more difficult. Conversely, low expectations will cause a totally favorable evaluation of the experience.

3. The major characteristics of satisfaction:

Customer ratings for a product or service are based on several criteria that need to be identified. His judgment on each of these criteria is formed by defining three major characteristics of satisfaction: subjectivity, relativity, and scalability.

3.1 Satisfaction is subjective:

Customer satisfaction depends on their perception of products/services and not on reality. It is therefore very likely that the customer's perception is far from the objectivity; this may imply strong deviations for the company. To this end, suppliers will want at all costs to give the best image of their product, but this effort may not be enough to change the perception of the customer, knowing that this perception is the most important since it is he who chooses his supplier³⁵.

3.2 Satisfaction is relative:

Satisfaction is subjective in nature because it depends directly on the customer's perception. Thus, satisfaction also varies according to the levels of expectations.

If we take the example of two customers who use the same product/service under the same conditions, they may have radically different opinions, simply because their initial expectations of this product/service are not the same, this explains among other things that it is not the best products that sell the best, because what counts is not being the best but being the most adapted to the expectations of the customers³⁶.

³⁵ RAY (Daniel), *mesurer et développer la satisfaction clients*, by édition d'organisation, Paris, 2002, P.24-25

³⁶ Ibid, P.25

3.3 Satisfaction is evolving:

Satisfaction evolves overtime at two different levels, depending on both³⁷:

- ❖ **Changing expectations and standards:** customer expectations are based on the current state of “standard” services. but with increased competition, suppliers must increase their performance, which implies changing reference standards.
- ❖ **The cycle of use of products/services:** in practice, the measurement of satisfaction is carried out at a precise moment. However, it is found that this satisfaction evolves as the product/service is used. It is then that just after the purchase, it is often positive, before following a generally downward curve that coincides with the time of use when the consumer discovers the true value of the product/service.

4. Satisfaction and dissatisfaction indicators:

- **The claims:** If complaints processing has been followed up appropriately, it can indicate customer satisfaction. A high level of complaints, an increase in their number, and the concentration of complaints on a product or service are signs of poor quality that require correction. However, measuring satisfaction through complaint tracking is less reliable since many dissatisfied customers do not come forward and because complaint tracking does not give a sense of overall customer satisfaction³⁸.
- **Customer defection rate:** Measuring customer defection is also a useful indicator of dissatisfaction. This metric is notably tracked within the framework of loyalty policies. However, the defection rate is a symptom and does not indicate the reason for the issue. Therefore, it is necessary to survey customers to measure and evaluate their satisfaction³⁹.
- **Customer feedback:** is an increasingly important metric that businesses and customers track. These reviews provide more information on why customers are satisfied, but also and most of all, reassure potential customers in their buying process⁴⁰.

³⁷ RAY (Daniel), Op.cit, p.27-29

³⁸ BAYNAST(A), LENDREVIE (J) and LEVY (J): Op.cit, p.521

³⁹ Ibid, p.521

⁴⁰ BAYNAST(A), LENDREVIE (J) and LEVY (J): Op.cit, p.521

- **Satisfaction rate:** This index focuses on the perceived quality of using a product or service by giving customers five options to rate their satisfaction. Highly emotional, this metric can be based on an overall rating (“Are you satisfied with our product/service?”) or it can focus on specific criteria (“Are you satisfied with our customer service/waiting time?”)⁴¹.
- **Net promoter score (NPS):** The purpose of this indicator is to evaluate the rate (between -100 and +100) at which the customers would recommend the products/services or brand to friends and family. While NPS is often influenced by the performance of a product, it also has an emotional dimension tied to the brand image. When combined with the measurement of overall satisfaction, NPS is an effective way to assess the loyalty of the Customer⁴².
- **Customer satisfaction score (SCAT):** Very popular among e-commerce sites, CSAT is a more ‘compact’ expression of satisfaction rate. CSAT is very accessible. It often only requires a ‘yes’ or ‘no’ answer and is expressed as a single percentage between 0 and 100. It also allows asking customers to give a rating or several stars. CSAT’s incredible versatility allows to efficiently assess all interactions between Customers and points of sale⁴³.
- **Customer effort score (CES):** The CES index is more operational than the NPS to assess customer loyalty. CES measures the effort a prospect takes to complete a purchase transaction. Data will be collected immediately after confirmation of purchase. The rating is based on grades from 1 (low effort) to 5 (high effort). Open response questions can also help to better understand customer experience obstacles⁴⁴.
- **Intention to buy again:** Expressed as a percentage of responses received, intention to buy again or ‘repeat purchase’ reflects Customers’ experiences with a product or brand, both in the past and the present. The higher this percentage is, the greater the trust that consumers have in a business, which can lead to positive word of mouth or more spending when they make their next purchases⁴⁵.

⁴¹ <https://business.critizr.com/en/blog/what-customer-satisfaction-indicators-should-you-track> , (Published on 01/04/2020, Consulted on 24/05/2022 at 3.00 PM)

⁴² Ibid, Consulted on 24/05/2022 at 3.11 PM

⁴³ Ibid, Consulted on 24/05/2022 at 3.23 PM

⁴⁴ Ibid, Consulted on 24/05/2022 at 3.25 PM

⁴⁵ Ibid, Consulted on 24/05/2022 at 3.31 PM

5. Factors that influence satisfaction:

External elements or situations related to the brand can influence the customers' behavior even before they enter the sale point. Despite the efforts provided, they can significantly impact the level of satisfaction expressed post-visit. Therefore, the company is not immune to dissatisfaction or negative comments that can sometimes seem unfair.

According to LANGOIS, there are three factors that influence satisfaction:

5.1 Word of mouth:

When a person wishes to travel with a company, he always reaches another person who has already solicited the services of the latter, some distributors have revealed that their dependence on external financing, required them to focus on short-term sales objectives rather than ensuring the use of their products. Conversely, organizations that operate without external funding and whose survival depends primarily on their consumers, seek to activate word-of-mouth mechanisms, and thus carefully monitor their customers' satisfaction⁴⁶.

5.2 Personal need:

Need is a state of tension or desire, when individual experiences a need he can describe an element or benefit that can satisfy it, we speak here of an expectation.

In marketing, there are many different types of needs⁴⁷:

- physiological needs
- security needs
- membership needs
- need for self-expression
- Esteem needs.

Therefore, the needs differ from one person to another according to the socio-professional, cultural...etc.

5.3 External communication:

It brings together within the communication service all communication forms and processes of an organization towards the outside world and the targeted groups.

⁴⁶ LANGLOIS Michel, *Marketing des services, le défi international*, by Dunod, Paris, 1993, P.100.

⁴⁷ Ibid., P.100

Regardless of the size of the company, external communication plays a fundamental role in its image and reputation. Partners, customers, and stakeholders form opinions and attitudes towards the company through external communication actions. It is essential that an organization can offer a positive image of itself based on experience, competence, and innovation. As a tool to build awareness of the company, the communication plan gives meaning and coherence to the multiplicity of external communication actions through advertising spots in the media, displays, etc. Besides that, the company can give an image by valuing its services. Generally, the client relies on aspects to determine these expectations concerning the benefits and perceive this service⁴⁸.

In addition, the gap between expectations and actual perception of service provides an accurate quality assessment.

6. The impact of customer satisfaction on the profitability of companies:

Pursuing customer satisfaction is a very powerful engine for optimizing the profitability of a business. However, it is the duty of internal decision-makers to integrate the virtuous circle of the nineteen cogs gears in order to move from customer satisfaction to profitability and those gears are represented as follows:

6.1 Satisfied customers⁴⁹:

- Less sensitive to promotions and therefore more profitable.
- Buy the same item more often or with an option (upsell).
- Buy other products more often (cross-selling)
- More resistant to pressure from competitors,
- Are less unfaithful,
- Recommend the company to those around them (Brand advocacy).

6.2 Impact on reputation⁵⁰:

- Satisfied customers contribute to the brand image and reputation of the company.

⁴⁸ LANGLOIS Michel, Op.cit., P.100

⁴⁹ BARBARAY (C), *satisfaction, fidélité et expérience client*, By Dunod, Paris, 2016, P.13

⁵⁰ Ibid, p.13

- Promote the prospecting and attraction of new customers through active word-of-mouth.
- Encourage investment in commerce and advertising.

6.3 Impact on innovation⁵¹:

A company that has the will to satisfy customers:

- Is a company that knows how to listen,
- Is more focused on product and service innovation,
- Can acquire new skills,
- Optimizes its R & D policy based on real customer expectations,
- has fewer failures in new product launches,
- Puts “good products” on the market,
- Expand its range which has impacted its image.

6.4 Impact on management⁵²:

- Managing one customer is more profitable than managing ten customers.
- Optimize the efficiency of commercial and advertising investments through word-of-mouth and reputational gains.
- Optimize individual customer potential.

7. The relationship between customer satisfaction and market share

Market share and customer satisfaction are used as the two most important indicators of a company's performance, two factors favorably influencing the market share of a company stand out⁵³:

- Customer satisfaction leads to repurchases,
- Customer satisfaction generates positive word of mouth

However, this hypothesis is rarely tested. Several recent studies have addressed this issue and have reached the following conclusions⁵⁴:

⁵¹ BARBARAY, (C): Op.cit, P.14

⁵² Ibid, P.14

⁵³ BARBARAY, (C): Op.cit, P. 15.

⁵⁴ Ibid., P.15

- When the cost of switching brands is low, customer satisfaction is a good indicator of market share growth among competitors.
- In a market with homogeneous demand, the relationship between satisfaction and market share is real.
- In a market with heterogeneous demand, the relationship between satisfaction and market share is not always proven.

We note that the link between satisfaction and market share is therefore strong in a market with homogeneous demand but is not linear in a very heterogeneous market.

8. Recommendations to improve customer satisfaction:

BERRY, PARASURAMAN, and ZENITHAL propose ten recommendations to reduce these gaps and improve customer satisfaction⁵⁵:

- ❖ **Listening:** A service quality information system that listens to complaints, purchasing surveys, group transactions, employee surveys, and global satisfaction surveys.
- ❖ **Reliability:** is the customer's first expectation of a service and its core assets. It is necessary to do well from the first time, through the standard establishment of the formation, the measurement of failure types and numbers, and the zero-defect reward.
- ❖ **Meet basic expectations:** Customers first want the basic expectations specific to each service to be met. Businesses must continually perform in the delivery of essential services.
- ❖ **Having a good design of the service system:** A poor quality service is often due to a poor design of the service production system (Servuction). This system must be constantly improved.
- ❖ **Dealing with Claims Well:** Clients who have been successfully resolved are particularly satisfied.
- ❖ **Exceed customer expectations:** the service must be reliable, which reduces the causes of dissatisfaction to satisfy and retain; it must exceed the acceptable level of expectation to get closer to the desired level of expectation.
- ❖ **Be fair:** Customers need to be confident in the company and its ability to fulfill its promises and feel treated like any other .

⁵⁵ LENDREVIE, (J) et LEVY, (J) : Op.cit., P. 524.

- ❖ **Develop team spirit:** teamwork must be encouraged to deliver excellent service.
- ❖ **Surveyed employees:** employees have ideas on how to improve daily service.
- ❖ **Lead by example:** management must strive to lead by example, facilitate and visit teams, and be on the ground.

Section 02: Customer satisfaction measurement process

An objective and accurate measurement of customer satisfaction provide the best and most important indicator of future loyalty. The Customer Satisfaction Measurement Program enables:

- Understand how customers perceive a business and whether the performance meets their expectations.
- Identify PFIs -priorities for improvement- which mean the areas where improved performance increases customer satisfaction.
- Identify "misunderstanding gaps" where the employees misunderstand their customer priorities and ability to meet their needs.
- Set service improvement goals and monitor progress against the Customer Satisfaction Index.
- Compare performance with the performance of other organizations.
- Increase profits through improved customer loyalty and retention.

Figure 2.3: Customer satisfaction measurement process



Source: HILL (N), BRIERLY (J) and MACDOUGALL, *How to Measure Customer Satisfaction*, 2nd Edition, By Routledge, New York, 2017, p.6

The figure represents the steps to produce reliable measures of customer satisfaction.

1. Setting objectives and project planning:

The start line for any CSM process ought to be to set goals. There are some generic goals that may be implemented for any CSM challenge, where each organization needs to determine its suitability.

The objectives are like the following⁵⁶:

- Identify customer's requirements: which means the things that are important to the customer and will determine whether they are satisfied or not. Requirements can be in different levels of importance so the relative importance of customer requirements assessment should be done.
- Measure satisfaction by determining how satisfied customers are with the organization's performance on that same list of customer requirements
- Having a comparison with other organizations (Benchmark)
- Identify PFIs by looking at the gaps between the importance and satisfaction scores
- Customer satisfaction index: It's an overall measure of customer satisfaction indicator to track the progress in a period of time.
- Internal perspective by constructing an internal comparison that will result in identifying and understanding process gaps .

Additionally, to avoid unnecessary delays, any project needs a strict schedule. Three months is a typical time scale for a CSM project, which includes exploratory research and major surveys.

2. Exploratory research:

2.1 Accurate measure:

Getting a measure that truly reflects how satisfied customers can be difficult, thus two principal factors can determine the accuracy of CSM results which are asking the right questions (Questionnaire for customer survey) and asking the right customers (sampling).

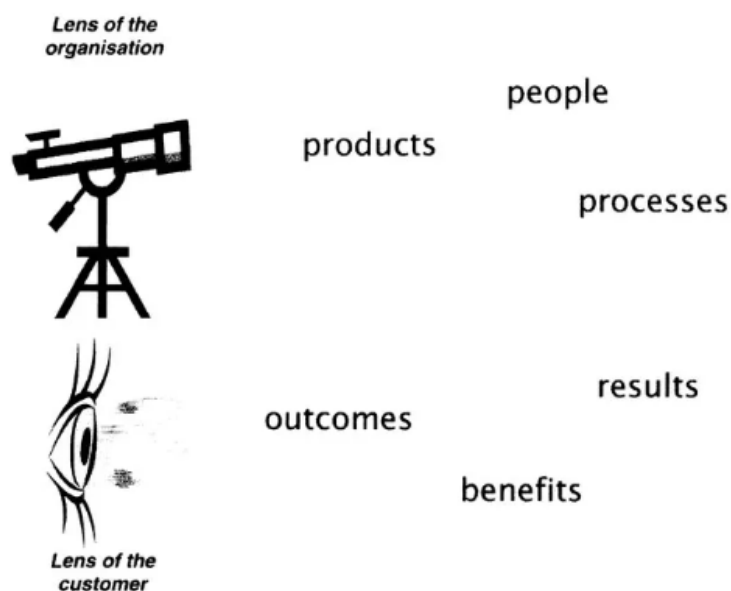
⁵⁶ HILL (N), BRIERLY (J) and MACDOUGALL, *How to Measure Customer Satisfaction*, 2nd Edition, By Routledge, New York, 2017, p.7

Backing to the Questionnaire, many organizations assume that designing a questionnaire is simple, however, two principal problems occur with this approach. First, managers tend to keep thinking about other topics where customer feedback can be useful or interesting, so surveys often end too long. The second, more serious problem is that surveys always cover topics that are important to company owners, rather than topics that are important to customers⁵⁷.

In this way having an accurate measure of satisfaction can be only realized by asking customers about their actual needs.

2.2 The lens of the customer⁵⁸:

Figure 2.4: The Lens of the customer vs the lens of an organization



Source: HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.8

According to Michael JOHNSON and Anders GUSTAFSSON, the concept of 'the lens of the customer', which they contrasted with 'the lens of the organization' means signifies that Suppliers and their customers often see things differently. Suppliers usually think in terms of the products they offer, the people they employ to deliver them, and the processes they use to deliver their products or services. Customers look at things from their own perspective and evaluate their suppliers based on whether they have received the desired results, or profits.

⁵⁷ HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.8

⁵⁸ Ibid, p.8

Consequently, Customers do not think from the perspective of suppliers, who often formalize products, people, and processes by the specification. Instead, customers make more subjective decisions based on results, outcomes, and benefits. Therefore, in addition to providing reliable products or services at a reasonable price, Intuit delivers results and benefits.

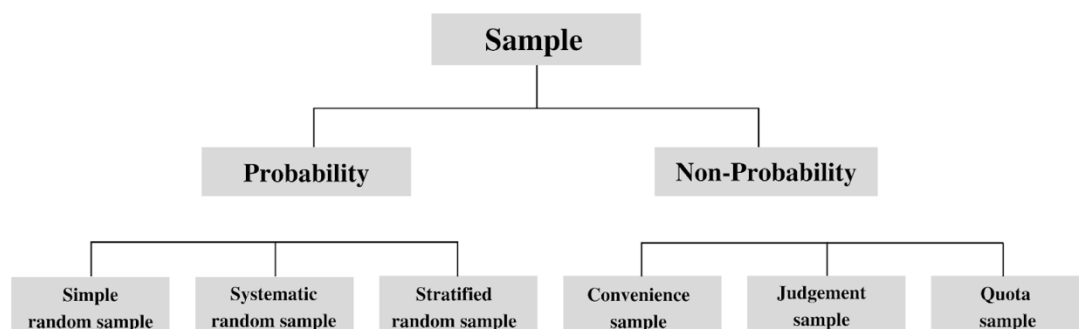
2.3 Survey design:

The success of survey design depends on the entire understanding of the lengths of the customer; to be specific, customers need to explain the central area on which they base their satisfaction judgment in the market; this survey needs to be designed well through the exploratory research⁵⁹.

3. Sampling:

In principle, sampling is easy. Most organizations have a large number of customers, but we do not need to interview everyone to get accurate CSM results. If the sample is representative of a larger population, only relatively small samples can be used. However, there are several different types of samples, which can be summarized as follows:

Figure 2.5: Sampling options



Source: HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.9

⁵⁹ HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.8

3.1 Non-Probability sample⁶⁰:

- **Convenience samples:** Consider as the simplest form, involves the sample being drawn from that part of the population that is close to hand and commonly used for pilot testing
- **Judgment sample:** Or called expert sample, where the selection will be based on the opinion of an expert, and in this case, it's the most type suggested for exploratory research.
- **Quota simple:** Often used to survey a large population, it's a sample taken from a stratified population by sampling until a pre-assigned quota in each stratum is represented.

3.2 Probability Samples⁶¹:

- **Simple random sample:** is a subset of individuals chosen from a larger set in which a subset of individuals is chosen randomly.
- **Systematic random sample:** It's a selection of elements from an ordered sampling frame
- **Stratified random sample:** It's a sampling from a population that can be partitioned into subpopulations.

4. Survey options:

After completing the exploratory research and the sampling, now the survey option is taking place to decide what kind of data needs to be collected, there are four (04) basics options:

- Personal interviews
- Telephone interviews
- Postal surveys
- Electronic surveys.

4.1 Advantages and disadvantages of several Survey options:

⁶⁰ HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.9

⁶¹ HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.9

Table 2.1: Represents the advantage and disadvantages of several types of survey

Survey type	Advantage	Disadvantage
Personal interviews	<ul style="list-style-type: none"> - Easier to build rapport - Easier to achieve total respondent understanding - Complex questions become more feasible - Personal interviews can be very cost-effective with a captive audience - Qualitative information gathered 	<ul style="list-style-type: none"> - Most costly data collection option - Tendency to be less direct in the face-to-face situation (giving low satisfaction scores, for example) since many people dislike giving offence
Telephone interviews	<ul style="list-style-type: none"> - Fastest way of gathering survey data - Relatively low-cost - Collect reasonable amount of qualitative information - Distance won't be an issue 	<ul style="list-style-type: none"> - Time limitation - Questions need to be short and straightforward - Customers are often unavailable - Interviews should be authoritative enough to persuade respondents to participate in the interview and comfortable enough to build rapport.
Postal Survey (self-completion questionnaires)	<ul style="list-style-type: none"> - Consider as the most low-cost method of data collection - No risk of interviewer bias - Suited to surveys of internal customers - Can be used in point of sale, immediately after customer experience 	<ul style="list-style-type: none"> - Tend to suffer from low responsive rate - Questionnaire need to be short and simple - Lose control immediately after sending the questionnaire - The lower the response rate, the bigger the problem of non-response bias

Electronic surveys (Web surveys or emails survey)	<ul style="list-style-type: none"> - Investing in relevant software - Survey results of minimal cost - Fast and project a modern image - Comments typed by respondents themselves - Responses are automatically entered in the database, from which data can be exported, this eliminates the need for data entry. 	<ul style="list-style-type: none"> - Network issues - Low response rate despite the speed of response - Restrictions on file attached to the email - Poor customer database (incomplete emails) - Confidentiality issues. - Web surveys are limited with questionnaire volume - vast number of e-mails received by customers in the same time.
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Source: HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.10

4.2 Survey options selections:

Most organizations do not recommend face-to-face interview options due to cost and web research because it is difficult to obtain reliable samples. Web surveys are a serious option for some companies and will be considered later, but most organizations choose between telephone and postal surveys⁶²:

- **Postal Versus Telephone:**

The postal survey is definitely the most low-cost option. However, if an organization considers it, checking the viability of achieving a reliable sample is a must, in other words, if a questionnaire can be handed to customers and responses be collected easily right after.

In the case of Telephone, the response rate is higher, and more qualitative information will be gathered, in addition, telephone options are often the most preferred option for organizations and consumers markets.

⁶² HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.10

- **Web surveys:**

Web surveys are suitable for e-commerce, especially for measuring customer satisfaction by the website itself, additionally to make meaningful measurement of client satisfaction, the right techniques are important to avoid non-respondent bias and maximize respondents' rate.

4.3 Frequency and timing⁶³:

- **Frequency:**

Customer satisfaction surveys can be conducted on a regular or continuous basis. If the customer-supplier relationship revolves around a particular event or transaction, the survey is likely to be continuous. A regular survey is suited for ongoing customer-supplier relationships and has a more strategic focus. The questions cover the entire product and focus on the most important customer requirements.

Before determining the frequency, it makes sense to consider the issues highlighted by the satisfaction loop.

Figure 2.6: The satisfaction improvement loop



Source: HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.10

- **Timing:**

The most important thing about timing, especially for annual surveys, is that it needs to be consistent. Especially considering the seasonal period. Many factors that affect customer-

⁶³ Ibid, P.10

supplier relationships can change throughout the season. We need to be aware of important seasonal events in the industry and avoid these potentially confounding factors, as well as annual price increases and their consequences.

5. Maximizing the responses rate:

In order to provide an accurate measure of customer satisfaction, there are some techniques divided into four (04) categories:

5.1 Essentials:

Several things are essential to achieving a reasonable response rate⁶⁴:

- **Accurate database:** It's a top priority in any conducted research, a correct database includes contact names and correct phone numbers, in electronic surveys a complete list of emails is essential.
- **An Easy and free-response mechanism:** The tools used to collect responses should be accessible to everyone and have a simple response mechanism
- **Follow-up Strategy:** Studies have widely reported that multiple reminders continue to generate additional responses and multiple follow-up strategies have a positive impact on response rates.
- **Introducing the Survey:** The introductory passage that invites customers to parts in the survey is probably more effective than each step in the follow-up strategy. The focus should be on explaining why it is in the respondent's own interest to complete the survey. This is supported by several studies that show significantly higher response rates when respondents are interested in the goals and results of the survey compared to less specific surveys of the general public.

5.2 Advisable:

Three other commonly accepted measures to increase response rates present as follows⁶⁵:

⁶⁴ HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.11

⁶⁵ Ibid., p.11

- **Pre-Notification:** The effectiveness of pre-notification has been proven through numerous educational research inclusive of phone pre-notification and mail pre-notification.
- **Questionnaire Design:** If the respondents have a first impression that it is difficult to complete the survey, the response rate will decrease. According to academic research, length is not so important, except for very long questionnaires, so it is advisable to have clear instructions and a spacious layout that spans A4 on four pages.

5.3 Marginals:

Studies of some response enhancement techniques are much more uncertain These include⁶⁶:

- **Use of Color:** It is generally accepted that the use of multiple colors to print a questionnaire improves layout clarity and completeness, and thus improves response rates.
- **Anonymity:** It is well known that response rates and accuracy are high when respondents trust anonymity and confidentiality. Practitioner evidence strongly supports this view of employee satisfaction surveys and most types of satisfaction surveys in the business market, where respondents envision ongoing personal relationships with suppliers.

5.4 Avoidable:

There are some commonly used response boosting techniques that can be absolutely avoided.

In fact, they can reduce the quality of the reaction and are usually expensive such as⁶⁷:

- Prize draws
- Free gift
- Coupons
- Donations to charity

⁶⁶ HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.11

⁶⁷ Ibid., p.11

6. Analyzing the results:

CSM surveys are usually not difficult to analyze. A good spreadsheet, such as Microsoft Excel, will perform all the statistical analysis needed to produce the results shown in this chapter. Specialist analytical software is available, such as SPSS, Statistica, Snap, and Keypoint

The analysis reports should include the following steps⁶⁸:

- **Step 01:** Customers' requirements and their relative importance with importance scoring
- **Step 02:** Analyze the same list of attributes for customer satisfaction and the average scores for satisfaction
- **Step 03:** Comparing the importance and satisfaction scores and using “gap analysis” to identify PFIs (priorities for improvement).

7. Benchmarking and improving performances:

7.1 Benchmarking:

In order to make a comparison with direct competitors, two main methods can be useful⁶⁹:

- **Comparison Indicator:**

A simple and effective way of gaining an understanding of a position against competitors is to add a basic question to the questionnaire to ask respondents about their comparison.

- **Market standing:**

Obtaining a complete market-wide comparison is only possible if the CSM survey is extended to a full market standing survey.

7.2 Improving performances:

Comparing overall customer satisfaction and attribute-level performance with other organizations provides a substantial basis for improvement, however, it has not yet been explained why some organizations are more successful than others in making these improvements and achieving high levels of customer satisfaction.

⁶⁸ HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.15

⁶⁹ HILL (N), BRIERLY (J) and MACDOUGALL, Op.cit, p.16

Tom PETERS of A Passion for Excellence provided some very powerful tips, highlighting some of the features that help an organization achieve a high level of satisfaction⁷⁰:

- Top Management support and commitment
- Prominence by using all possible methods of communication to provide information about the CSM process.
- Accurate Methodology by investing in solid process
- Providing extensive internal feedback is an important precursor to effective employee involvement in the service improvement process.
- Swift Decision on improving customer satisfaction is made immediately
- Acting on PFIs
- Continuing Focus since customer satisfaction is not a particular event

Conclusion:

At the end of this chapter, we conclude that customer satisfaction is a value judgment. This opinion arises from a comparison of customer expectations with the perceived performance of the service. This satisfaction evolves over time and with cultural and technological advances. It is also relative from one person to another. Satisfied customers represent only themselves, therefore we need to establish an operational measure of satisfaction.

Satisfaction is primarily determined by the quality of service provided. This interaction was basically centered around the expectation confirmation paradigm. This indicates that if the perceived quality is lower than expected, it can lead to dissatisfaction. Conversely, if the perceived quality is higher than expected, the customer will be very satisfied. Finally, the customer experiences simple satisfaction when the perceived quality matches the expected quality.

⁷⁰ Ibid, P.16

Chapter III: Renault Algeria case study

Introduction:

Today's automobile market encounters many difficulties; with the emergence of different vehicles brands like Peugeot, Volkswagen, Audi, Toyota, and so on, in addition to the new government laws that limited the importation of the vehicles, companies found themselves focusing on after-sale service and selling spare parts to satisfy their customers and preserve their market share therefor having a competitive advantage.

Referring to the previous chapters that gave generalities about customer satisfaction and service marketing, in this chapter, we will tackle the role of quality after-sale service on customer satisfaction, precisely on Renault Algeria customers.

Our case study will be divided into two sections;

In the first section, we will present Renault Algeria as an affiliate of the Renault group, their areas, organizational chart, and precisely the Service Quality and customer relationship departments.

The second section: Work methodology will be descriptive than analytical of All after-sales service processes. Ultimately, we will conclude the process of how customer satisfaction can be realized.

Section 01: Renault Algeria presentation:

This section aims to give a general presentation of Renault Algeria affiliate of Renault group the car manufacturing company.

1. Renault Group

1.1 Presentation:

Renault Group is a French multinational automobile manufacturer established in 1899, the company produces cars and vans and, in the past, produced heavy-duty automobiles like trucks, tractors, aircraft engines ... etc. later than It has been linked to the Japanese manufacturer Nissan since 1999 through the Renault-Nissan alliance.

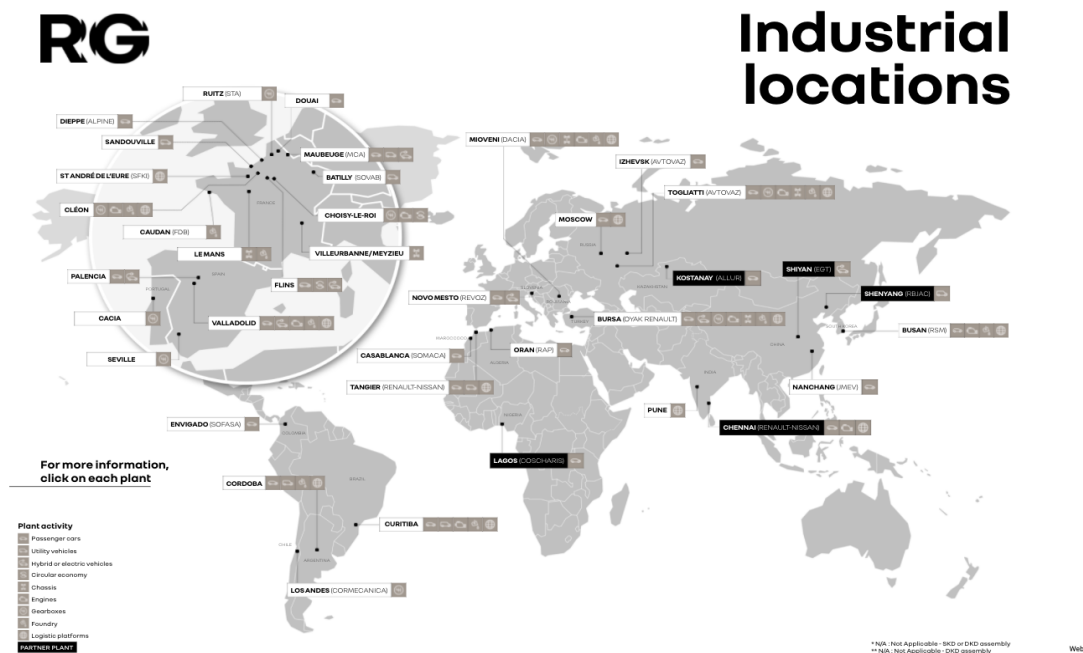
The group is headed by Luca de Meo CEO of the Group. Their head office is located in Boulogne-Billancourt in Île-de-France near Paris.⁷¹

Renault has outstanding objectives for the brand where the group has reached a critical size to reduce its production costs and benefit from scale economy. In addition, Renault is very focused on sport, which allows it to gain image and notoriety through the communication it generates. Finally, Renault invests enormously in research and development, tests, etc., enabling it to regularly release models.⁷²

⁷¹ <https://en.wikipedia.org/wiki/Renault> , Consulted on May 9th, 2022 at 8PM

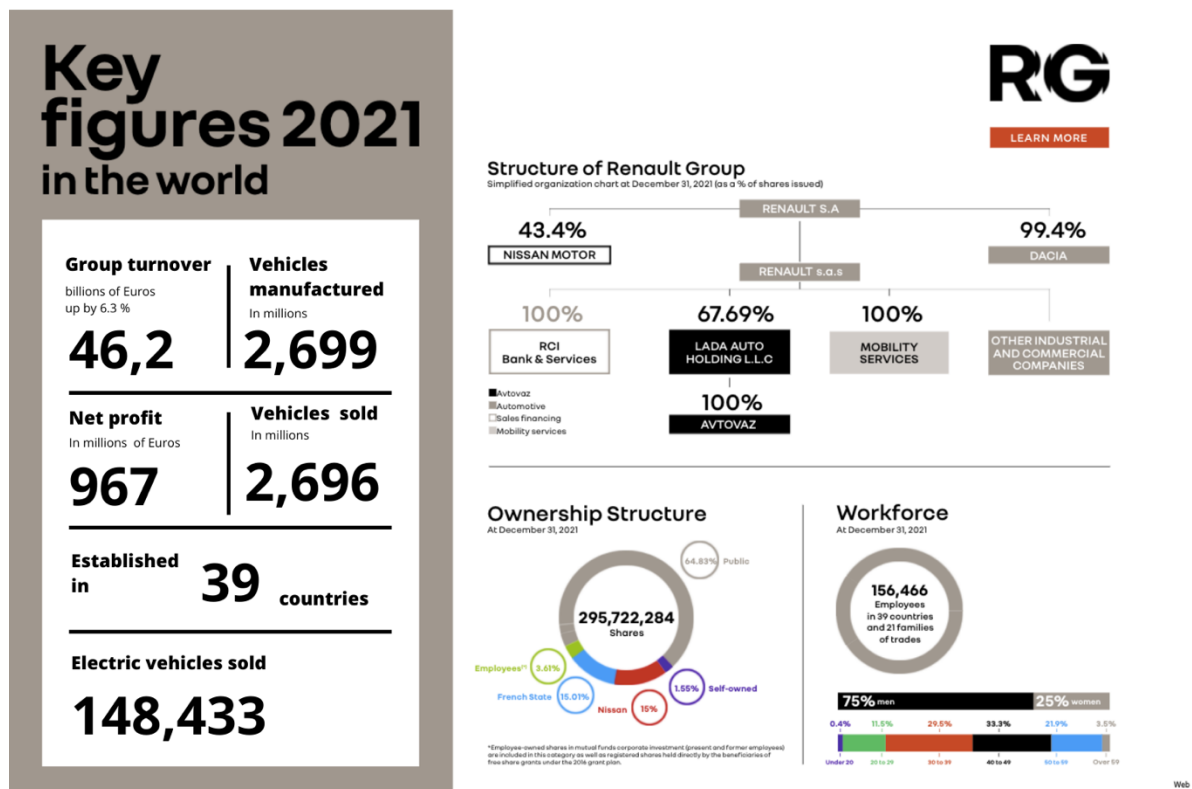
⁷² <https://www.renaultgroup.com> , Consulted on May 9th, 2022 at 8.10PM

Figure 3.1: Industrial locations of Renault group



Source: https://fr.zone-secure.net/28100/1500637/#page=7_, Consulted on May 9th, 2022 at 9PM

Figure 3.2: Key figures 2021 of Renault group in the world



Source: https://fr.zone-secure.net/28100/1500637/#page=6_, Consulted on May 9th, 2022 at 9:10 PM

1.2 Renault Group Strategy:

Renault is one of the leading players in the international automotive landscape.

As the leading European brand, Renault has implemented a profitable growth strategy with its associated five brands, Dacia, Renault, Lada, Alpine, and Mobilize. Its unique and original partnership with Nissan places the alliance among the leading players in the global automotive industry. Each group retains its identity and autonomy, and the synergies developed jointly are a growth accelerator for both partners.

In 2021 Renault Groupe unveiled an ambitious strategy of transformation, converting volume into value where it contains three simultaneous phases to restore competitiveness by⁷³:

- Improving the efficiency of functional divisions thanks to strict cost control;
- Taking advantage of Renault Group's industrial strengths and position as a leader in electrics throughout Europe;
- Drawing on the Alliance's technological expertise to boost efficiency;
- Exploring even further into the world of data, mobility, and energy services,
- Driving profitability through 4 differentiated empowered brand business units, customers, and market-oriented.

2. Renault Algeria presentation:

2.1 Keys figures:

Renault Algeria, an affiliate of the Renault group, is a company specializing in the distribution and sale of Renault and Dacia vehicles. It has after-sales service workshops for vehicle maintenance. Leader in Algeria for 14 consecutive years and led by Guillaume JOSSELIN, Renault Algeria is a joint-stock company (Legal form: SPA), and it has three branches (Oued Smar, Cheraga, and Oran), 59 sales outlets, and More than 650 employees and over 60,000 vehicles sold in 2019⁷⁴.

⁷³ <https://www.renaultgroup.com/en/our-company/strategic-plan/#anchor-11> , Consulted on May 11th, 2022 at 9 PM

⁷⁴ Internal document

2.2 History:

Renault was founded in November 1922, when SADAR (the Algerian Renault Automobile Company) was created. Then, in 1959, was the creation of CARAL (Construction of Renault Automobiles in Algeria) for the construction of an assembly factory of the Dauphine, then the R4. These two companies (CARAL and SADAR) merged on December 8th, 1967. Then, in 1970, CARAL Renault Algeria was nationalized, and SONACOME was entrusted with taking over the automobile business.

On May 4th, 1983, Renault and ENDVP (National Retail Vehicle Distribution Company) signed a contract to import vehicles and spare parts in Algeria: (Vehicle Import Authorization). Still, it terminated the agreement in January 1985.

Subsequently, in June 1987, Renault created its Export office in Algiers, which ten years later, in 1997, gave way to Renault Algeria Spa, with 70% for Renault and 30% Union share. But in September 2002, Renault Algeria had 100% of the shares.

In 1987, Renault returned in the form of a liaison office after the end of the Vehicle Import Authorizations contracts. Renault Algeria SPA was then created and became operational in 1998.

In 2013, the company was created between Renault, SNVI, and the FNI “Renault Algeria Production” in short RAP spa. This union resulted from the inauguration of the Renault Algeria Production factory, where the Symbol Made in Bladi is produced.

In 2015, the installed production capacity increased from 25000 to 35000 vehicles/year with the integration of a second team and the increase of the production rate from 7 to 10 vehicles/hour.

In June 2016, a third manufacturing team was operational, bringing the installed production capacity to 50,000 vehicles/year and more than 700 direct jobs, which is twice what was planned in the initial project.

In 2018, The Renault Clio 4 Phase 2 assembly in Algeria was officially launched.⁷⁵

⁷⁵ <https://www.renault.dz/renault-en-algerie/nos-chiffres-et-nos-dates-cles.html> ,_Consulted on May 12th, 2022 at 7 PM

2.3 Renault Algeria areas:

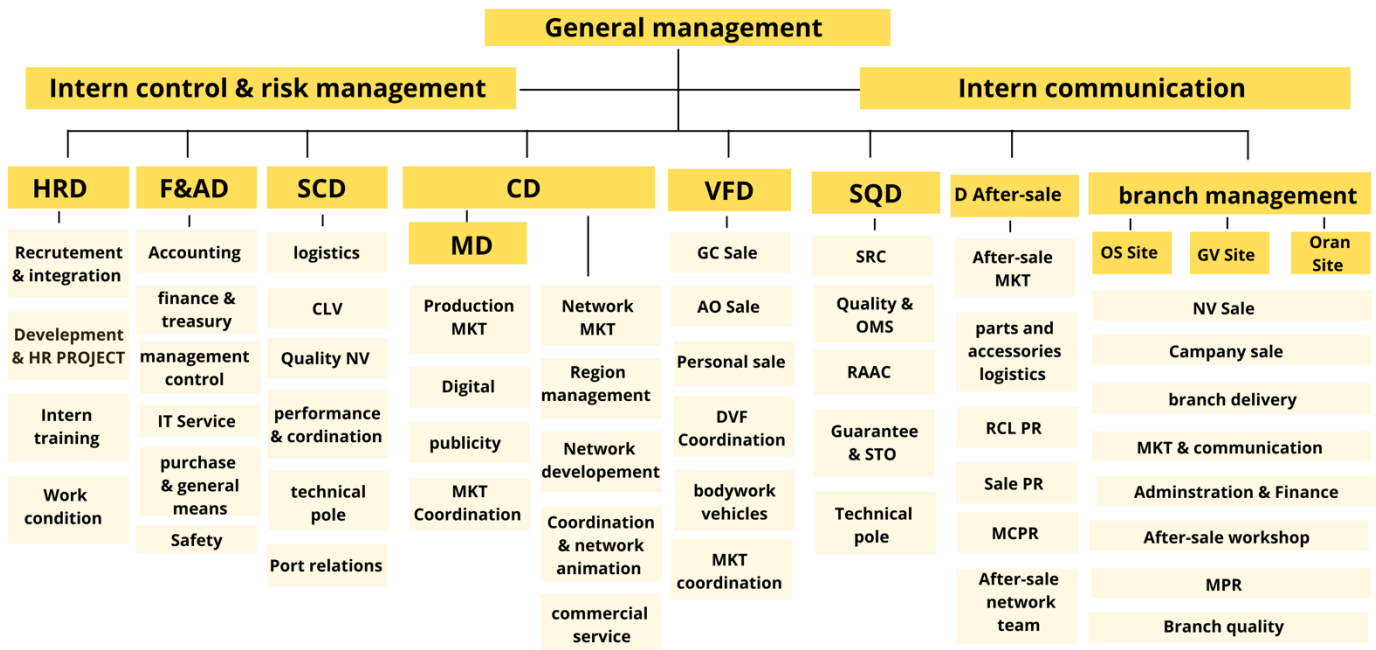
Renault Algeria has the following area:

- **New car sales:** Renault Algeria provides its clients with an extensive range of vehicles through its distribution network all over the national territory
- **Spare part selling:** Renault Algeria contains a central magazine of spare parts with a large capacity of stocking that can reach 18,000 spare parts stocked
- **Renault Algeria production:** The factory contains an assembly workshop similar to assembly factory production, and the SYMBOL car is the only model that has been produced for the local market.
- **Tertiary occupations:** Renault Algeria operates its three activities with the teams of tertiary professions such as HR, Finance, IT ...
- **Renault academy:** Renault Algeria has invested in training where a training center was created and approved by the government in May 2014 to assure the performance of its employees and provide knowledge for externals.
- **After-sale service:** Renault Algeria assures its clients a high quality of maintenance of cars right after vehicle acquisition; to assist its client and respond to their new occurring needs, Renault Algeria has organized its after-sale strategy around four principles axes: Proximity, Safety, Speed, and Performance
Since the introduction of import quotas, Renault Algeria has decided to make more efforts on aftersales. This strategy is based on maintaining the capillarity of the Renault network, the development of its rapid repair brands, and active and permanent support to the network to help it improve customer satisfaction.

2.4 Organizational chart:

The hierarchy of Renault Algeria is presented in the diagram below, which represents the official organizational chart of the company, inspired by the organization of the parent company while adapting it to the specificities of the Algerian economic context.

Figure 3.3: Organizational chart

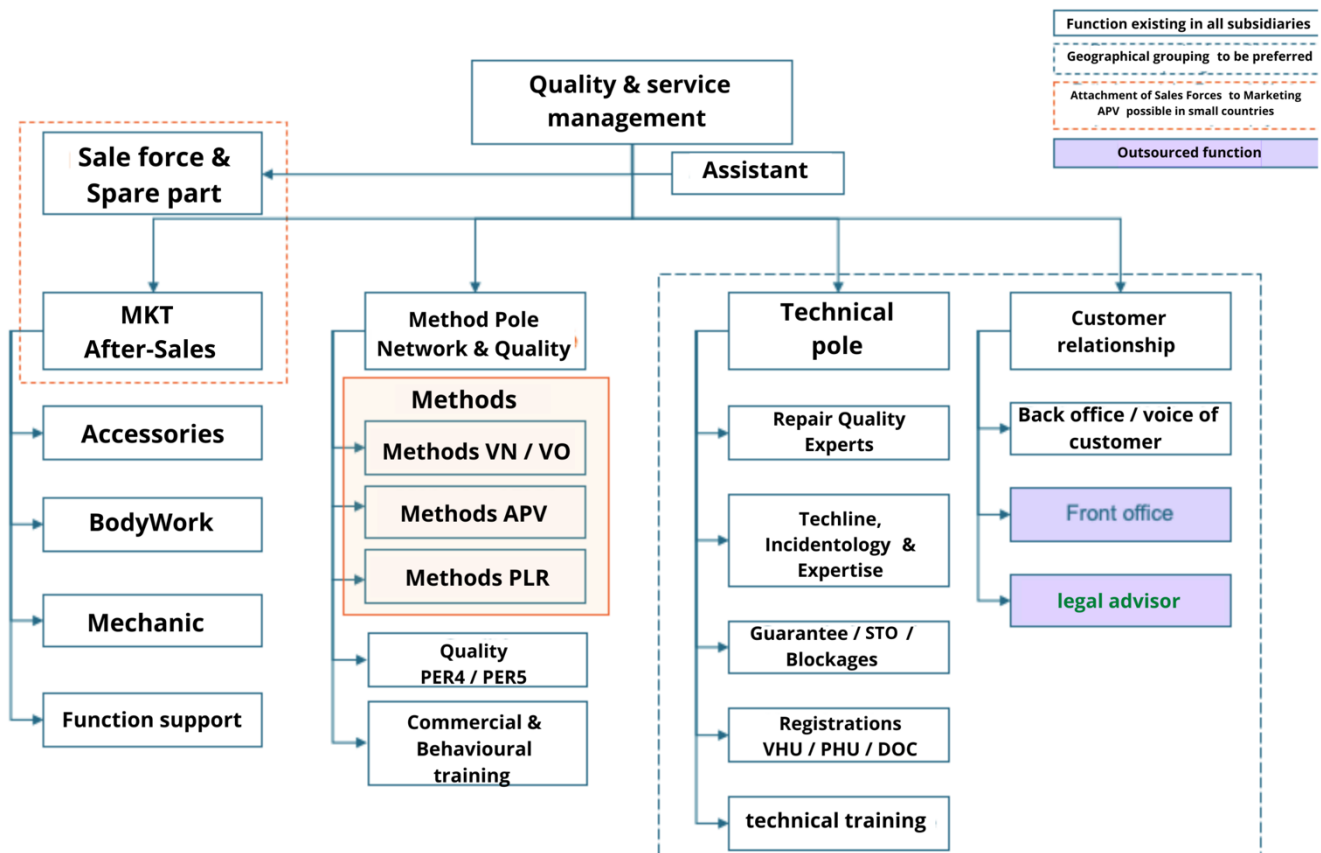


Source: Internal document

3. Quality & service management:

A Quality and Service Department reports to the General Manager of the affiliate. The Quality and Service Director is a member of the affiliate’s Management Committee and the department is made up of five sub-department lines.

Figure 3.4: Department chart



Source: Intern Document

3.1 After-sale marketing pole:

The service is structured around 4 activities, with a reinforcement of transversal functions. This is in order to focus Market-Leaders/Product-Managers on their Marketing function.

Main functions:

- ❖ Accessories: Accessories, Renault Merchandising, Tech-line accessories
- ❖ Bodywork: Bodywork, Insurance, Marketing Renault Minute Bodywork, Ixell, Ixtar
- ❖ Mechanics: Maintenance, Wear, Mechanics, Tires, Motrio, Services (Service contracts, packages, Renault Assistance, etc.), Renault Minute Marketing
- ❖ Support functions:
 - Strategy/ Animation: Plan, Budget, Transversal studies, Animation systems

- Commercial Methods: commercial action plan Push/ Pull, assembly, and profitability campaign.
- Repository: Treasury, Web marketing.
- Tools: manufacturer and network tools, Tariff, Statistics/ Reporting.

3.2 Methods & Quality pole:

The Methods pole aims to bring together all the professions involved in the organization and operating processes in the RENAULT network, whether in the showroom, the used vehicle activity, the workshop, or the store. Bringing together within a single entity all the forces that are traditionally divided between 3 or 4 departments allows for better control of interfaces and greater efficiency in interventions in the network.

Main functions:

- Network methods (NV, After-sale, PR,): NV methods, After-sales methods, Brand methods, Store methods, Tools, equipment, Diagnostics), and compliance with manufacturer standards in its network.
- Quality: Realization of quality surveys, reporting, animation system, and Service quality experts.
- Commercial and behavioral training: Commercial training for new products, sales and after-sales behavior, training plan, and skills monitoring.

3.3 Technical pole:

The objective of the Technical department is to contribute to customer satisfaction by:

- Guaranteeing the quality of the repairing,
- Detecting, analyzing, and reporting product and service problems,
- Controlling the cost of non-quality for the manufacturer (guarantee cost and compensation).

It is a competent and coherent local technical entity that implements the entire chain of technical assistance and manufacturer alerts. This service brings together, under a single command, all the technical professions and makes it possible to pool skills and after-sales technical resources in the country.

Main functions:

- **Tech line:** technical support of the network via the Actis (technical software) tool and business interventions, incident alert, and technical validation.
- **Incident analysis:** detection, documentation, and reporting of new incidents via the "Global Cars" tool (technical software)
- **Guarantee:** check and processing of slips via a specific guarantee tool, authorization management, guaranteed PR return, audit.
- **STO / Blockages:** blockages, recall campaigns
- **Technical expertise:** manage and process product implications
- **Technical training:** new products, Cotech, electro mechanics and journeypersons (mechanics and bodywork), business training plan and monitoring technical skills of the network, management of the training center.
- **Documentation:** management of network subscriptions, validation of translation of the entire technical documentation.
- **Repair Quality Experts:** business diagnosis and support to quality management within the scope of the technical division.

3.4 Customer relations pole:

The service is responsible for CS such as information requests and complaints and its Main functions are:

- **Front Office:** Reception of customers who contact the CRS, processing of information requests, and recording of customer complaints.
- **Back Office:** Handling complaints.
- **Information:** Management and retrieval of information to process requests.
- **Customer voice feedback:** Customer voice feedback in the company.

Section 02: Assurance & measurement of Renault's client satisfaction

In this section, we are going to measure Renault's client satisfaction in order to identify the after-sale service contribution to client satisfaction and how it can be assured.

In this section we will establish our research methodology then we will analyze the quality of providing the after-sale service to the customers and how to be insured, also analyzing the CS process within the CRS department and how it responds to client claims and requests concerning the after-sale services provided and finally, we will summarize all the results obtained with a suggestion to improve the process.

1. Research methodology:

Given the diversity of methods and the complexity of research topics, the choice of an appropriate methodology to carry out the process of our study requires reflection on an approach that must consider the various factors that can influence this choice.

The problem of our research work is a subject that is not new in relation to its theoretical aspect, but the adoption of its practice remains ambiguous.

The approach taken to answer our research problem combines the two research methods, the descriptive method, and the analytical method:

- **Descriptive methodology:** Descriptive research refers to the methods that describe the characteristics of the variables under study. This methodology focuses on answering questions relating to "what" than the "why" of the research subject. The primary focus of descriptive research is to simply describe the nature of the demographics under study instead of focusing on the "why".
- **Analytical methodology:** it is the method of breaking down the object of study from the most complex to the simplest and it tries to understand and explain the different relationships of the research object (personal opinions, comments, etc.)

In our research study within Renault Algeria company, we are going to describe and analyze the different process that was handled by the Quality and Service department in order to answer our research question: **How does after-sales service contribute to customer satisfaction?**

2. Methods & Quality pole:

Client satisfaction has huge importance to the company and the main job description of this department is to assure it in order to retain their clients and grow benefits.

2.1 Quality assurance:

2.1.1 Process flow:

→ Mystery Shopper Survey (MSS):

The Quality department makes a quarterly mystery shopper survey - a process to the method of testing the quality of services in which previously trained persons act as regular customers. These "Regular Customers" evaluate the quality of the experienced service based on defined criteria – with the collaboration of Immar institution (French institution of research and consultancy) Each agent (dealer) of Renault's score is calculated individually with the objective of an **85 % score**, with a total of **59 agents** (dealer).

The mystery shopper survey contains two areas:

- First area: Description of client experience, Like and dislike, remarks, and the final score
- Second area: represent the customer journey standards with an overall **69 questions** divided into two parts (Reception & vehicle return)

→ Mystery Shopper Call (MSC):

Similarly, to the mystery shopper survey, the department is in charge of assuring quality in the process of making an appointment and similarly in the previous survey, the standards are established by Renault Group and realized by the Immar institution with an objective of 65 % score. with a total of 59 agents (dealer).

The mystery shopper survey contains two areas:

- First area: Description of client experience, Like and dislike, remarks, and the final score
- Second area: represent the process of taking an appointment with an overall 30 questions divided into two parts (Support & appointment process) .

2.1.2 Results:

Table 3.1: Mystery Shopper Survey result

Score type	Global score	Receipt/tour of vehicle	Vehicle return/leave
Score value	71.8%	69.1%	74.1%

Source: Internal document

The global score is 71.9 % with 69.1 % for vehicle tours and 74,1 % for vehicle returns, this signifies that the dealers' network of Renault is not fully respected the service providing standers, despite the 71,8 % is good yet didn't achieve the 85 % goal and that can affect the quality of the service provided.

Table 3.2: Mystery Shopper Calls result

Score type	Global score	Support	Interview process
Score value	69.3%	95.8%	66.4%

Source: Intern documents

Compared to MSS, the MSC is good with a percentage of (66.4 % for the interview process and 95.8 % for support) and exceeds the objective of 65 %.

Consequently, Renault clients are receiving proper support concerning making appointments.

2.2 Quality measurements:

Renault Algeria measures their client satisfaction monthly through a platform called VoC (Voice of Customer) with the collaboration of Immar institution.

2.2.1 Process explanation:

In order to measure client satisfaction, we receive the Clients database from Renault's network of dealers where it will be flirtd to make a Telephone survey with the following characteristic:

- Rating system: from 1 to 10
- Random Quota of 15 individuals per dealer monthly
- Contact is made from 15 to 20 days after delivering the service
- Objectif is to Achieve 76,3 % NPS score and RoR < 2,5

$$\text{NPS} = \% \text{ promoters} - \% \text{ detractors}$$

$$\text{RoR} = (\text{N}^\circ \text{ Client return for same problem} / \text{Total client questioned}) * 100$$

- Database quality: The quality database has any less significant importance than other KPIs and in this case, there are two measurements of it: Total Valid Phone numbers and Total phone numbers answered.

After obtaining the database from the dealer's network, a platform called VOC max analyzes the data of 2402 individuals.

Figure 3.5: VoC software Logo



Source: Internal document

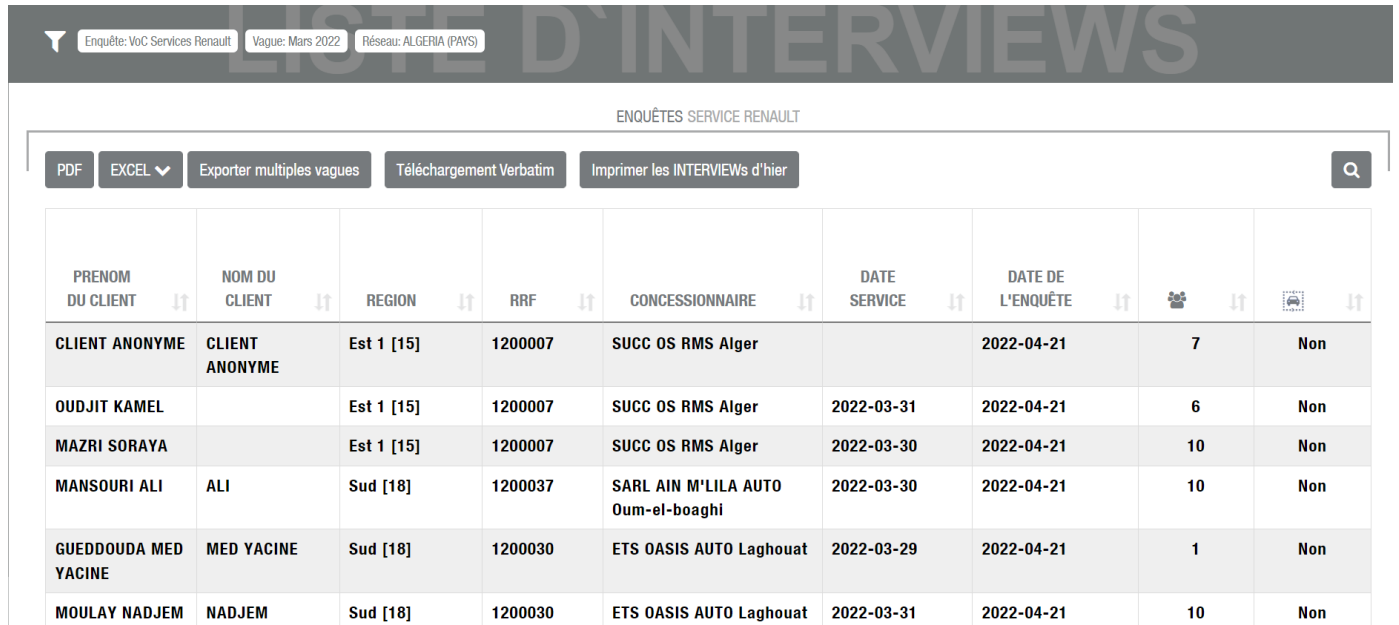
Figure 3.6: VoC Max interface



Source: VOC Internal platform

This figure represents the interface of the VOC max platform, and it contains many options such as a dashboard, surveys, monthly reports ... Etc.

Figure 3.7: VOC Interview list



The screenshot shows the 'LISTE D'INTERVIEWS' interface. At the top, there are filters for 'Enquête: VoC Services Renault', 'Vague: Mars 2022', and 'Réseau: ALGERIA (PAYS)'. Below the filters, there are buttons for 'PDF', 'EXCEL', 'Exporter multiples vagues', 'Téléchargement Verbatim', and 'Imprimer les INTERVIEWS d'hier'. The main table displays the following data:

PRENOM DU CLIENT	NOM DU CLIENT	REGION	RRF	CONCESSIONNAIRE	DATE SERVICE	DATE DE L'ENQUÊTE		
CLIENT ANONYME	CLIENT ANONYME	Est 1 [15]	1200007	SUCC OS RMS Alger		2022-04-21	7	Non
OUDJIT KAMEL		Est 1 [15]	1200007	SUCC OS RMS Alger	2022-03-31	2022-04-21	6	Non
MAZRI SORAYA		Est 1 [15]	1200007	SUCC OS RMS Alger	2022-03-30	2022-04-21	10	Non
MANSOURI ALI	ALI	Sud [18]	1200037	SARL AIN M'LILA AUTO Oum-el-boaghi	2022-03-30	2022-04-21	10	Non
GUEDDOUDA MED YACINE	MED YACINE	Sud [18]	1200030	ETS OASIS AUTO Laghouat	2022-03-29	2022-04-21	1	Non
MOULAY NADJEM	NADJEM	Sud [18]	1200030	ETS OASIS AUTO Laghouat	2022-03-31	2022-04-21	10	Non

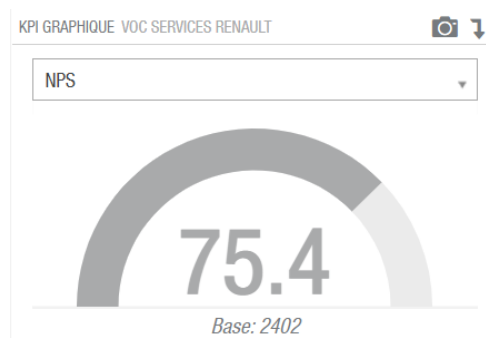
Source: VOC Internal platform

This figure represents a sample of Renault's clients, who were randomly selected to be interviewed followed by features such as Clients' name, region, dealer, date of service, date of survey ... etc.

1.2.2 Results:

During my internship with Renault, I contributed to the quality measurements mission of 2402 clients during the months of January, March, and February, and we obtain the following results:

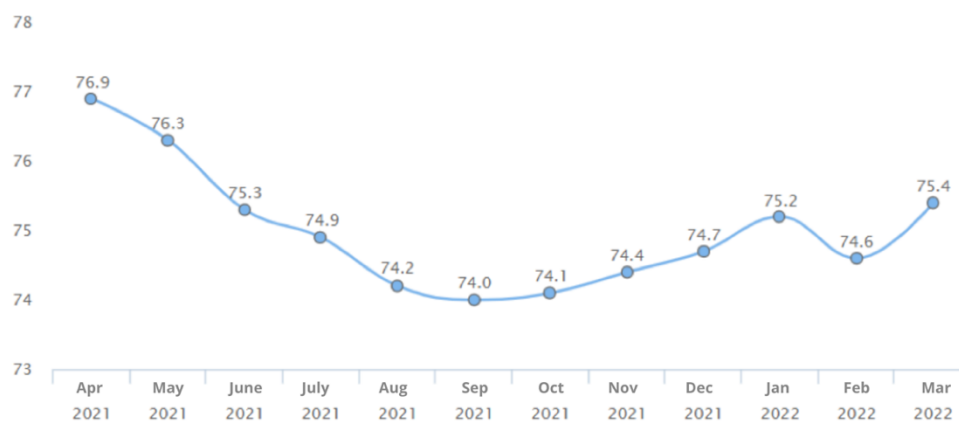
Figure 3.8: Net Promoter Score



Source: VOC Internal platform

The NPS is one of the KPIs for Renault's after-sale service and for this case, it indicates that for March month the NPS reach 75,4 % which means that there are more advocates (promoters) willing to recommend the service than critics (detractors), Implies 75,4 % of the person interrogated are satisfied, yet this percentage still didn't reach the objective set by Renault which is 76,3 %.

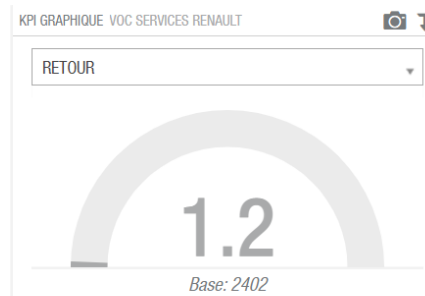
Graph 1.3: NPS evolution through the last months



Source: VOC Internal platform

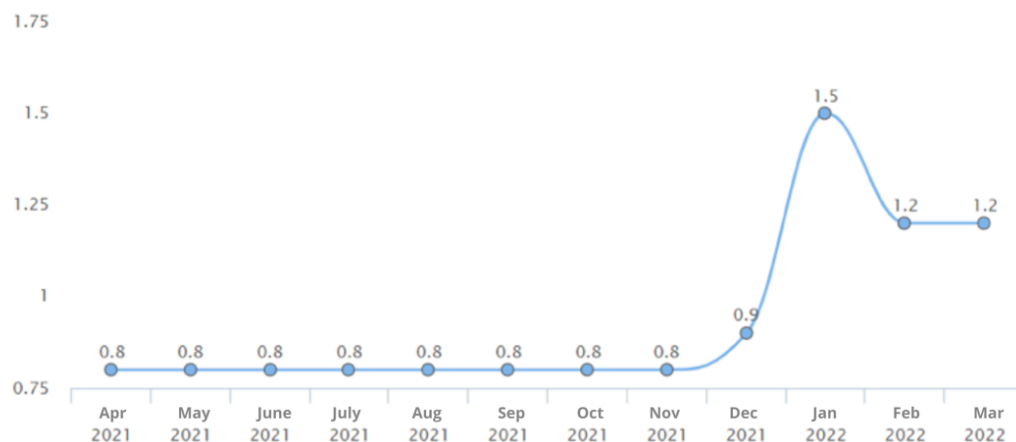
In the last 12 months, we are seeing a decrease in NPS score precisely from April 2021 to September 2021 till it reaches 74.0 then it starts increasing till January 2022 with a score of 75,2 and decreases again in February recovering in march with a score of 75,4.

Although the score had encountered many ups and downs and is still below the goal of 76,3 % according to Global NPS standers all the scores are > 70 % which means it's a "word class" and that signifies that Renault customers are always satisfied with the service provided.

Figure 3.9: Rate of Return

Source: VOC internal platform

The RoR is 1.2 means on a base of 2402 clients there are only 29 clients who returned on the same problem and since the rate of return is one of the KPIs of the After-sale area this signifies that the area is performing, once more the RoR is < 2.5 (Renault objectives as client's satisfaction) means customers are satisfied with the services provided, succeed to meet their needs and expectations and the area delivered a quality service.

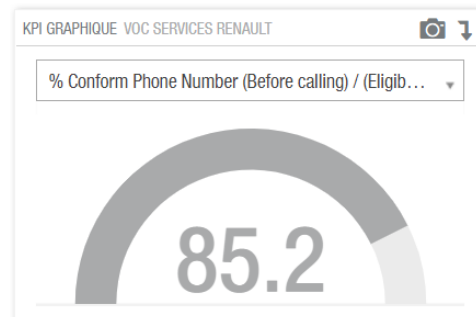
Graph 3.2: Evolution of RoR through the past months

Source: VOC internal platform

In the past months, the graphic curve shows that there was stability in the Rate of return from April 2021 till November 2021 then the rate starts increasing to reach 1.5 yet it decreased again right after. Despite the Rate of return experiencing ups and downs but still delivered good results since it didn't exceed the 2.5 and we can conclude that Renault customers are always satisfied with the quality of service provided.

➤ **Quality of database:**

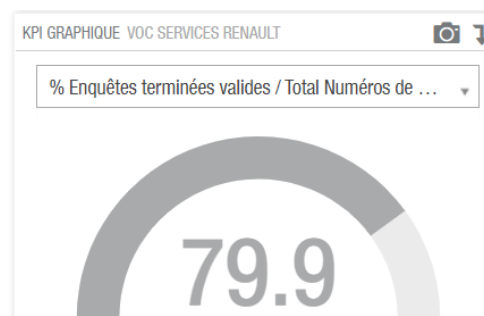
Figure 3.10: Eligible phono number



Source: VOC internal platform

85.2 % represents the percentage of valid numbers of samples obtained, therefore our database is accurate.

Figure 11.3: Total survey completed compared with total phone numbers



Source: VOC internal platform

79.9 % represents the percentage of surveys completed with customers compared with total phone numbers obtained from previous data.

3. Customer relation service (CRS) pole:

In the previous pole, we tackled how the quality can be assured in order to encounter client needs however, customer satisfaction can be attained through Customer relation service in terms of Request and claims management (Customer support).

3.1 Missions:

- Improve and strengthen the relationship of proximity and trust between the final customer and the company
- Improve and strengthen the close relationship between the affiliate and the network for better crisis management and customer complaints.
- Escalate from the “VoC” to the affiliate (directions & services) but also to the manufacturer.

3.2 Process flow:

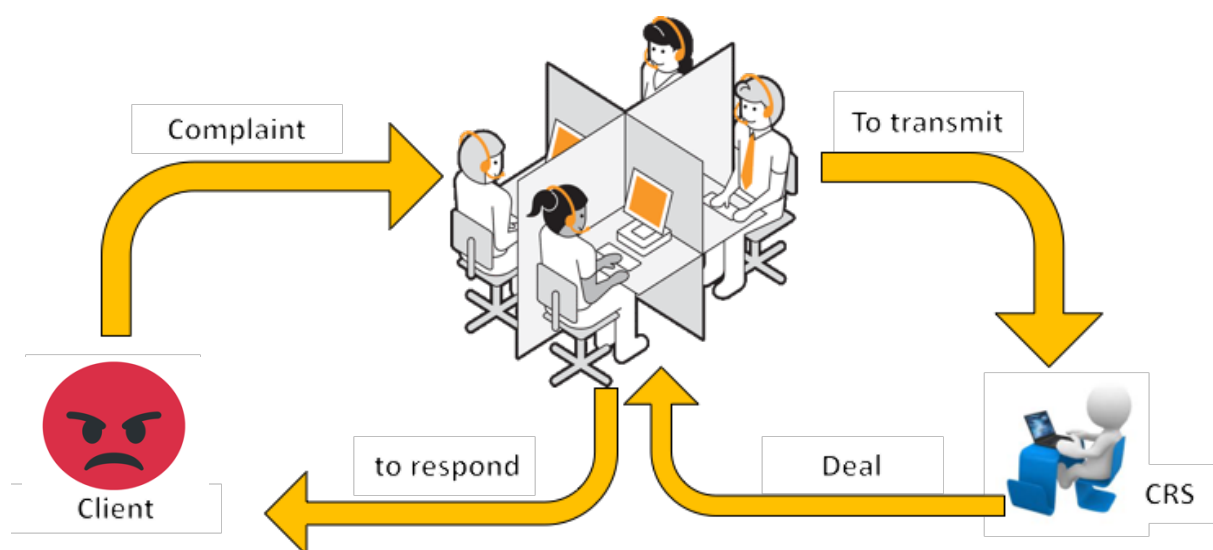
- **Network complaints processing via the “E-care” tool:**

The tool is intended to be used in the network to escalate customer complaints at the dealer’s agency level to the affiliate CRS platform, regardless of the nature of the new car or after-sale complaint.

Once the complaint has been registered on the tool, it will systematically go back to the IT team then the pole will handle the processing as well as the follow-up electronically without going through email exchanges, and a file number is created for each folder that will be the same as the one created with the pole.

- **Complaints handled by phone:**

Figure 3.12: Customer loop (claims)

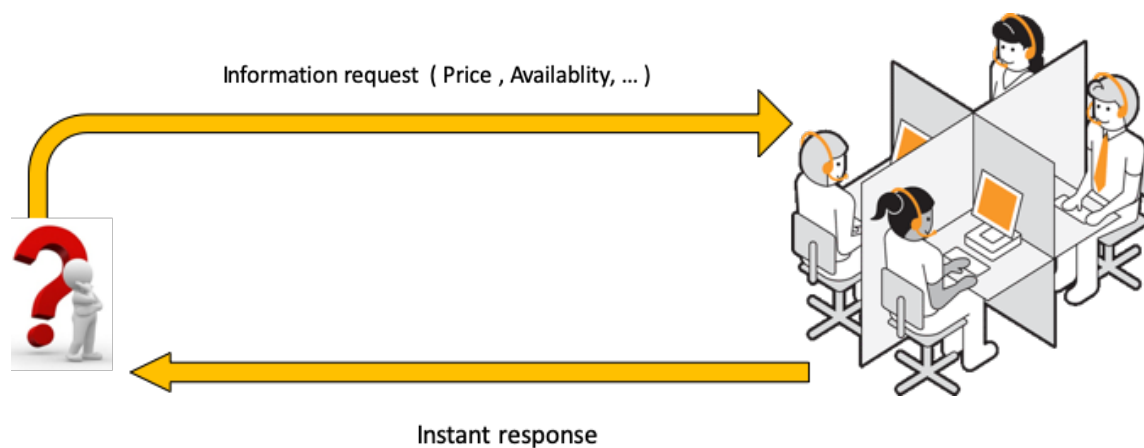


Source: internal document

This figure represents the process of handling the claims via phone presented in a loop; when a customer gets a claim, he reaches out to the call center that is responsible for customer support, the call center transmits the complaint to the CRS department, the CRS in return solve the issue and return it to call center in order to give a response to the customer.

- **Requests handling for information by telephone:**

Figure 3.13: Client loop (Requests)



Source: Internal document

This figure represents the process of handling the requests via phone presented in a loop, the process is less complicated than the claims one since there was no interference from the CRS department, the operation is done directly between customers and the call center, adding to that the call center is already trained and answer such a question.

2.3 Process evaluation:

In order to ensure that the clients are satisfied with the service, there is an evaluation of claims treatments for closed files carried out by an external institution through a survey to result in an NPS score:

This evaluation has the following characteristics:

- **Note:** From one to five, there is a global note than the secondary notes
- **Resolution rate:** the time needed to solve the problem with an objective of five days max
- **Tool:** Salesforce

2.4 Results:

Table 3.3: Claims results

Months	Quantity of surveys	The average
January	5	4.80
February	7	5.00
March	6	4.75
Total	18	4.85

Source: Internal document

Comment:

The Claims handling process is exceptional where the score reaches 4,85 on 5 stars, we can highlight two principal elements contributing to this score customer support service and the IT Department.

Table 3.4: Request results

Months	Quantity of surveys	The average
January	80	4.71
February	80	4.78
March	80	4.84
Total	240	4,78

Source: Internal document

Similar to the claims results the request process handling is also performing with 4,78 on 5 stars, herewith Renault succeeds to automate its process.

4. Summary of results

During our case study with the objective to answer our research question: **“How does after-sale service contribute to customer satisfaction”** we analyze the entire process of the Quality and Service department that is responsible for customer satisfaction within RENAULT Algeria company.

We conclude that there are three main functions that have a direct impact on customer satisfaction represented as followed:

- Quality assurance by implementing the “Mystery shopper survey and calls” approach as explained previously.
- Quality measurement by conducting a Voice of Customer approach and taking the necessary actions to meet the objectives settled.
- Customer support within the CRS department where the complaint and requests of customers get handled.

Bring back the two sub-questions of the principal research question:

- Is the quality assurance of after-sales service the only element contributing to customer satisfaction?

We can answer that not only the **Quality Assurance** of after-sale service contributes to customer satisfaction but also conducting an **Effective CS Process** of after-sale results as well as a satisfied customer

Moreover, to answer the final question: Are Renault Algeria clients satisfied?

From the previous functions and analyzing their results for three months (January, February, and March) we manage to have 5 principal KPIs of customer satisfaction, with the objectives set by the department:

Table 3.5: Main KPIs result

Main KPIs	Results	Objectif	Note
NPS: VoC Dealer service	75,07	76,3 %	Not good
VoC Claims	4.85	4.8	Good
VoC Request	4,78	4.7	Good
MSS	71.8%	85 %	Not Good
MSC	69.3%	65 %	Good

Source: Established by us

The results are varying, some KPIs reach the objectives set by Renault such as:

- The VOC claims & requests with a score of 4.85 and 4,78 in a row
- Mystery Shopper Call with a score of 69.3%

Other KPIs didn't reach the objectives such as:

- NPS of VoC Dealer service with a score of 75,07
- Mystery Shopper Survey with a score of 71.8%

yet the score for all KPIs is still high according to the global standards and we come to the final conclusion that Renault's clients are satisfied.

5. Recommendations:

4.1 Improve NPS score:

Since the NPS score is one of the most popular metrics to measure customer satisfaction, in other words, NPS is a customer loyalty measurement and all organizations should have a constant objective of improving it, here are some suggestions:

- Work on brand advocacy by encouraging customers to promote the service and create loyalty programs.
- Take a customer-centric approach by giving priorities to the customer before taking any decision instead of business priorities.
- Understand which factors affect the NPS and act on it
- Create KPIs for NPS itself and use it as an analysis factor.

4.2 Customer Retention Rate (CRR):

It's a suggested KPI that represents the rate of retaining customers for the long term and developing trust and loyalty with them, thus higher CRR is the result of a great customer service experience. If you deliver services that are consistent and predictable, the lifetime value to the customer increases significantly.

Formula: $\text{Customer Retention Rate} = ((\text{CE} - \text{CN}) / \text{CS}) \times 100$

- CE: Customer numbers at end of the process.
- CN: New customers acquired during the process.

- CS: Customers' number at beginning of the process.

4.3 Facilitate customer feedback:

In current times, we are living an era of speed and technology therefore our actions need to be effective as much as possible in a really short time, same things apply to the VOC survey I have noticed that the questions are numerous and involved a long process, I suggested to reduce questions based on their priorities or reformulate the whole survey.

4.4 Formed and motivated staff:

Employee experience (EX) and customer experience (CX) are entirely linked. so, having motivated and formed employees should be a priority.

4.4.1 Formed employees:

Indeed, Renault is having running training programs with Renault Academy and ensuring the quality of after-sales service through the mystery shoppers survey however to prevent any future issues or complaints those training should be conducted regularly, and here we are talking about Renault's dealer network (agents) in other words Agents who have been carefully hired and properly trained they need the authority to handle customer issues before they need escalation.

4.4.2 Motivated employees

Engaged employees are known to go above and beyond to deliver a great CX; same for this case we are talking about the Renault dealers' network since they are the one who has direct contact with customers, two strategies can be implemented based on dealer score of MSS & MSC:

- **Negative score:** Establish a warning policy if there is no reaction, sanctions should be implemented depending on score percentage.
- **Positive score:** Implement Rewards and Recognition Policy, same as the warning Policy the R&R strategy should depend on the score percentage.

4.5 Benchmarking:

I have noticed that Renault Algeria is not implementing any benchmarking strategy concerning customer satisfaction and comparing our most successful competitor's customer processes and satisfaction with our own is not any less important than other strategies

In order to make a comparison with direct competitors, the comparison indicator method can be useful which is a simple and effective way of gaining an understanding of a position against competitors is to add a basic question to the questionnaire to ask respondents about their comparison.

Conclusion:

Through this last chapter and according to the results of our investigation, we have concluded that Renault Algeria's after-sales service has a successful process that contributes to its client satisfaction.

Two main processes that have a direct impact on customer satisfaction are: assuring service quality within the dealer network and an effective customer support process.

Finally, this practical internship allowed us to acquire real skills, we quickly understood that internships were essential in our studies because we had just applied the results of our theoretical research in the field and supplemented what we had learned in the courses. In addition to learning things, the internships also allowed us to meet the right people, and thus build a network.

Conclusion

The automobile industry's economic and competitive landscape is becoming increasingly hostile. Algiers' automobile market is no longer stable because of import licenses, which have led to an abundance of vehicles in short supply, a reduction in options for consumers, and an overall increase in the price tag.

As a result of these developments, Renault's market share in Algeria has been minimal, and the company now relies largely on customer satisfaction and loyalty to continue operating. Maintaining strong client relations is no longer a luxury but a must for businesses nowadays. When it comes to automotive manufacturers' after-sales service, it has long been relegated to second place, thinking that it was a burden for the company; but today, the latter has become an ultimate ally for dealers, as it can attract the attention of consumers, create their interest and trigger their desire and influence positively on their purchasing decision.

As a result, organizations are able to better drive their service strategy and make better investment decisions by focusing on the quality of the service and measuring customer satisfaction.

Through our study, we have attempted to measure the degree of customer satisfaction with Renault's After-Sales Service. we had the objective of knowing how the after-sales service contributes to customer satisfaction.

Through the analysis and interpretation of the results, we may assess our hypotheses:

- Hypothesis 01: « Yes, the quality assurance of after-sales service is the only element contributing to customer satisfaction. » this is a **non-confirmed hypothesis** by the fact that we have found that another element has a direct impact on customer satisfaction which is conducting a good CS process.
- Hypothesis 02: « Yes, Renault Algeria clients are satisfied. » this is a **confirmed hypothesis** following the results obtained from the main KPIs of customer satisfaction within Renault's after-sales service area.

All things considered, we can conclude that Renault's after-sales service contribute to customer satisfaction by two main factors : the quality of service provided by the dealers network and the customer support process .

Moreover, this research study permits us to face the facts on the ground. We really hope that our suggestions will be taken into consideration by the Renault Algeria company in order to provide the best possible after-sales support.

Our internship experience went very smoothly, with an accountable acquisition of needed information for the elaboration of our research, nevertheless we have indeed faced only one limit that was our inability of analyzing the results of guarantee department due to the fact that it's a long duration process. Therefore, there is still room for **additional development** and exploration of the concepts discussed in this dissertation, since indeed we found that not only the quality of delivering services has a direct impact on customer satisfaction but there is also the customer support process and its effectiveness contributes to customer satisfaction thus this research doesn't mean those are the only elements, other companies may have other strategies and the development process is continuous.

To this end, we encourage future students to deepen their research on certain points that have not yet been addressed on this topic. We can also suggest other themes that are:

- The impact of quality after-sales services on customer loyalty;
- Optimize customer satisfaction with after-sales service in the B to B field.

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Annex

List of Annex:

Annex 01: MSS (Mystery Shopping Survey)

Annex 02: MCS (Mystery Call survey)

Annex 03: VOC (Voice of Customer Survey)

Annex 04: VOC translated

Annex 05: Customer Relation Service Survey

Annex 01: MSS (Mystery Shopping Survey)



VISITES MYSTERES - RAPPORT QUALITE


 **MON RAPPORT D'EXPERIENCE CLIENT** 

ECM VM **SNC AFRICARS SADEK ET CIE**
Centre Est 3 | M : MEGATELI Sid Ahmed



VISITES MYSTERES - RAPPORT QUALITE

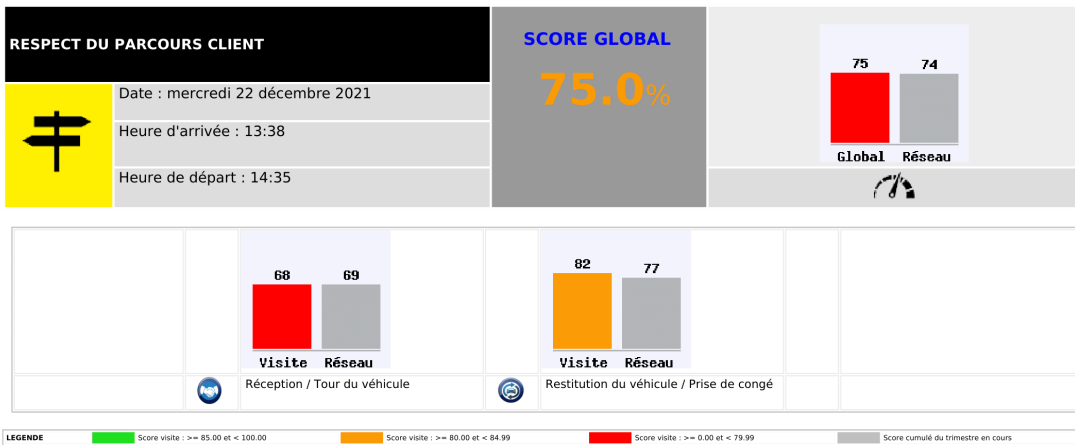
 **Rapport de Visite Qualité**
SNC AFRICARS SADEK ET CIE - Dec-2021 -

EXPERIENCE CLIENT	Ressenti client	CONSEILLER COMMERCIAL
 <p>Age : 66 Ans Sexe : Homme Nom : KOULMI Prénom : Baghdadi</p>	<p>Satisfaction de la qualité de service Tout a fait satisfait</p> <p>Recommandation de l'affaire Oui certainement</p>	<p>Nom/Descriptif : Narimène Ras</p>

 Mon expérience client

Le 22/12/2021 à 13:38, je gare ma voiture devant l'entrée du garage. Une conseillère en tenue réglementaire avec badge (Mme Narimène) souriante et aimable m'accueille avec « Bienvenue Mr. Baghdadi » et m'invite au comptoir. Elle prend ma carte grise (je n'avais pas de carnet d'entretien sur moi). Elle va faire le tour du véhicule, je la vois relever le kilométrage et un agent pose les housses de protection. En revenant au comptoir, elle confirme mon numéro de téléphone et me demande l'adresse électronique (pas de mail). Pour le kilométrage trouvé, elle me propose en plus de la vidange, le filtre à air que j'accepte et me donne un devis pour l'ensemble à 6400 DA avec contrôle de 20 éléments et 45 minutes environ de temps de travail si je n'avais rien d'autre en plus à faire vérifier (non). Elle me remet l'ordre de réparation à signer et me donne un exemplaire. Elle m'invite à patienter sur place dans l'espace d'attente à moins que je veuille sortir, elle m'appellera en fin des travaux. Je préfère sortir un moment. 13:49. 14:20. Je retourne au garage. Je demande à me faire un devis pour la chaîne de distribution pour la prochaine révision. 14:26. La conseillère m'informe de la fin des travaux. La facture étant prête, elle me donne des explications sur le détail de l'opération avec le montant à payer soit 6270 DA. Elle me remet le certificat de contrôle - elle m'informe que le mécanicien avait trouvé le bouchon du carter fêlé et qu'il avait procédé à son changement offert sans le facturer. Le reste, tout est en ordre et en bon état. Pour le devis de la chaîne, elle va me l'envoyer par SMS. Elle m'oriente vers la caisse en m'accompagnant. Une fois payé, elle m'invite à reprendre ma voiture, elle me demande si je suis satisfait de ma visite et de lui donner une note sachant que de 1 à 8 c'est mauvais. Je suis pour le 10. Elle retire les housses, me remercie de la visite et me salue avant de démarrer en me souhaitant bonne route. 14:35. Je sors de la concession.

J'ai aimé	Je n'ai pas aimé
<p>Le bon accueil chaleureux de la conseillère qui prouve que j'étais attendu. Elle était au petit soin. Un bon contrôle de ma voiture, avec un changement du bouchon de carter offert. La réparation bien faite.</p>	<p>Rien.</p>
<p>Les faits marquants</p>	<p>Aucun.</p>



LES NORMES DU PARCOURS CLIENT

	Reception / Tour du véhicule (4)	ECM		Précisions
1	La personne qui vous accueille / Prend en charge porte t-il : Un badge nominatif/ Chemisier blanc/ Pantalon noir (pantalon ou jupe noir pour une conseillère)/ Chaussure noire et plate/ Cravate grise pour le conseiller/ Foulard gris pour une conseillère	100	✓	Réponse : Oui
2	Si Non préciser ce qui manque :	100	✓	Réponse :

3	Les mesures de sécurité liées au Covid 19 sont en place à votre arrivée (Du gel hydro alcoolique est mis à votre disposition, le Conseiller Service porte un masque ?)	100	✓	Réponse : Oui
4	La personne qui vous accueille se présente à vous : regard, bonjour, Madame/Monsieur, sourire ? (tous les éléments, si non = Faux)	100	✓	Réponse : Oui
5	Si Non, préciser :	100	✓	Réponse :
6	Existe-t-il un affichage des rendez-vous renseignés ? (écran de RDV)	0	✗	Réponse : Non
7	Etes-vous pris en charge à l'heure ?	100	✓	Dès mon arrivée avant l'heure prévue. Réponse : Oui
8	Temps d'attente entre votre arrivée à l'accueil SAV et la disponibilité du réceptionnaire SAV (minute)	100	=	Réponse : Pas d'attente.
9	Si la personne était occupée, vous a-t-elle adressé un signe de reconnaissance avant de vous accueillir ?	100	=	Réponse : NM
10	Le conseiller service ou la personne qui vous accueille engage-t-elle la conversation par une phrase d'accueil ouverte et/ou relationnelle (naturelle) ?	100	=	Une discussion de bienvenue avec un rappel de communication pour les reports de la visite. Réponse : Oui
11	Le conseiller service confirme-t-il avec vous la raison de votre visite ?	100	=	Réponse : Oui
12	Lors de l'entretien, avez-vous pu facilement exprimer vos besoins au conseiller service ?	100	=	Réponse : Oui
13	Précisez	0	=	Réponse :
14	le conseiller service vous indique-t-il les travaux et les contrôles (20 points de contrôle) qui seront effectués et vous les explique dans un langage adapté à votre niveau de connaissance ?	100	✓	Réponse : Oui
15	Est-ce que les housses de protection ont été mises ?	0	=	Un agent a placé les housses (pas devant moi). Réponse : Non
16	Le conseiller Service fait-il avec vous le tour de votre véhicule pour examiner son état esthétique ?	0	✗	Réponse : Non
17	Durant le tour du véhicule le conseiller service a-t-il proposé des travaux complémentaires ?	0	●	Elle a fait seule le tour, il n'y avait rien à proposer. Réponse : NM
18	Ces travaux complémentaires sont-ils justifiés par le conseiller service ?	0	●	Réponse : NM
19	Le conseiller Service vous remet-il spontanément un ordre de réparation ?	100	✓	Réponse : Oui
20	Le conseiller Service vous demande-t-il de signer cet ordre de réparation ?	100	=	Réponse : Oui
21	Le Conseiller Service respecte une distance relationnelle d'1 mètre minimum ?	100	✓	Réponse : Oui
22	Tous les travaux que vous demandez ou que vous validez sont notés sur l'Ordre de	100	✓	Vidange avec les deux filtres.

Réparation que le conseiller vous a demandé de signer ?				Réponse : Oui
23	Tous les éléments du tour de véhicule sont documentés (Heure de restitution, présence roue de secours, niveau de carburant, état extérieur du véhicule)	0	✗	Heure de restitution, carburant, roue de secours. Réponse : Non
24	Le Conseiller Service vous donne-t-il spontanément un prix fixe pour des travaux d'entretien et/ou propose-t-il une estimation pour les autres travaux ?	100	✓	Réponse : Oui
25	Le conseiller Service écrit-il une date et une heure précise de restitution de votre véhicule ?	0	✗	Réponse : Non
26	Précisez	100	—	Réponse :
27	Lors de la réception, le conseiller service a-t-il clairement confirmé et documenté l'ensemble de vos coordonnées (nom, téléphone, mail) ? (Toutes les coordonnées)	100	✓	Réponse : Oui
28	Précisez ce qui manque	100	✓	Réponse :
29	Le Conseiller Service vous demande si vous voulez garder ou jeter les pièces changées	0	✗	Réponse : Non
30	Le conseiller service cherche t-il à savoir si vous avez l'intention d'attendre sur place ou de partir ?	100	✓	Elle me l'avait demandé. Réponse : Oui
31	Le Conseiller Service vous propose-t-il spontanément une solution de mobilité (Numéro de TAXI, Station de Bus la plus proche ... etc) ?	0	✗	/ Réponse : Non
32	Le Conseiller Service vous propose-t-il spontanément un espace d'attente en concession pendant la durée de l'intervention ?	100	✓	L'espace d'attente de la réception. Réponse : Oui
33	Avant de prendre congé, le conseiller service a-t-il reformulé l'ensemble de vos besoins ? (opérations à faire, prix, délai de restitution...)?	100	—	Réponse : Oui
34	A ce stade, votre conseiller Service s'est-il montré disponible, a-t-il pris tout le temps nécessaire pour vous recevoir (il n'a pas semblé pressé, n'a pas écouté l'entretien, vous a écouté...)?	100	—	Réponse : Oui
35	Avant de prendre congés, le Conseiller Service m'a informé qu'il me contacterait (mail, téléphone, face à face) à la fin des travaux ou si une opération complémentaire s'avérait nécessaire.	100	—	Réponse : Oui
36	A ce stade, vous êtes reparti avec un vrai sentiment de confiance ?	100	—	Elle était dynamique, joviale, elle avait bien géré entre la réception et le mécanicien. Réponse : Oui
38	Si Faux préciser pourquoi.	0	—	Réponse :

Restitution du véhicule / Prise de congé (6)		ECM		Précisions
1	La mise à disposition de votre véhicule (fin des travaux) a-t-elle été confirmée par appel téléphonique, SMS, face à face ou par e-mail ?	100	✓	Réponse : Oui

2	Si Oui, précisez:	0	—	J'étais sur place. Réponse : Face à face
3	Le délai de restitution de votre véhicule est-il respecté ?	100	✓	Réparation dans les temps donnés. Réponse : Oui
4	A votre arrivée à la zone de réception après-vente (pour la restitution de votre véhicule), avez-vous été pris en charge dans un délai raisonnable (attente inférieure à 5 minutes)	100	✓	Prise en charge immédiate. Réponse : Oui
5	Si non	100	✓	Réponse :
6	En cas de retard pour la restitution de votre véhicule, vous a-t-on prévenu par téléphone, ou tout autre moyen, pour vous donner un nouveau délai ?	0	⊖	Pas de retard. Réponse : Pas de retard
7	Lors de la restitution avec le Conseiller service, votre dossier (Facture +Certificat de Contrôle) était-il prêt ?	100	✓	Tout le dossier était prêt. Réponse : Oui
8	Si non préciser ce qui manque	100	✓	Réponse :
9	Le Conseiller Service vous explique-t-il les travaux réalisés?	100	✓	Elle m'a expliqué le travail fait. Réponse : Oui
10	Le Conseiller Service utilise le chevalet d'explication des travaux	0	—	Pas de chevalet. Réponse : Non
11	Le Conseiller Service vous explique-t-il le détail de la facture ?	100	✓	Explication de la facture. Réponse : Oui
11	Vous explique-t-il le montant de la facture de manière simplifiée ?	100	✓	Réponse : Oui
12	Seuls les travaux convenus entre vous et le Conseiller Service ont-ils été effectués ?	100	✓	Seule la vidange était facturée. Réponse : Oui
13	Le montant de la facture est-il conforme au montant annoncé ?	100	✓	La facture correspond au devis. Réponse : Oui
14	Préciser le montant payé	0	—	Réponse : 6270 DA
15	Vous remet-t-il un Certificat de contrôle?	100	✓	Remise du certificat de contrôle avec explication que tout est OK. Réponse : Oui
16	Vous conseille-t-il sur l'entretien de votre véhicule en utilisant le certificat de contrôle?	100	✓	La voiture est en bon état, on m'a juste changé et offert le bouchon du carter. Réponse : Oui
17	Le Certificat de contrôle est bien documenté (Coordonnées client, VIN, travaux à prévoir, Signature et cachet de l'affaire)	0	✗	VIN (ancien certificat). Réponse : Non
18	Le CS vous a-t-il montré les pièces changées (vous remis le reste d'huile, montre les filtres changés...ETC).	0	✗	Réponse : Faux
19	Le conseiller service vous rappelle-t-il les conditions de garantie de votre réparation ?	0	✗	Réponse : Non

23	Le conseiller service vous interroge -t-il sur votre satisfaction en vous expliquant le système de notation?	100	✓	Elle avait demandé le degré de ma satisfaction. Réponse : Oui
24	Est-ce que votre véhicule est propre au moment de la restitution ?	100	✓	Ma voiture n'a pas été salie. Réponse : Oui
25	Pour prendre congé le Conseiller Service vous salue-t-il de manière aimable ?	100	✓	Très aimablement. Réponse : Oui
26	Le conseiller service vous remet -il sa carte de visite nominative ou global affaire avec précisions ?	100	✓	Réponse : Oui
27	Préciser	100	—	Réponse : Carte de visite
28	Vous dit-il au revoir ?	100	—	On s'est dit au revoir. Réponse : Oui
29	Vous remercie-t-il pour votre visite ?	100	—	Réponse : Oui
30	Est-il souriant ?	100	—	Réponse : Oui
31	Dit-il au revoir en citant votre nom ?	0	—	Réponse : Non

LEGENDE	✓ Vrai	✗ Faux	— Non activée	● Non mesurée
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Store	75.0
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LES NORMES DU PARCOURS CLIENT
PLAN D'ACTIONS

⊕ Remarques manager ⊖ Actions à mener Echéance

Annex 02: MCS (Mystery Call Survey)

immar VISITES MYSTERES - RAPPORT QUALITE


 **MON RAPPORT D'EXPERIENCE CLIENT** 


ECM VM **SARL HR AUTOMOBILES**


Centre-Est 2 | M : MAKHLOUFI Sofiane
Centre-Est 1 | M : HEZIL Djaffar

1 / 6

immar VISITES MYSTERES - RAPPORT QUALITE

 **Rapport de Visite Qualité**
SARL HR AUTOMOBILES - Jan-2022 à Mar-2022 -

EXPERIENCE CLIENT	Prise en charge	CONSEILLER COMMERCIAL
 Age : 55 Ans Sexe : Homme Nom : MEDDAD Prénom : Hadjer (représentée par son père)	Temps de réponse Oui	Nom/Descriptif : Zinedine CHEBANI Ras

 Mon expérience client

Le 09/03/2022 à 10h20, j'ai appelé le 0542 04 74 70. Au bout de la troisième sonnerie, un jeune homme me répond. Il se présente par son prénom (Zinedine) et sa fonction puis les salutations et le bonjour : « Oui Monsieur ». Je l'informe de mon intention de prendre RDV pour une révision chez eux. Il me demande pour quel véhicule, motorisation, kilométrage et matricule. Il me questionne si la chaîne de distribution a été changée à 120 000 km et je lui réponds que c'est déjà fait. Il prend note de mon nom, téléphone et demande l'adresse mail (je vous la donnerais lors de ma venue, la voiture est au nom de ma fille). Il me rappelle ce qu'il y a à faire et me donne un devis de 4950 DA avec les 20 points de contrôle. Il me propose un RDV pour Dimanche (ce qui ne m'arrange pas, si possible aujourd'hui même). Il me propose à 13h:00 (c'est trop tôt, je ne pourrais pas arriver, si possible à 14h00 j'y serais). Il accepte tout en me souhaitant la bienvenue. Il me rappelle les précautions sanitaires à prendre (2 personnes maximum, ne pas être malade, ramener un stylo...). Un petit moment de plaisanterie et il me remercie de mon appel, avant qu'on se quitte avec les salutations et à tout à l'heure.

 J'ai aimé	 Je n'ai pas aimé
Bon accueil téléphonique, il s'est présenté par son nom ce qui facilite la discussion. Il m'avait donné RDV la date que je voulais en m'arrangeant sur l'heure d'arrivée. Un devis a été donné pour éviter toutes surprises. Rappel gestes barrière anti Covid.	Rien.

 Les faits marquants	Aucun.
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2 / 6

RESPECT DU PARCOURS CLIENT		SCORE GLOBAL 82.5%		
	Date : mercredi 09 mars 2022		Global	Réseau
	Heure d'arrivée : 10:20			
	Heure de départ : 10:26			

	Prise en charge		Processus de RDV	

LEGENDE ■ Score visite : >= 65.00 et < 100.00 ■ Score visite : >= 60.00 et < 64.99 ■ Score visite : >= 0.00 et < 59.99 ■ Score cumulé du trimestre en cours

LES NORMES DU PARCOURS CLIENT

	Prise en charge (1)	ECM		Précisions
1	L'interlocuteur recherché répond-il à votre appel en moins de 4 sonneries ?	100	✓	Réponse : Oui
2	Précisez la date d'appel, heure, le nombre de sonneries et d'appels et qui a décroché (homme ou femme)	0	—	Réponse : Le 09/03/2022 à 10h20, j'ai appelé le 0542 04 74 70. Au bout de la troisième sonnerie, un jeune homme me répond.

	Processus de RDV (2)	ECM		Précisions
3	Votre interlocuteur vous salue-t-il, se présente-t-il par son nom et rappelle-t-il le nom de l'affaire ? (Tous les critères)	0	✗	Réponse : Non
4	Si Non , précisez ce qui manque :	0	—	Réponse : Pas de rappel de l'affaire
5	Le ton de votre/ vos interlocuteur (s) est-il accueillant /chaleureux?	100	✓	Un jeune homme très accueillant et jovial. Réponse : Oui
6	Votre interlocuteur cherche t-il à identifier le type d'intervention qui correspond à votre besoin ?	100	✓	Réponse : Oui
7	Votre interlocuteur vous demande : Nom / Prénom/ Numéro de Téléphone/ adresse Mail	100	✓	Réponse : Oui
8	Précisez ce qui manque	100	✓	Réponse :
9	Votre interlocuteur vous demande : Modèle du véhicule/Année de circulation / Kilométrage/	100	✓	Il avait demandé tous les renseignements sur moi et véhicule Réponse : Oui
10	Précisez ce qui manque	100	✓	Réponse : Oui
11	Votre interlocuteur vous demande-t-il si vous avez d'autres choses à signaler sur votre véhicule ?	100	✓	Réponse : Oui
12	Votre interlocuteur vous propose t-il RDV ?	100	✓	Réponse : Oui
13	Combien de dates vous propose-t-il ? (au moins 2)	100	—	Réponse : 2 RDV
14	Respectent-elles vos disponibilités ?	100	—	Réponse : Oui
15	Votre interlocuteur vous indique-t-il une estimation de restitution du véhicule ?	0	✗	Réponse : Non
16	Précisez	0	—	Réponse :
17	Votre interlocuteur vous donne-t-il une estimation du prix de l'intervention selon forfait ?	100	—	Réponse : Oui
18	Précisez	0	—	Réponse : Il m'avait donné un devis de 4950 DA avec 20 points de contrôle.
19	Votre interlocuteur s'assure-t-il de votre bon état de santé ?	100	—	Réponse : Oui
20	Votre interlocuteur vous indique-t-il de venir seul ou maximum 2 personnes ?	100	—	Réponse : Oui
21	Votre interlocuteur vous indique-t-il de ne laisser aucun effet personnel, ni détritus à l'intérieur de son véhicule ?	100	—	Réponse : Oui
22	Votre interlocuteur vous indique-t-il de stationner le véhicule à l'extérieur sur les places réservées à cet effet ?	0	—	Réponse : Non

23	Votre interlocuteur vous demande-t-il de relever votre kilométrage et niveau de carburant à votre arrivée à l'affaire ?	0	—	Réponse : Non
24	Votre interlocuteur vous informe-t-il que votre véhicule sera désinfecté avant la restitution ?	0	—	Réponse : Non
25	Avant de raccrocher, votre interlocuteur refait-il avec vous la synthèse de vos besoins et de vos éventuelles attentes supplémentaires ?	100	✓	Réponse : Oui
26	Vous remercie-t-on pour votre appel ?	100	—	Réponse : Oui
27	Vous a-t-il dit au revoir ?	100	—	Réponse : Oui
28	A-t-il prononcé votre nom en prenant congé de vous ?	100	—	Réponse : Oui
29	A-t-il cité une formule complémentaire de prise de congé ? (ex : bonne journée)	100	—	Réponse : Oui
30	A ce stade, votre interlocuteur a-t-il su créer avec vous une relation de confiance ?	100	—	Réponse : Oui

LEGENDE		✓ Vrai	✗ Faux	— Non activée	🌐 Non mesurée
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Store	82.5
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LES NORMES DU PARCOURS CLIENT
PLAN D'ACTIONS

⊕ Remarques manager ⊖ Actions à mener Echéance

Annex 03: VOC (Voice of Customer Survey)

2. QUESTIONNAIRE		الاستجاب
<p>Bonjour Madame/Monsieur<NOM> <PRENOM>, je suis \$1, Je vous appelle dans le cadre d'une mesure de satisfaction que RENAULT réalise sur tout l'Algérie, pour l'ensemble de son réseau. Cette mesure a pour objectif de recueillir le témoignage des clients concernant leur dernière visite dans un garage Renault.</p>		<p>صباح/مساء الخير <NOM> <PRENOM> Monsieur / Madame, أنا \$1، راني نعيظلك من Renault لي راهي دير في Etude على les clients ديالها باش تعرف رايبهم كي داو طونوبيلاتهم، معليش نهدر معاك Monsieur/ Madame ؟</p>
<p>Souhaiteriez -vous être interrogé en Arabe ou en Français ?</p>		<p>تحب نهدر معاك بالعربية أو بالفرنسي ؟</p>
<p>Arabe Français</p>		<p>عربية فرنسية</p>
Q	A PROPOS DE VOUS	أسئلة عنكم
Q1a-Title		
Q1a	Êtes-vous la personne qui a amené puis récupéré un(e) «Model» au garage «dealer's name» ?	تأنا هو الشخص اللي دخل الطونوبيل وخرجها <modele> من (Agent / Atelier) <DATE> في ؟
Q1a-ST		
1	Oui	نعم
2	Non	لا
Q2-title		
Q2	Désolé! Nous ne pouvons malheureusement pas continuer cette enquête. Merci de nous aider à mieux comprendre pourquoi : Etes vous la personne qui a été en contact avec «dealer's name» lors de la prise en charge et la restitution du véhicule «modele» ?	اسمحلنا ! للأسف ماتقدروش تكملوا . نشكروك، تقدر تساعدنا باش نفهمو أحسن وعلاش : انت هو الشخص اللي كان في اتصال مع "AGENT" "Agent / Atelier" اللحظة لي خرجت فيها الطونوبيل <modele> ؟
Q2-ST		
1	Je ne suis pas la bonne personne	لم اسم او اسلمت السيارة
2	Je n'ai pas fait faire d'intervention sur ma voiture	لم يكن هذا الوكيل
3	Je n'ai pas amené et/ou récupéré la voiture	لم يكن هذا نوع السيارة
4	Ce n'était pas chez ce garage	
5	Ce n'était pas ce véhicule	
Q2a-title		
Q2a	Pourriez-vous nous donner les informations correspondantes ?	عندك معلومات على الشخص اللي دا الطونوبيل لهاد Agent / Atelier ؟
Q2a-ST		نهاية الاستجاب - بيانات صحيحة
1	Nom de la personne concernée	اسم الشخص المعني
2	Nouveau téléphone de la personne concernée	رقم هاتف جديد للشخص المعني
3	Modèle de la voiture	نوع السيارة
99	Je ne sais pas / Je ne souhaite pas répondre	لا أعلم / لا أرغب في الإجابة
Q2b-Title		
Q2b-Title		
Q2b	Nous vous remercions de votre participation et du temps que vous nous avez consacré.	نشكروكم على تعاونكم معنا و الوقت اللي خصصتوهولنا.
Q3-Title		
Q3	Pour quelle(s) raison(s) avez-vous amené votre véhicule au garage #9 ?	فيما يخص هد الزيارة الأخيرة , ديت الطونوبيل ديالك لل Agent / Atelier <AGENT> باش تدير ... ؟
Q3-ST		
1	Une révision / vidange	مراجعة / تفريغ زيت
2	Une réparation mécanique	إصلاح ميكانيكي
3	Des travaux de carrosserie / peinture	تصليح لاطول / صبيفة
4	Installation D'accessoires	تركيب الأكسسوارات
5	Autres	اسباب اخرى
6	Je ne sais pas	معالابلش/رفض الاجابة - نهاية الاستجاب
Q4-Title		
Q4	Dans le cadre de cette enquête, nous avons besoin de connaître la raison de votre dernière visite Nous vous remercions pour le temps que vous nous avez consacré.	الهدف من هد الدارسة , هو انك تعطينا اسباب الزيارة الاخيرة ديالك لراج رونو. نشكروكم على الوقت اللي خصصتوهولنا. و إذا كانت عنكم اي اسئلة او تعليقات، ماتترددوش في الاتصال بقسم خدمة الزبائن ديالنا
Q4-ST		

DR1	RECOMMANDATION DU GARAGE	توصية الوكيل
int 02	Tout au long du questionnaire, je vous propose d' utiliser une échelle de 1 à 10.	راني رايح نظرح عليك بعض الأسئلة مادابيا تجاوبني بنقطة من 1 إلى 10 , إذا خيرت 1 حب يقول ماشي راضي كامل و 10 حب يقول راضي بزاف. تقدر تخير ما بين 1 و 10

DR1-Title	DR1	لو كان واحد من حبابك ولا فاميلتك يحب يخدم طونوبيل Est ce que تبعثو عند <AGENT> واشمن نقطة تمدها ؟
DR1-ST	Tout d'abord pouvez-vous me dire si vous recommanderiez le garage «dealer's name» à un ami, un parent ou un collègue qui souhaite effectuer des travaux sur sa voiture. en donnant une de 1 à 10 où 1	توصية الوكيل
1	1	لا بالتاكيد لا
2	2	لا بالتاكيد لا
3	3	لا بالتاكيد لا
4	4	لا بالتاكيد لا
5	5	لا ربما لا
6	6	لا ربما لا
7	7	نعم ربما
8	8	نعم ربما
9	9	نعم بالتاكيد
10	10	نعم بالتاكيد

MOT1 أفضل استقبال

MOT1-Title	UNTRES BON ACCUEIL	استقبال رايح Renault مادابيا الاستقبال تاع les clients تاعها يكون مليح واش هي العلامة اللي تمدها على الاستقبال تاع <agent> ؟
MOT1	Renault souhaite offrir à ses clients un accueil chaleureux et personnalisé. Quel est votre sentiment par rapport à l'accueil qui vous a été réservé chez «dealer's name» ?	استقبال رايح لي غير راض تماما غير راض تماما غير راض نسبيا غير راض نسبيا لا راض ولا غير راض لا راض ولا غير راض راض نسبيا راض نسبيا راض تماما راض تماما
MOT1-ST		
1	1	غير راض تماما
2	2	غير راض تماما
3	3	غير راض نسبيا
4	4	غير راض نسبيا
5	5	لا راض ولا غير راض
6	6	لا راض ولا غير راض
7	7	راض نسبيا
8	8	راض نسبيا
9	9	راض تماما
10	10	راض تماما

MOT6 مراجعات سلسلة و شفافة

MOT6-1-Title	UN SERVICE EN TOUTE CONFIANCE	خدمة ذات ثقة مطلقا
MOT6-1	Lors de votre dernière visite au garage «dealer's name» , vous êtes-vous senti(e) en totale confiance, bénéficiant d'informations claires et transparentes ? Quelle note donneriez vous ...	Est ce que المعلومات التي عطوها لك بانك واضحة و صادقة ؟ واش هي النقطة لي تمدها <AGENT> ؟

MOT6-1-ST		
1	1	غير راض تماما
2	2	غير راض تماما
3	3	غير راض نسبيا
4	4	غير راض نسبيا
5	5	لا راض ولا غير راض
6	6	لا راض ولا غير راض
7	7	راض نسبيا
8	8	راض نسبيا
9	9	راض تماما
10	10	راض تماما

MOT6-2-Title	QUALITE DU SERVICE	جودة الخدمة
MOT6-2	Dans quelle mesure êtes-vous satisfait(e) de la qualité des travaux effectués sur votre voiture ?	<AGENT> - خدمولك مليح طونوبيلك واش هي النقطة لي تمدها هي

MOT6-2-ST		
1	1	غير راض تماما
2	2	غير راض تماما
3	3	غير راض نسبيا
4	4	غير راض نسبيا
5	5	لا راض ولا غير راض
6	6	لا راض ولا غير راض
7	7	راض نسبيا
8	8	راض نسبيا
9	9	راض تماما
10	10	راض تماما

MOT6-3-Title	UN SERVICE FACILE	خدمة سهلة
MOT6-3	Quel est votre niveau de satisfaction concernant les moyens mis en œuvre par «dealer's name» pour rendre cette intervention la moins contraignante possible pour vous ?	واش هي النقطة لي تمدها <AGENT> على الوسائل لي وفرها باش يسهل واش جيت على جالو ؟ (intervention)
MOT6-3-ST		
1	1	غير راض تماما
2	2	غير راض تماما
3	3	غير راض نسبيا
4	4	غير راض نسبيا
5	5	لا راض ولا غير راض
6	6	لا راض ولا غير راض
7	7	راض نسبيا
8	8	راض نسبيا
9	9	راض تماما
10	10	راض تماما
99	99 Non concerné	لا أعظم / لا أرغب في الإجابة
MOT7	GARDONS LE CONTACT	لنتبقى على اتصال

MOT7-Title	GARDONS LE CONTACT	رونو تحب تنهلا ف les clients تاوعها واش هي النقطة لي تمدها على علاقتك مع <agent> ؟
MOT7-Title	Chez Renault, nous souhaitons construire une relation personnalisée avec chacun de nos clients. Quel est votre niveau de satisfaction	
MOT7-ST		
1	1	غير راض تماما
2	2	غير راض تماما
3	3	غير راض نسبيا
4	4	غير راض نسبيا
5	5	لا راض ولا غير راض
6	6	لا راض ولا غير راض
7	7	راض نسبيا
8	8	راض نسبيا
9	9	راض تماما
10	10	راض تماما

RE	RETOUR AU GARAGE	إرجاع السيارة
RE1b-Title		
RE1b	Pour cette même intervention chez (dealer's name) , avez-vous été obligé de rapporter votre voiture dans un garage Renault ?	مورما ديت طونوبيلتك Est ce que اعودت وليت على نفس المشكل (intervention)
RE1b-ST		
1	Oui	نعم
2	Non	لا
RE2-Title		
RE2	Pour laquelle ou lesquelles des raisons suivantes avez-vous dû retourner au garage ? (plusieurs réponses possibles)	السببة لي خلاتك تعاود تولى ؟
RE2-ST		
1	Certaines pièces n'étaient pas disponibles	بعض قطع الغيار ماكانتش موجودة
2	Ils ont eu du mal à trouver la cause du problème	ما عرفوش السبب الرئيسي ديال المشكل اللي كان فسيارتي
3	Les travaux ont été mal faits	الاصلاحات ماندارتتش منيح
4	Autre raison	اسباب اخرى
RE3-Title		
RE3	Vous avez mentionné avoir dû retourner chez Renault. Pourriez-vous nous expliquer plus en détail les raisons de ce retour ?	تقدر تحكي لي واش صرا ؟
RE3-ST	RAISONS DU RETOUR - texte libre	
RE4-Title		
RE4	Le problème qui vous a contraint à revenir est-il désormais réglé ?	Est ce que réglawlak le problème لي وليت عليه ؟
RE4-ST		
1	Oui	نعم
2	Non	لا

MOTS EN CAS DE PROBLEME إذا واجهتني صعوبات

MOTS-Title	BESOIN D'AIDE ?	
MOT5	Concernant cette intervention du #10 , que pensez-vous de l'efficacité de #9 à résoudre les problèmes que vous avez pu rencontrer ?	على حد l'intervention التي جيت على جالها واش هي النقطة التي تمدها على قدرة <Agent / Atelier <AGENT باش yrègliw المشكل ؟
MOT5-ST		
1	1	غير راض تماما
2	2	غير راض تماما
3	3	غير راض نسبيا
4	4	غير راض نسبيا
5	5	لا راض ولا غير راض
6	6	لا راض ولا غير راض
7	7	راض نسبيا
8	8	راض نسبيا
9	9	راض تماما
10	10	راض تماما
11	11 Non concerné	لا يهمني

DS

DS-Title	Satisfaction à l'égard du concessionnaire	الرضا عن الموزع
DS	En faisant le bilan de l'ensemble de vos expériences avec ce garage agréé, quelle note globale lui donneriez-vous ? (Indiquez votre niveau)	En général <AGENT> واش هي النقطة التي تمدها على الرضى تاعك لها ؟
DS		
1	Totalement insatisfait	مستاء تماماً
2		
3		
4		
5		
6		
7		
8		
9		
10	Totalement satisfait	راض تماماً

CE EXPÉRIENCE CLIENT تجربة الزبون

CE1-Title	MON EXPERIENCE	تجربتي
CE1	Pour la prochaine question, je vous propose de vous exprimer librement. Pourriez-vous décrire, avec vos propres mots, vos	مادابيا تحكي على L'expérience تاعك عند هذا ؟ <agent>
CE1-ST		
	(VERBATIM)	
	Instruction Enquêteur: Si RECO entre 1-6 et LA SATISFACTION	

DT TRAITEMENT DU MÉCONTENTEMENT علاج عدم رضاكم

DT1a-Title	VOUS REpondre	
DT1a	A la question sur la recommandation vous avez donné la note (1 à 6) au garage <dealer's name> . Souhaitez-vous être contacté(e) pour en discuter plus en détail?	في لول مديت نقطة <DR1> على التوصية Est ce que تحب يعطولك باش تهدر على السبب لي خلاك تمد هاد النقطة
DT1a-ST		
1	Oui, par le service client Renault	نعم من طرف خدمة رينو للعناية بالزبون
2	Oui, par le garage Renault <dealer's name>	نعم من طرف الكنسيونير
3	Non	لا
DT1b-Title	VOUS REpondre	
DT1b	A la question sur la recommandation vous avez donné la note (1 à 6) au garage <dealer's name> et vous m'avez dit qu'un problème concernant votre voiture n'était toujours pas résolu. Souhaitez-vous être contacté(e) pour en discuter plus en détail?	في لول مديت نقطة <DR1> على التوصية أو (et) كان عندك مشكل وليت عليه بصح ماريقلاوهولكش Est ce que تحب يعطولك باش تهدر على السبب لي خلاك تمد هاد النقطة
DT1b-ST		
1	Oui, par le service client Renault	نعم من طرف خدمة رينو للعناية بالزبون
2	Oui, par le garage Renault <dealer's name>	نعم من طرف الكنسيونير
3	Non	لا
DT1c-Title	VOUS REpondre	
DT1c	A la question sur la recommandation vous avez donné la note (7 à 10) au garage <dealer's name> et vous avez indiqué qu'un problème concernant votre voiture n'était toujours pas résolu. Souhaitez-vous	في لول مديت نقطة <DR1> على التوصية Est ce que تحب يعطولك باش تهدر على السبب لي خلاك تمد هاد النقطة
DT1c-ST		
1	Oui, par le service client Renault	نعم من طرف خدمة رينو للعناية بالزبون
2	Oui, par le garage Renault <dealer's name>	نعم من طرف الكنسيونير
3	Non	لا

BR		RECOMMANDATION DE LA MARQUE	العلامة التجارية رينو
BR1-Title	LA MARQUE RENAULT		الماركة رينو
BR1	Nous avons abordé jusqu'ici votre dernière expérience avec le garage #9 . Pour conclure, nous souhaitons évoquer Renault en tant que marque. Compte tenu de votre expérience jusqu'à présent, recommanderiez-vous la marque Renault à un ami, un parent ou un collègue ? merci de donner une note de 1 à 10 où 1 signifie que vous	حتى دوركا هدرنا على L'expérience ديالك مع <agent> دوركا نهديرو. على الماركة رينو هل تحب تبعت واحد من حبابك ولا فاميلتك بشري الماركة رينو ؟ واش هي النقطة لي تمدهاها ؟	
BR1-ST			
1	1		لا بالتاكيد لا
2	2		لا بالتاكيد لا
3	3		لا بالتاكيد لا
4	4		لا بالتاكيد لا
5	5		لا ربما لا
6	6		لا ربما لا
7	7		نعم ربما
8	8		نعم ربما
9	9		نعم بالتاكيد
10	10		نعم بالتاكيد
BR2-Title	RAISONS DE RECOMMANDATION DE LA MARQUE		أسباب التصيح بالماركة
BR2	Pourriez vous nous expliquer pourquoi? (facultatif)		تقدر تشرح لنا وعلائق ؟
BR2-ST			

DE		PROFIL DU REpondant	
DE1-Title	A PROPOS DE VOUS		المعلومات الخاصة بك
DE1	Le questionnaire est à présent terminé, il reste juste quelques informations personnelles à recueillir pour nos statistiques.		الآن انتهى الاستجواب، بقي بريك بعض المعلومات الخاصة ب
DE1-ST	GENRE - AGE		الجنس والسن
1	Je suis un homme		أنا رجل
2	Je suis une femme		أنا امرأة
3	Mon âge : J'ai / / ans		عندي / / سنة
99	Je ne souhaite pas répondre à cette question		نفضل مانجاوبش على هاد السؤال
DE2-Title	<DOES NOT APPLY>		
DE2	<DOES NOT APPLY. DE1 + DE2 SHOWN TOGETHER ON THE SCREEN>		
DE2-ST	MA PROFESSION		الفئة ديالي المهنية
1	Travailleur indépendant - Propriétaire d'une entreprise de 10 employés ou plus		عامل حر- صاحب مؤسسة فيها 10 موظفين أو أكثر
2	Travailleur indépendant - Propriétaire d'une petite entreprise, profession libérale, docteur, avocat, architecte etc.		عامل حر- صاحب مؤسسة صغيرة. مهنة ليبرالية. طبيب. محامي. مهندس معماري الخ.
3	Travailleur indépendant - Propriétaire d'une petite entreprise, commerçant, plombier, agriculteur, entrepreneur de travaux etc.		عامل حر- صاحب مؤسسة صغيرة. تاجر. سمكري. فلاح. مقاول أشغال الخ.
4	Employé(e) - Haut fonctionnaire, chef d'entreprise, cadre supérieur		موظف- موظف ساي. مسؤول مؤسسة. إطار ساي.
5	Employé(e) - Directeur / Cadre moyen		موظف- مدير / إطار متوسط
6	Employé(e) - Services secteur public/ privé - Santé, enseignement, police, armée etc.		موظف- خدمات القطاع العام/ الخاص - صحة. تعليم. شرطة. جيش الخ.
7	Employé(e) - Employé(e) de bureau		موظف- موظف مكتب.
8	Employé(e) - Travailleur manuel		موظف- عامل يدوي
9	Homme / femme au foyer		ماكث/ماكثة بالبيت
10	Étudiant(e)		طالب(ة)
11	Retraité(e)		متقاعد(ة)
12	Sans emploi / demandeur d'emploi		بدون عمل / طالب عمل
13	Autre		آخر
99	Je ne souhaite pas répondre à cette question		نفضل مانجاوبش على هاد السؤال

AN ANONYMAT **عدم كشف الهوية**

AN1-Title
AN1 **Acceptez-vous que vos réponses soient communiquées nominativement à Renault et au garage #9** هل تحبوا نرسلوا الاجوبة دياتكم باسمكم لرونو و الكراج؟

AN1-ST عدم كشف الهوية
1 Oui نعم
2 Non لا

AN1b-Title
AN1b **Précédemment, vous avez demandé à être recontacté(e). Malheureusement, nous ne pourrons le faire si vous souhaitez garder l'anonymat. Etes-vous certain(e) de vouloir garder vos réponses anonymes?** طلبت منا سابقا باش نتاصلو بيك. ولكن مايقدرش يتم هاد الاتصال اذا حبيت تبقى الهوية دياتك غير مكشوفة. هل راك متأكد انك مازال عندك عدم الرغبة فالكشف على الهوية دياتك؟

AN1b-ST
1 Oui, je préfère garder mon anonymat et ne souhaite pas être recontacté(e) نعم، ولا اريغب في ان يتم التواصل معي
2 Non, je préfère lever mon anonymat sur mes réponses et être recontacté(e) لا، اسمح بكشفها ليتم التواصل معي

TH MERCI **شكر لكم**

TY1-Title
TY1 **Merci d'avoir pris le temps de nous faire part de votre dernière expérience au garage <dealer's name>. Votre avis est extrêmement important pour Renault et son réseau, il nous aidera à améliorer la qualité de la prestation que nous délivrons à nos clients. Merci de votre participation** نشكروكم سيدي/سيدي على الوقت الي خصصتوه باش تعطينونا ملاحظاتكم على "الوكيل".

ملاحظاتكم مهمة جدا لشركة رونو و الوكلاء دياتها باش نعملو على تحسين جودة خدماتنا ليكم.
بهادا نوصلوا سيدي لنهاية هاد الاستجواب، نشكروكم على الوقت الي خصصتوهولنا. شركة تمنالكم يوم سعيد/امسية سعيدة، الى اللقاء سيدي/سيدي

TY1-ST

END FIN DU QUESTIONNAIRE

Annex 04: VOC Translated by us :

Introduction:

Hello, Madam/Sir <NAME> <SURNAME>, I am X, I am calling you as part of a satisfaction measurement that RENAULT carries out throughout Algeria, for its entire network. The purpose of this measure is to collect customer testimonials concerning their last visit to a Renault garage.

Would you like to be interviewed in Arabic or French?

About you:

Are you the person who brought and then picked up a "Model" from the "dealer's name" garage?

- Yes no

In case of a No answer:

Sorry! Unfortunately, we cannot continue this investigation. Please help us better understand why: Are you the person who was in contact with the "dealer's name" when picking up and returning the "model" vehicle?

- I'm not the right person
- I did not get any service on my car
- I did not bring and/or pick up the car
- It was not at this garage
- It was not that vehicle

Could you give us the corresponding information?

- Name of the person concerned
- New telephone number of the person concerned
- Car model
- I don't know
- I don't want to answer

We thank you for your participation and for the time you have devoted to us. `

In the case of a Yes answer:

For what reason(s) did you bring your vehicle to the garage?

- An overhaul/draining
- A mechanical repair
- Bodywork/painting
- Installing Accessories
- Others
- I do not know

As part of this survey, we need to know the reason for your last visit. Thank you for the time you have devoted to us.

Throughout the questionnaire, I suggest that you use a scale of 1 to 10.

Firstly, can you tell me if you would recommend the 'dealer's name' garage to a friend, relative, or co-worker who would like to have their car serviced, giving a scale of 1 to 10 where 1 means you would not recommend Not at all and 10 means you would definitely recommend the "dealer's name" garage?

Renault wishes to offer its customers a warm and personalized welcome. How do you feel about the welcome you received at “dealer's name”?

During your last visit to the "dealer's name" garage, did you feel completely confident, benefiting from clear and transparent information? How would you rate it ?

How satisfied are you with the quality of the work done on your car?

What is your level of satisfaction with the means implemented by "dealer's name" to make this intervention as less restrictive as possible for you?

If the response about client satisfaction was between 1-6:

To the question on the recommendation, you gave the score (1 to 6) to the garage <dealer's name>. Would you like to be contacted to discuss this in more detail?

- Yes, by Renault customer service
- Yes, by the Renault garage <dealer's name>
- No

To the question on the recommendation you gave the score (1 to 6) to the garage <dealer's name> and you told me that a problem concerning your car was still not solved. Would you like to be contacted to discuss this in more detail?

- Yes, by Renault customer service
- Yes, by the Renault garage <dealer's name>
- No

To the question on the recommendation you gave the score (7 to 10) to the garage <dealer's name> and you indicated that a problem concerning your car was still not solved. Would you like to be contacted to discuss this in more detail?

- Yes, by Renault customer service
- Yes, by the Renault garage <dealer's name>
- No

Brand recommendation

We've covered your last experience with Garage <dealer's name> so far. To conclude, we would like to mention Renault as a brand. Given your experience so far, would you recommend the Renault brand to a friend, relative, or colleague? (please give a rating from 1 to 10 where 1 means that you would not recommend at all and 10 means that you would definitely recommend the Renault brand)

Could you explain to us why? (optional)

Respondent profile

The questionnaire is now complete, there is just some personal information to collect for our statistics.

I am:

- Male
- Female
- I don't want to answer this question

My age:

- I am /_/_/ years old
- I don't want to answer this question

My professional category:

- Self-employed- Owner of a business with 10 or more employees
- Self-employed- Small Business Owner, Freelancer, Doctor, Lawyer, Architect, etc.
- Self-employed- Small business owner, tradesman, plumber, farmer, construction contractor, etc.
- Employee - Senior civil servant, business manager, senior executive
- Employee - Manager / Middle Manager
- Employee - Public/private sector services - Health, education, police, army etc.
- Employee - Manual worker
- House-husband/ Housewife
- Student
- Retired
- Unemployed / job seeker
- Other
- I do not want to answer this question

Anonymity:

Do you accept that your answers be communicated by name to Renault and garage <dealer's name>?

Yes No

Previously, you asked to be contacted. Unfortunately, we cannot do this if you wish to remain anonymous. Are you sure you want to keep your answers anonymous?

Yes, I prefer to remain anonymous and do not wish to be contacted again

No, I prefer to lift my anonymity on my answers and be contacted again

Thank you for taking the time to tell us about your latest experience at the <dealer's name> garage. Your opinion is extremely important for Renault and its network, it will help us improve the quality of the service we deliver to our customers. Thank you for your participation

Annex 05: (CRS) Customer Relation Service Survey

VoC Call Center- QUICK VOC		Answer by / filters	TYPE
Customer Support Questionnaire			
SMS			
1st SMS Invitation			
In <RENAULT/DACIA/ALPINE> your opinion matters			
1st SMS Invitation			
In <RENAULT/DACIA/ALPINE> your opinion matters			
EMAILS			
FIRST EMAIL - VARIABLE TEXT			
EMAIL SUBJECT	Your opinion matters - Following your contact with <RENAULT/DACIA/ALPINE> Customer Care Department or with <RENAULT/DACIA/ALPINE> dealership.		
PARAGRAPH#1	Dear customer		
PARAGRAPH#2	You have recently been in touch with our <RENAULT/DACIA/ALPINE> Customer Care Department		
PARAGRAPH#3	and we hope you were satisfied of the interaction we had.		
PARAGRAPH#4	We invite you to answer to our customer survey to share your experience. This survey will not take more than 5 minutes.		
PARAGRAPH#5	Thank you for the time and the confidence you give us. Understanding customer comments and concerns is one of our highest priorities for us.		
PARAGRAPH#6	The survey is conducted by Reputation, an independent market research agency, on behalf of <RENAULT/DACIA/ALPINE>. You are welcome to answer before expiration on DD/MM/YYYY.		
PARAGRAPH#7	Thank you for participating.		
REMINDER - VARIABLE TEXT			
EMAIL SUBJECT	Your opinion still matters - Following your contact with <RENAULT/DACIA/ALPINE> Customer Care Department or with <RENAULT/DACIA/ALPINE> dealership.		
PARAGRAPH#1	Dear customer		
PARAGRAPH#2	You have recently been in touch with our <RENAULT/DACIA/ALPINE> Customer Care Department		
PARAGRAPH#3	and we hope you were satisfied of the interaction we had.		
PARAGRAPH#4	We invite you to answer to our customer survey to share your experience. This survey will not take more than 5 minutes.		
PARAGRAPH#5	Thank you for the time and the confidence you give us. Understanding customer comments and concerns is one of our highest priorities for us.		
PARAGRAPH#6	The survey is conducted by Reputation, an independent market research agency, on behalf of <RENAULT/DACIA/ALPINE>. You are welcome to answer before expiration on DD/MM/YYYY.		
PARAGRAPH#7	Thank you for participating.		

1ST EMAIL AND REMINDER COMMON TEXT

BANER TEXT	YOUR OPINION MATTERS
BODY INTRO	Dear customer
LINK TEXT	START SURVEY
NO REPLY TEXT	This is an automatically generated e-mail. We cannot act on any reply to this e-mail address.
DG country signature	DG Country or Country's Head Customer Care Department signature
<LINK TO RENAULT/DACIA/ALPINE SITE>	WEB LINK (TO BE DISPLAYED RIGHT BELOW THE COUNTRY SIGNATURE).
Legal note text:	Legal note link/ disclaimer related with data protection.
Legal text:	Your personal data were transmitted by an automated database under the responsibility of the RENAULT (COUNTRY). We have obtained your personal details as a result of your relationship with the Renault dealership where you have recently purchased / serviced your car. These details have been passed on to Reputation to conduct customer satisfaction market research and statistical analysis Reputation guarantee the confidentiality of your personal details and will not use your personal information for any purposes other than those previously listed Unless you ask to remain anonymous, your answers to this questionnaire will be delivered, linked to your personal details, to Renault SAS, Renault Country, Renault Customer Care Department and Reputation, with the aim of improving the service provided to the customers. You have the right to access, modify your personal data and to oppose their use by sending an email at XXXXX@renault.XX"
Unsubscribe text	In case you want to stop receiving reminders for this survey , please introduce your e-mail and click "Unsubscribe". email: confirm email: Unsubscribe
confirmation screen (in case the customer wants to unsubscribe	Do you want to unsubscribe? You will not receive reminders from this survey Unsubscribe Cancel
ERROR MESSAGE (email typed not correct)	I am sorry. The email you have inserted is not in our database. If you don't want to receive more reminders of this survey, please insert the email address to which has been sent this survey.
Contact text:	Contact link
Contact content:	Local <RENAULT/DACIA/ALPINE> Customer Care contact or similar (telephone, e-mail, etc)

QUESTIONNAIRE		
QUALIFICATION QUESTIONS		
Q1-Title	<DOES NOT APPLY>	
Q1	Dear customer, can you confirm that you were in contact with <RENAULT/DACIA/ALPINE> on the < date shown > about your vehicle?	Mandatory
1	Yes	Q2
2	No	QD
Q2-Title	<DOES NOT APPLY>	
Q2	Who have you been in contact with at <RENAULT/DACIA/ALPINE> for dealing with your concern?	Mandatory
1	I have been in contact with the Customer Care Department	Q3
2	I have been in contact with the dealership	Q3
3	I have been in contact with both, Customer Care Department and dealership	QF
QF	In this survey, we would like you to focus on the service provided by the Customer Care Department. Please think to the contact you have had with the Customer Care Department and not to your contact with the dealership when answering the following questions. Thank you.	Q3
QD-Title	<DOES NOT APPLY>	
QD	Thank you very much for your cooperation and your time. Shall you have any questions or comments do not hesitate to contact us <=> link to Customer Care Department contact, phone and or e-mail>	End

CUSTOMER CARE DEPARTMENT SATISFACTION		
Q3-Title	<DOES NOT APPLY>	
Q3	How satisfied were you regarding the <RENAULT/DACIA/ALPINE> <IF Q2=1 OR 3 Customer Care Department> <IF Q2=2 dealer> quality of service? The more stars you assign, the more satisfied you are	Mandatory
1		1 Q3a
2		2 Q3a
3		3 Q3a
4		4 Q4
5		5 Q4
Q3a-Title	<DOES NOT APPLY>	
Q3a	You mention that you are not fully satisfied with the treatment you received from the <RENAULT/DACIA/ALPINE> Customer Care Department. Would you like to be contacted to discuss this further?	Mandatory
	Yes	Q4
	No	Q3b
Q3b	If you want to be contacted, you can't stay anonymous and your personal data and answers will be used by our <RENAULT/DACIA/ALPINE> customer service and shared to Renault SAS and Renault [Country]: I allow to pass my data in order to be contacted I'd rather be anonymous	Q4 Q4

BENCHMARK		
Q4-Title Q4	<p><DOES NOT APPLY> Compared to Customer Care Department of other brands, how would you score your experience with <RENAULT/DACIA/ALPINE> ? The more stars you assign, the more satisfied you are</p> <p>1 2 3 4 5 6</p> <p style="text-align: right;">Without previous experience, no answer</p>	<p>Mandatory</p> <p>1 Q5 2 Q5 3 Q5 4 Q5 5 Q5 Q5</p>
OVERALL SATISFACTION VERBATIM		
Q5-Title Q5	<p><DOES NOT APPLY> Would you add some comments to help us to better understand these scores ?</p> <p>VERBATIM</p>	<p>Mandatory</p> <p>Q6</p>
EMOTIONS		
Q6-Title Q6	<p><DOES NOT APPLY> How did you feel about your recent contact with <IF Q2=1 OR 3 Customer Care Department> <IF Q2=2 dealer>?</p> <p>1 Angry 2 Disappointed 3 Indifferent 4 Pleased 5 Delighted</p>	<p>Mandatory</p> <p>Q7 Q7 Q7 Q7 Q7</p>

PAIN POINT SECTION		
Q7-Title Q7	PAIN POINT 1 How easy was for you to contact <RENAULT/DACIA/ALPINE> Customer Care Department? The more stars you assign, the more satisfied you are 1 2 3 4 5	Mandatory 1 Q8 2 Q8 3 Q8 4 Q8 5 Q8
Q8-Title Q8	PAIN POINT 2 How satisfied were you with the <RENAULT/DACIA/ALPINE> Customer Care Department ability to listen and understand your needs? The more stars you assign, the more satisfied you are 1 2 3 4 5	Mandatory 1 Q9 2 Q9 3 Q9 4 Q9 5 Q9
Q9-Title Q9	PAIN POINT 3 How satisfied were you regarding the quality of the answer provided by the <RENAULT/DACIA/ALPINE> Customer Care Department to your request or need? The more stars you assign, the more satisfied you are 1 2 3 4 5	Mandatory 1 Q10 2 Q10 3 Q10 4 Q10 5 Q10
Q10-Title Q10	PAIN POINT 4 How satisfied were you with the follow up of your concern? The more stars you assign, the more satisfied you are	Mandatory

Q11-Title Q11	<DOES NOT APPLY> Would you add some comments to help us to better understand these scores ? Verbatim	Optional Q12	Q11: Can this question be displayed only if the customer marks between 1 to 3 one of the previous pain point questions?
Q12-Title Q12	<DOES NOT APPLY> What would you suggest us to improve our Customer Care Service Quality? Verbatim	Optional Q13	
ANONYMITY			
ANONYMITY Q13	<DOES NOT APPLY> May we identify your personal data with your responses and deliver them to Renault SAS, Renault Country, and <RENAULT/DACIA/ALPINE> Customer Care Department ? 1 2	Mandatory Yes TH No TH	Q13: Can this question be displayed only for customers who rate 4 or 5 on the overall satisfaction question.
THANK YOU			
TH	<DOES NOT APPLY> Dear customer Thank you for taking time to provide us with your feedback on <RENAULT/DACIA/ALPINE> <IF QF=1 OR 3 Customer Care Department> <IF QF=2 dealership>. Your feedback is extremely important to <RENAULT/DACIA/ALPINE> and will help us improve the quality of service we provide to our customers. Thank you DG Country or Country's Head Customer Care Department signature	Mandatory	

Table of Contents

Abstract

Résumé

ملخص

Acknowledgment

Dedication

Table list

Figure list

Graph list

Abbreviation list

Summary

Introduction14

Chapter I: Basic concepts of service marketing4

Introduction 5

Section 01: Basics concept of services 6

1. Service definition:..... 6

2. Service characteristics:..... 7

2.1 Intangibility:..... 7

2.2 Inseparability:..... 7

2.3 Variability: 8

2.4 Perishability: 8

3. The different types of service:..... 8

3.1 Basic service: 9

3.2 Peripheral service: 9

4. Service categories:10

5. The “Servuction” system:10

5.1 Definition:10

5.2 Servuction system elements:.....	11
Section02: Service quality.....	12
1. Definition of service quality:.....	12
2. Managing service quality	12
2.1 The gaps model of service quality:	12
2.2 Service quality dimensions:	14
2.3 Determinants of service quality (SERVQUAL Model):	15
3. Service Quality perception:.....	16
4. Service Quality measurement:.....	16
4.1 Soft measures:	17
4.2 Hard measures:.....	17
5. Recommendations for improving service quality:	17
Section 03: After-sales service	18
1. What's after-sale service?	18
2. Principals of effective after-sales service system:.....	19
2.1 Allow customers to easily give feedback:	19
2.2 Enable Effective After-sales service:.....	20
2.3 Set up an adequate compensation system:	21
3. Service Guarantees:	22
3.1 The power of service guarantees:.....	22
3.2 Elaboration of service guarantees:	23
3.3 The guarantee of total satisfaction:	23
4. Learning from customer feedback:	24
4.1 Assessment and Benchmarking of Service Quality and Performance:	24
4.2 Customer-Driven Learning and Improvements:	24
4.3 Creating a Customer-Oriented Service Culture:	25
5. Customer feedback collection tools:	25
6. Impact of After-sales service on customer satisfaction:.....	26
Conclusion:.....	27

Chapter III: Essentials of client satisfaction	28
Introduction:	29
Section 01: Basics concepts about customer satisfaction	30
1. Client satisfaction concept:	30
1.1 Definition:	30
1.2 Satisfaction model:	31
2. Organizational determinants of satisfaction:	31
3. The major characteristics of satisfaction:	33
3.1 Satisfaction is subjective:	33
3.2 Satisfaction is relative:	33
4. Satisfaction and dissatisfaction indicators:	34
5. Factors that influence satisfaction:	36
5.1 Word of mouth:	36
5.2 Personal need:	36
5.3 External communication:	36
6. The impact of customer satisfaction on the profitability of companies:	37
6.1 Satisfied customers:	37
6.2 Impact on reputation:	37
6.3 Impact on innovation:	38
6.4 Impact on management:	38
7. The relationship between customer satisfaction and market share.....	38
8. Recommendations to improve customer satisfaction:	39
Section 02: Customer satisfaction measurement process	40
1. Setting objectives and project planning:	41
2. Exploratory research:	41
2.1 Accurate measure:	41
2.2 The lens of the customer:	42
2.3 Survey design:	43
3. Sampling:	43

3.1 Non-Probability sample:.....	44
3.2 Probability Samples:.....	44
4. Survey options:.....	44
4.1 Advantages and disadvantages of several Survey options:	44
4.2 Survey options selections:	46
4.3 Frequency and timing:.....	47
5. Maximizing the responses rate:	48
5.1 Essentials:	48
5.2 Advisable:.....	48
5.3 Marginals:.....	49
5.4 Avoidable:.....	49
6. Analyzing the results:.....	50
7. Benchmarking and improving performances:	50
7.1 Benchmarking:	50
7.2 Improving performances:.....	50
Conclusion:.....	51
Chapter III: Renault Algeria case study	52
Introduction:	53
Section 01: Renault Algeria presentation:	54
1. Renault Group.....	54
1.1 Presentation:.....	54
1.2 Renault Group Strategy:.....	56
2. Renault Algeria presentation:.....	56
2.1 Keys figures:	56
2.2 History:.....	57
2.3 Renault Algeria areas:	58
2.4 Organizational chart:	58
3. Quality & service management:	59
3.1 After-sale marketing pole:	60
3.2 Methods & Quality pole:	61

3.3 Technical pole:	61
3.4 Customer relations pole:	62
Section 02: Assurance & measurement of Renault's client satisfaction	63
1. Research methodology:	63
2. Methods & Quality pole:.....	64
2.1 Quality assurance:	64
2.2 Quality measurements:	65
3. Customer relation service (CRS) pole:	70
3.1 Missions:.....	71
3.2 Process flow:.....	71
2.3 Process evaluation:	72
2.4 Results:	73
4. Summary of results	73
5. Recommendations:	75
4.1 Improve NPS score:.....	75
4.2 Customer Retention Rate (CRR):.....	75
4.3 Facilitate customer feedback:	76
4.4 Formed and motivated staff:.....	76
4.5 Benchmarking:	77
Conclusion:.....	77
Conclusion.....	78
Bibliography	
Annex	