

Service Quality status: Nitol Motors Ltd.

An Internship Report for Master of Business Administration Program
Of BRAC Business School

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Acknowledgement

The internship opportunity I had with Nitol Motors Ltd. was a great chance for learning and professional development. Therefore, I consider myself as a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this internship period.

Bearing in mind, I am using this opportunity to express my deepest gratitude and special thanks to Mr. Abdul Halim, AGM, Nitol Motors Ltd. who in spite of being extraordinarily busy with his duties, took time out to hear, guide and keep me on the correct path and allowing me to carry out my project at their esteemed organization and extending during the training.

I express my deepest thanks to Dr. Mohammed Tarique Aziz, Associate Professor, BRAC Business School, for supervising me for this internship throughout the whole semester. I choose this moment to acknowledge his contribution gratefully.

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I perceive this opportunity as a big milestone in my career development. I will strive to use gained skills and knowledge in the best possible way.

Sincerely,

Md. Riasat Azim Khan

ID: 14364044

Executive Summary

Nitol Motors Ltd., one of the major concerns of the conglomerate, began its journey in 1983, quickly becoming an important marketer of commercial vehicles in Bangladesh. In 1989, Nitol Motors Ltd. became the sole distributor of TATA vehicles in Bangladesh. Since then, it never had to look back as it is currently the market leader in this sector. Nitol Niloy Group has grown to become the largest seller of commercial vehicles in the country. The company has a formidable presence in a wide range of product markets, while it also operates in the service sector. The diversity of its market presence is apparent in its marketing of mass-sold products like commercial vehicles as well as its being in the notably niche market of transportation services.

As Nitol Motors Ltd. is one of the top business organizations of the country, the people of the country expect a lot from the company. NML always tries to provide best quality services. They tries to follow the latest methods to provide best quality service all over the country. Customers generally have a tendency to compare the service they 'experience' with the service they 'expect' to receive; thus, when the experience does not match the expectation, a gap arises. The low the gap will be, the more the chance of success will be there. NML continuously tries to minimize the gaps between the expectations of the customers and their experience with NML.

Nitol Motors Ltd. is the market leader in the motor vehicle industry of Bangladesh. So they have the first mover advantage in the market and they have successfully utilized that advantage. They have successfully created their image in the mind of their customers. So when anyone thinks about commercial motor vehicle, they think about Nitol Motors Ltd. Nitol Motors Ltd. believes in relationship marketing. Its customer relationship has helped the company grow through word-of-mouth promotion, which enabled it to expand its operations nationwide and into so many sectors. In remote rural regions, where mobile communication is only just beginning to grow, Nitol Niloy Group's reliance on viral marketing proved to be a crucial strategy behind the success.

The core value of Nitol Motors Ltd. is trust. Specially providing better services to the products such as tractors in remote locations of the country, it is only by gradually building trust through solid products and genuinely efficient after-sales service can a brand excel. The brand also stands for teamwork, not only within its wide network of employees but also business partners at both supplying and marketing ends.

Nitol Motors Ltd. is very much concern about their service quality. The main reason of being the market leader of Nitol Motors Ltd. is their superior service for their current customers and the prospects. They are providing standardized service to their customers through more than 40 service centers. They are very much promising in case of providing services by maintaining a certain standard which makes them unique in the market.

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Introduction:

From a trading company in early eighties, Nitol-Niloy Group has literally become a household name in less than twenty years. Over the years, it has expanded its activities into different sectors in order to ensure excellence in service to the customers. Because of its continuous diversification, it has shaped itself as a true conglomerate from its original identity as a transport based organization. This was the dream of Mr. Abdul Matlub Ahmad, which he had in his student days in Oxford. With strong support of dedicated management team, he made his dream come true. But like he says "This is just the beginning of good times, best is yet to come".

The main thrust of Nitol Motors Ltd. comes from, marketing TATA brand of commercial vehicles in Bangladesh including buses, trucks, passenger version pickup trucks, Maxi and construction equipment. Since 1991, it commenced assembly and building body of TATA vehicles, popular in the country for its economy and excellent value for money, unique pay-as-you-earn marketing system and complete after sales service.

Nitol Motors Ltd. has a strong, diversified profile in Bangladesh. It has opted for trading assembling of vehicles, bus body making, after sales support, transport and aviation services, financial institutions, manufacturing industries, real state including building of satellite townships, properties development and sports promotion. New enterprise is being implemented. Nitol-Niloy Group is looking at a new horizon of attainable dreams. For Nitol-Niloy Group, "sky is the limit".

TATA Company has become popular with the high sales figure internationally. This company has been trading their TATA vehicles for Bangladesh as a sole distributor. It supplies a broad assortment of commercial transportation clarification and covers the whole choice of the passenger.

The company's image becomes as a market leader for the widespread product range. These products improved on all kinds of business vehicles for Bangladesh. There are 40 branches all over Bangladesh of this company. The vehicles are categorized as utility vehicles, cars, pick-ups, buses, small-to-heavy trucks and tippers. These vehicles are prepared for 6×4 and 4×4 off road vehicles. This company also supplies the farming equipment like rotavators, tractors etc.

Nitol Motors Limited has an extensive collection of imported vehicles for assortments of loads carrying capacity and applications. This company has also serviced facilities in Bangladesh. Nitol Motors has made their popularity for the quality, reliability and trust of the people all over the world.

There are a lot of people are working for Nitol Motors Limited. This company provides jobs of Bangladeshi people. The main office of this company can be located at the commercial area of Mohakhali, Dhaka.

The GAPS Model of service quality:

The Service Quality Model, also known as the GAP Model, was developed in 1985. It highlights the main requirements for delivering a high level of service quality by identifying five 'gaps' that can lead to unsuccessful delivery of service.

Customers generally have a tendency to compare the service they 'experience' with the service they 'expect' to receive; thus, when the experience does not match the expectation, a gap arises. The low the gap will be, the more the chance of success will be there.

GAP 1:

Gap between consumer expectation and management perception: This gap arises when the management or service provider does not correctly perceive what the customer wants or needs. In the case of Nitol Motors Ltd., this type of GAP exists. Here managers perceive that, the customers will be benefitted, if they get proper service from their own service platform. But customers want pricing flexibility in all the segments of their services, no matter the service comes from any outsiders.

Market research

- Before introducing a new product or service into the market, a company must conduct market research to understand whether there would be any demand for the product, and what features should be incorporated. The better this process is conducted, the smaller the knowledge gap will be. Nitol Motors Ltd. conducts yearly survey to find out the reason of the gap.
- Nitol Motors Ltd. conducts their yearly survey program to find out their current customer status by selecting some service centers across the country.

Communication channels:

- The fewer the layers between management and customer contact personnel, the more likely that customer preferences will be incorporated into higher-level decision making on the product. Nitol Motors Ltd. has so many layers in its internal hierarchy. So it becomes difficult to find out the real scenario.

GAP 2 :

This is the gap between management perception and service quality specification: This happens when the management or service provider might correctly perceive what the customer wants, but may not set a performance standard. In Nitol Motors Ltd., this type of gap is very strong. The management of Nitol Motors Ltd. is very conscious about their quality service. But they are not able to provide their customers a standardized service. But they are trying to fix a standard of their services. So that, their customers can have an idea regarding their service.

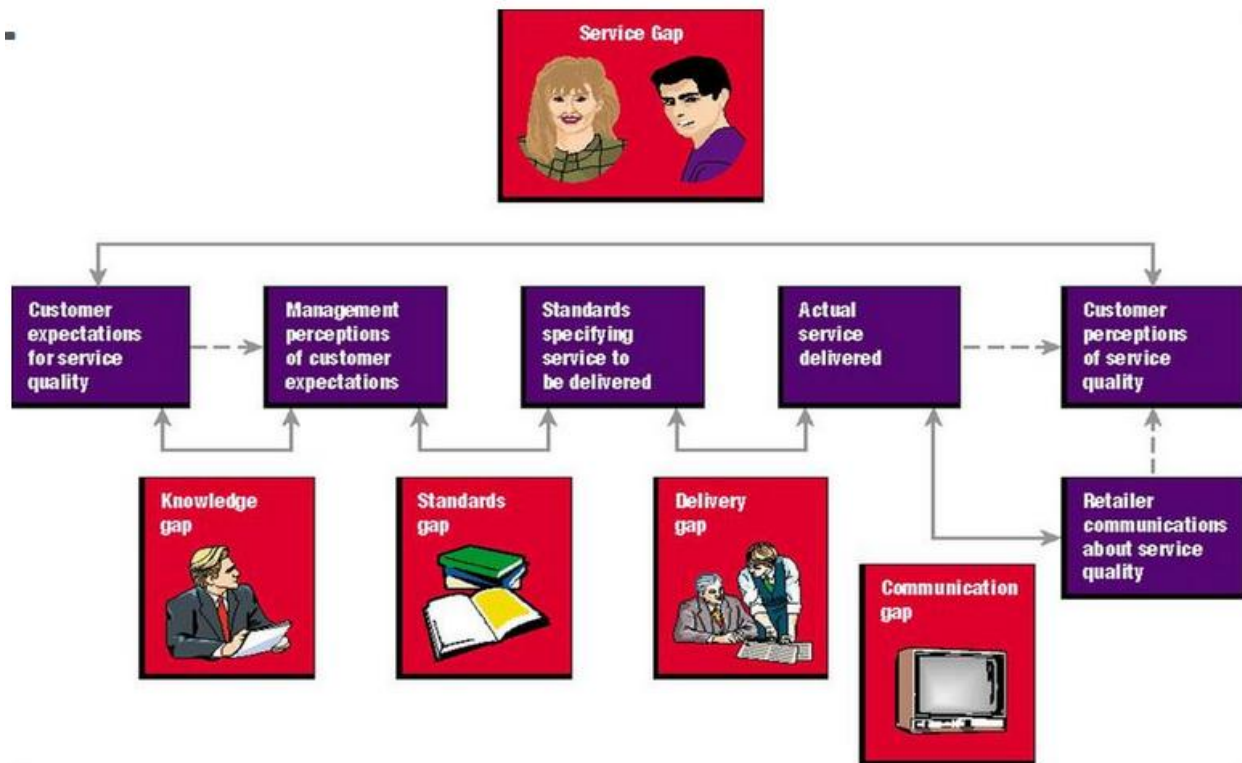
Nitol Motors Ltd. has different packages on their services for their regular and future customers. But those packages are inappropriate for those customers. For example, a customer who is customer for five years is getting 5 free major servicing facilities, whereas a customer who is customer for 10 years is getting only 6 free major servicing. Each and every vehicle needs 2 major servicing in every year as standard.

Nitol Motors Ltd. wants to provide their superior services to the transport business person in rural areas. So they are providing their service packages according to this. But there are lots of people living in metropolitan cities, who are engaged in transport business. They are being deprived of the policies which are not for their wellbeing.

GAP 3:

Gap between service quality specification and service delivery: This gap may arise in situations pertaining to the service personnel. It could happen due to poor training, incapability or unwillingness to meet the set service standard. An example: Nitol Motors Ltd. has its separate division for its vast number of spare parts. As it is very large in numbers, the service personnel's should be very well trained. But there is still a big scope to develop this side to ensure better service quality.

Nitol Motors Ltd. has created so many client oriented policies, so that their customers can get superior services. But there are some mismanagement in some place of providing the services or in accomplishing the policies.



GAP 4:

Gap between service delivery and external communication: Consumer expectations are highly influenced by statements made by company representatives and advertisements. The gap arises when these assumed expectations are not fulfilled at the time of delivery of the service. Nitol Motors Ltd. always tries to communicate regarding their service quality. There are some TV commercials in different national channels. There are so many promotional activities going on all over the country every year. They are providing different types of messages to their target customers through different types of campaigns all over the world.

After each and every events or initiatives, they provide their standard services to their different types of customer. After 2 or 3 months of that particular event or activity, they conduct a survey to justify the effectiveness of that particular campaign. For last 6 years, they succeeded to keep the standard line of that survey.

GAP 5:

Gap between expected service and experienced service: This gap arises when the consumer misinterprets the service quality.

Every organization wants to provide better services to their customers. Some of them are unable to provide superior service because of different reasons. Some of them are not capable because of poor resources. Some of them fail because of poor management. Some of them fails because of misunderstanding with the target audiences. It is very important to convey the message clearly to the target audience for any organization.

Nitol Motors Ltd. is very much successful to select their correct target audience long time ago. This thing creates great chance to convey the message correctly. If it goes wrong to select the right audiences, then there is a greater chance of misinterpretation.

Nitol Motors is very successful to select their target audience. So the programs they arrange for their audience is likely to convey the message correctly.

Nitol Motors Ltd. has their 40 service centers across the country. Through these 40 service centers they are providing their service. But in some districts, still there is no Nitol Motors service center. That does not mean they are poor service provider. That may create some confusion in the mind of their target customers.

Spare parts division of Nitol Motors Ltd. is very much rich in the collection and availability of their equipments. But there is shortage of well trained man power. So that can create misconception regarding their quality in the mind of the customers.

Consumer behavior in Services:

Consumer behavior includes the processes and motives that drive consumer buying activities. Consumers typically make purchases in a systematic way, with the time frame and nature of the process dependent on the type of purchase. The standard consumer buying process with a service has some specific differences from a product-based purchase situation.

Nitol Motors Ltd. provides its services on after sale basis. That means they don't provide only services. It sells the commercial vehicle to different types of customers and after delivering the vehicles, it provides its services through their service centers in different locations across the country. The persons who are involved in different types of small and medium businesses are the main customers of Nitol Motors Ltd. So they basically get motivated through other persons who are already having those types of commercial vehicles and having specific experience regarding those vehicles.

Need Discovery

The first step in the consumer decision-making process is need discovery. This stage is where a consumer realizes he has a functional or emotional need or want. In engaging in a service scenario, consumers recognize several common needs. One is expertise.

The type of product Nitol Motors Ltd. is providing to its customers is highly engaged in functional area. The commercial vehicles are always very busy on the highways and roads. They always run across the different locality. So as those vehicles are running without any major break, those product is highly dependent on their maintenance. Maintenance is one of the vital issues of commercial vehicles. Those vehicles will need frequent servicing, they will need sufficient spare parts and they will need dependable expertise to have the best solutions of their problems related to the vehicles. So these are the major needs the customers of Nitol Motors Ltd. are having in case of after sales service.

Information Search

The second phase of the buying process is information search. During this stage, the buyer looks for information and evaluates providers on certain criteria. Services are intangible, so buyers often need to consult company websites and talk with sales representatives to evaluate options. Additionally, services are often highly involved purchases for buyers because of the costs and importance. To get someone to hire your roofing company, you must provide significant information about the value of your materials and service relative to competitors.

Nitol Motors Ltd. is a well reputed organization in the country. It has already made an extraordinary image in the Bangladeshi market. So the customers can easily depend on this company

on the basis of the images it already created over the time. The brand name Nitol Motors Ltd. itself provides lots of information to its customers or the information seekers regarding the commercial vehicles. In case of the product like commercial vehicle, customers collect information regarding the product and services from the existing customers who are already having experience from those products and services. After sales services of any motor vehicle is very vital issue. Because after sales service is a continuous and regular issue that the customers will need in their rest of the time with the product. So the customers try to collect the information before purchasing the product regarding the expertise of the company who will provide the after sales service for the rest of the time after sales.

Proof Devices

Buyers typically want to see proof of benefits before making a product or service purchase. With products, you can show buyers how the product works and demonstrate the benefits. With intangible services, we can't. We can, however, provide customer testimonials emphasizing the quality, reliability and value of your service. It is also important to connect with customers' emotions by communicating the value of your expertise or the time that you save them.

As Nitol Motors Ltd. is a well renowned organization in commercial vehicles sector, it has already created a platform in the society which gives its customers some sort of feelings that they are going to have an organized service for his vehicles. Besides that, according to the tradition when a customer places a booking for any vehicle from Nitol Motors Ltd., it arranges a day long workshop on its service center which will assure them of having first class after sales service from Nitol Motors Ltd.

Post-Purchase Evaluation

Following a purchase, customers compare what they experience with what they expected. This point makes follow-up and follow-through on commitments important to customer satisfaction, repeat business and referrals. What makes a service experience distinct is that the people that provide it are especially key to the customer's perception of the experience. Getting customer feedback on the quality of service provided by all employees involved in the sale and delivery of the service is helpful in making any necessary improvements.

Nitol Motors Ltd. has its own procedure to evaluate the final customers. They frequently collect feedback from their customers regarding the quality of the services they are getting from Nitol Motors Ltd. It maintains customer log book for individual customers to have a record about their experiences. According to the internal rules of the service center of Nitol Motors Ltd., they are bound to collect at least one set of feedback once in every year. It helps them to understand the satisfaction level of the customers regarding their product and services. After evaluating feedback reports of some years of Nitol Motors Service Center, they found that 50 percent of

their current customers are becoming new customer with new purchase only because of its superior service quality.

Customer expectations of services:

A conceptual model articulating the nature and determinants of customer expectations of service is proposed and discussed. The model specifies three different types of service expectations: desired service, adequate service, and predicted service. Seventeen propositions about service expectations and their antecedents are provided. Discussion centers on the research implications of the model and its propositions.

Customer expectations are belief about service delivery that serve as standard or reference points against which performance is judged. Because customers compare their perceptions of performance with these reference points when evaluating service quality, thorough knowledge about expectations is critical to services marketers. The customer expectation is the first and possibly most critical step in delivering quality service.

Ideal expectations: Nitol Motors Ltd. is one of the leading motor vehicle distributor company in Bangladesh. They are the sole distributor of TATA motors in Bangladesh. They have a good reputation in the market regarding their service quality after and during sales. So when a new customer aims to purchase a motor vehicle for commercial purpose, they think about Nitol Motors Ltd. and when they think about Nitol Motors Ltd., they think they will get a reliable service facility from Nitol Motors Ltd.

Normative “should” expectations: Nitol Motors Ltd. maintains certain standard for their services. They have their certain level of dimension in providing services. They have maintain their own standard in all the aspect of providing their services. They have more than 40 service centers across the country. Before setting a service center in any locality, they must follow some standard. The workers who provide services in their service centers are highly experienced. All of them are well trained. They got their exclusive training from China and India under close supervision of TATA Motors, India. Their service centers are well decorated and enriched with modern machineries and equipments that are needed to provide superior services to their customers. After having all these criteria, they are forced to charge a price which is quite higher than all other service providers which are relatively very low. So they are charging higher price from their customers at this moment. As they are charging relatively higher price and they have brand image, so it can be assumed that, their services will be exclusive.

Experience based norms: If we think about the average standard of Nitol Motor’s service, then it is quite good. They are very much successful to satisfy their customers. They have proper knowledge regarding their market. This helps them to become the market leader. But on the other hand, there are some aspects which still make them unsuccessful in some cases. One of the

issues is, there are still lots of places where they have no service center. But still they have lots of their vehicles. Those vehicles are not getting their standardized service. They are not getting the facility of their expertise. So they have to take the services from any unauthorized service providers. So they are not getting effective result. Due to this they are facing huge financial lose. They are providing huge money to other service providers. But they are not getting solutions. They are facing financial as well as time loss. So the Nitol Motors Ltd. still have huge opportunities to develop their service facility in those places.

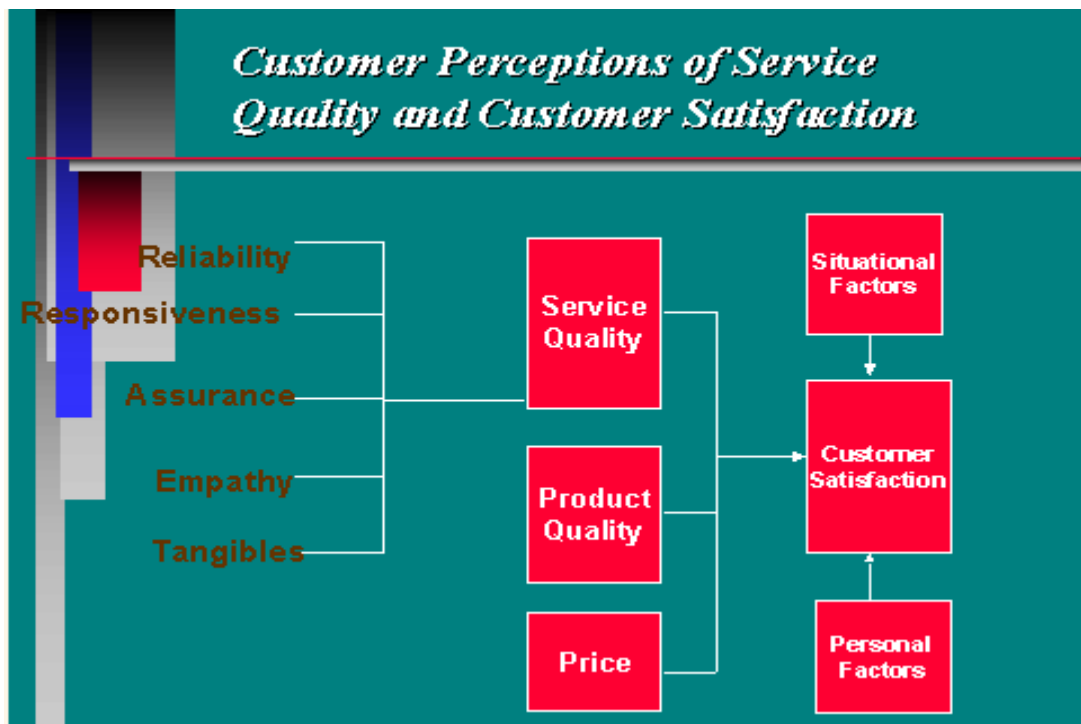


Nitol Motors Ltd. always tries to establish its brand by improving its user experience. It is very essential to provide superior customer service to ensure customer experience. It is not only customer service which is necessary to build trust and loyalty among the target customer and the general public. To ensure trust and loyalty, communication is also very important. Communication should be in a professional way, so that the customer can find its information from the communication that the company made for the customers.

Nitol Motors Ltd. conducts so many promotional activities across the country all the year long. All these promotional activities convey messages to its target customers. They choose the promotional events that create exclusive image of the company in the mind of the customers.

Customer perception of services:

This is a marketing concept that encompasses a customer's impression, awareness or consciousness about a company or its offerings. Customer perception is typically affected by advertising, reviews, public relations, social media, personal experiences and other channels. The concept of customer perception is built up by customer experiences, how they perceive the service they are offered and ultimately by whether they actually are satisfied with their experiences or not. One way of competing more successfully for small businesses today is by offering true customer service and service quality.



Over the 33 years of the journey of Nitol Motors Ltd. has successfully built the reliability in the mind of its target customers. Being reliable is an extremely important quality to have, especially in the customer service realm. Proving to NML clients that it is reliable by doing what it says 100% of the time is one of the most fundamental aspects of customer retention. It tries comparing the way it treats its customers to the way it expects from others in its corporate life. It is very important that those that are close to you are honest and do what they say - as it is the same in customer service. The more you prove yourself as unreliable, the more customers will be easily persuaded to try one of your competitors. As we have said before, the level of your customer service will make or break your business.

It is NML goal to respond to all knock it receives by the end of every month--even if the response is a simple. It uses its staff to help its customer stay on track with this task. It keeps up with the e-mail that comes into its box and follows up with a list of individuals that it may have missed. It's important to NML--and the superior brand it has established--to be responsive.

It has a decent social media following. It spends some time each week following new customers based on areas of mutual interest or because they have shared some of its content. Make sure the channels you use to reach out are open in a way that allows easy response. Asking someone to call you back and dropping them into a full voicemail box is frustrating and unproductive.

The quality of the products and services is an essential part of NML corporate strategy, the prime objective being customer satisfaction. For NML, quality means providing products and services that offer maximum benefit to its customers worldwide.

The successful completing of ISO9001:2000 quality management procedures in 2014 and continuously passing semi-yearly auditing and surveillance by different association is their commitment to quality assurance and constant improvement.

ISO 9001:2000 certification recognizes the quality management system for regular technology Co's main engineering and manufacturing facilities in Tongi, Gazipur. As an original manufacturer of quality products, NML strives to:

- Fulfill the customer's quality requirements
- Fulfill applicable regulatory requirements
- Enhance customer satisfaction, and
- Continuously improve its performance in pursuit of these objectives.

To guarantee the quality of its products during large-scale production, it implements the TQC (Total Quality Control) procedure, from IQC and IPQC to FQC. Every detector is individually tested and calibrated to ensure the compliance with industrial standards. NML is also planning on introducing Six Sigma mythology to track the effectiveness of actions taken.

A lot of people think customer service is about fixing things and solving problems. That's not the whole story. The real goal of customer service is to provide a positive experience that people associate with the company. Solving a customer's problem often achieves this, but that's not always within the control of a service representatives. Some cases get escalated, and others were never really product problems to begin with. NML always believes in this statement.

NML does not want any of its customers having bad experience. So they tries their level best to make a relationship with its customers. So they can easily solve all future possible problems.

Listening to customers through research:

It's a fact that every significant business now gets feedback spread across the web, and it doesn't matter whether they want it or not. This is a big change. Before the internet, dissatisfied customers had limited options. Sure, they could ring the company and maybe tell their friends. There was Trading Standards or even legal action, but none were serious threats.

Today, it's different. As a result, it's hard to find any reason why a serious online retailer would want to avoid having user-generated reviews of products and services on their site. It ensures that there's plenty of good feedback to balance out any bad. It provides management with information and brings problems quickly to the fore, enabling them to be fixed before they get out of hand.

Implemented in the right way, feedback can add significant depth and a feeling of integrity to product pages. It can't easily be copied by competitors and the variety of text is attractive to search engines — the most relevant and latest keywords will automatically be used by customers.

Nitol Motors Ltd. does not follow any academic research or survey. But they have habit of collecting information in both formal and informal ways. They have more than 18000 employees all over the country. Its own employees work for their research and survey. NML makes a routine of different branches which are given order to make a survey in their own locality. At first the board of directors of CBO's decides to implement any plan in the organization. To implement that specific plan, lots of information is needed. To implement that plan, what type of information is needed should be identified first. Then they identify in which locality is directly involved with that plan implementation. Then that particular branch work for information collection. In this process, they collect raw data from market.

NML conducts different types of promotional events all over the country in different occasion. In those events, they usually have a general tendency to collect information from root level. Different types of customers come to the fair and they express their likings and disliking. New and existing customers gather there together. So they get the opportunity to convey their demand to the head office representatives in the fair. Then the management gets the opportunity to work on those raw data.

Besides that, NML takes the help of different 3rd party help to conduct any research. Those 3rd parties take the responsibility to gather information from different sources by scientific method. Then they provide information to NML.

Building customer relationships:

It is now more important than ever to build a strong relationship with customers and clients. If you're not building a strong relationship with your clients you are going to be left behind. Building a strong relationship with your clients allows for individual attention and also the ability to differentiate customers and their needs. By interacting with your customers you can learn to customize your products and services to what your client needs.

Some of the ways in which we will interact with our customer are through your website, your contact centers, point of sale or purchase, and through the ever important after sale service. The fact of the matter is a happy customer is a customer that will come back to you. What we need to do is set realistic expectations with our customers, we don't promise if we cannot deliver. We need to have the ability to connect with them, and remember that every customer is different. Keeping good documentation regarding customer contact is also a very good practice thus the need for extremely efficient CRM system is critical. The right CRM system can allow us to respond quickly and efficiently with our customers.

Customers are the lifeblood of a business, so building a strong rapport with them is imperative to the success of almost any company. Through good times and bad, a solid relationship with your customer base will help ensure that your business continues to flourish. That's why many of today's most successful companies are being built around outstanding customer service. Developing strong relationships can take time and dedication, so employing the right customer relations strategies is critical.

i) Build trust commitment with customers

Relationship marketing is an important element to attract and satisfy the customers. The basic purpose of the study is to provide a relationship Track that will help marketers to create and maintain strong relationships in consumer markets of developing nations like Pakistan. Data were collected through administered questionnaire which were filled from 380 respondents of the universities students in cities of Islamabad and Peshawar of Pakistan. Trust was found as non-significant on relationship value. The findings also suggest that commitment have positive impact on relationship value. Managers can easily increased and maintain relationship with their customers by following the proved hypothesis in a developing country like Pakistan. It will also help them choose the right relationship marketing strategy to gain the positive results.

Nitol Motors Ltd. has already built up relationship with its customers through relationship of trust and commitments. They take each and every customer very seriously. They maintain a certain book of customer history. They maintain this book to maintain the relationship with that customer. Before providing any services to its customers, they study that particular book. After having a look on that book, they get an idea about the nature of that customer. Then they can easily have an idea that whether that customer going to like that service or event or not. Then it will be easier for them to provide the exact service to that customers. The customers in that case the ultimate service which is suitable for him.

ii) Customer Satisfaction

Customer satisfaction is a marketing term that measures how products or services supplied by a company meet or surpass a customer's expectation. Customer satisfaction is important because it provides marketers and business owners with a metric that they can use to manage and improve their businesses. In a survey of nearly 200 senior marketing managers, 71 percent responded that they found a customer satisfaction metric very useful in managing and monitoring their businesses. Customer satisfaction is the best indicator of how likely a customer will make a purchase in the future. Asking customers to rate their satisfaction on a scale of 1-10 is a good way to see if they will become repeat customers or even advocates. Any customers that give you a rating of 7 and above, can be considered satisfied, and you can safely expect them to come back and make repeat purchases. Customers who give you a rating of 9 or 10 are your potential customer advocates who you can leverage to become evangelists for your company. Scores of 6 and below are warning signs that a customer is unhappy and at risk of leaving. These customers need to be put on a customer watch list and followed up so you can determine why their satisfaction is low.

Nitol Motors Ltd. is very much concern to satisfy their existing customers. Because, for the kind of product like commercial motor vehicles, it is very common to be influenced by the existing customers. So they want to satisfy the current customers through superior services. So they convey the message to any future customer. In a competitive marketplace where businesses compete for customers; customer satisfaction is seen as a key differentiator. Businesses who succeed in these cut-throat environments are the ones that make customer satisfaction a key element of their business strategy

iii. Attract New Customers:

Customers are the lifeblood of a business, as a company cannot generate revenue and earn a profit without customers. In addition to attracting customers through marketing, companies place emphasis on retaining core customers and garnering customer loyalty in competitive industries. Loyal customers create stability in business operations.

In order to grow, every company needs to acquire new customers and sustain the ones they have. This is particularly hard for many small business owners since they are usually afraid of sales and marketing. They are also bad at keeping their customers since they are so focused on getting new ones in the front door, the existing ones leave dissatisfied out the back door. Companies need to develop processes that attract, convert and retain customers if they are to be successful in the long run.

Nitol Motors Ltd. believes that their existing customers will attract their new customers because of their superior service and professional attitude. So they mainly focus on their existing customers.



iv) Promise Fulfillment

Every day in business, you make promises to your customers. Some are explicit, others implied, but each one ultimately affects the success or failure of your business. Nothing builds customer confidence and loyalty more reliably than a history of well-kept promises. By the same token, nothing will undermine your reputation faster than a string of broken commitments. Your promises are not just conditions of satisfaction you fulfill in the future; they are guarantees of integrity you honor in the present. Satisfaction happens later, integrity happens *now*. Satisfaction is conditional; it depends on factors you can't control. Integrity is unconditional; it depends on choices you do control. Integrity is essential for the success of individuals and organizations. Without integrity there is no coordination, no trust, no ethics. Yet most people focus on fulfillment. Integrity implies a sincere intention to fulfill your promises, but it means much more than that: Integrity requires that you keep your word even when you cannot deliver what you promised.

Nitol Motors gives top priority to fulfill their promises that they gave to their customers. They actually have built their trustworthiness by keeping their promises over a long period of time. They are always concern about their standard of service, their time commitment, their appointment for their customers at their service centers are very much organized. This organized processes helps them to fulfill the promises.

v) Consistency

The importance of consistency in particular is huge. Customers want to have confidence that we'll deliver on our promises every time, not just when it's convenient. In fact, if we consistently deliver good products and services across our organization, if we mean what we say and say what we mean, if we under promise and over deliver, the potential for our organization to not only grow but reach extraordinary heights is real. It won't guarantee success but it will lay the foundation for us to achieve more and it will usually separate us from our competitors. Savvy business people understand the role excellent customer service plays in their success. They understand that winning customers and building loyalty doesn't happen overnight and that building strong customer relationships requires a consistent and ongoing effort to retain their customer's hard won loyalty. They know that while pricing is important, loyalty earned through delivering on promises and taking care of customers will often win the sale and keep the customer, even where pricing may be a bit higher. Companies like McDonald's and Starbucks weren't always big guys. They started out small and grew. And their growth was laid on a foundation of consistency, in their market, in terms of the quality of their products and their service. When consumers choose them over an unknown competitor they usually do so because their brand has a reputation for consistency in the products and service they provide.

Nitol Motors Ltd. is aiming to provide consistent superior services to their customers. At present they don't have any suitable platform to monitor the consistent service. But they have a internal rules to provide standard service.

vi) Conflict Handling

A conflict arises when individuals have different interests, opinions and thought processes and are just not willing to compromise with each other. It is always wise to adjust to some extent and try to find a solution to the problem rather than cribbing and fighting. Conflicts and disagreements only lead to negativity and things never reach a conclusion. It only adds on to the tensions and makes life hell. It actually leaves you drained and spoils your reputation. Every individual should try his level best to avoid conflict at the first place rather than resolving it later. Precautions must be taken at the right time to avoid a conflict. The issues resulting in a conflict must be controlled at the right time to prevent the eruption of a big fight. Conflict management plays an important role everywhere, at work places and even in our personal lives. Fighting never makes anyone happy and actually makes one's life miserable.

No organization runs for charity, it has to make money to survive well. Employees must give their hundred percent at work to ensure the maximum productivity. Nothing productive will ever come out if the employees are constantly engaged in fighting and criticizing others. Conflict management plays a very important role at workplaces to prevent conflicts and for the employees to concentrate on their work. The team leaders must ensure that the roles and responsibilities of each and every employee are clearly passed on to them. Employees should be discouraged to interfere in each other's work. Employees waste half of their time and energy in fighting with

others and find it very difficult to work which they are actually supposed to do. An individual must enjoy his work; otherwise he would never be able to give his best.

Customer Relationship management is the strongest and the most efficient approach in maintaining and creating relationships with customers. Customer relationship management is not only pure business but also ideate strong personal bonding within people. Development of this type of bonding drives the business to new levels of success.

Once this personal and emotional linkage is built, it is very easy for any organization to identify the actual needs of customer and help them to serve them in a better way. It is a belief that more the sophisticated strategies involved in implementing the customer relationship management, the more strong and fruitful is the business. Most of the organizations have dedicated world class tools for maintaining CRM systems into their workplace. Some of the efficient tools used in most of the renowned organization are BatchBook, Salesforce, Buzzstream, Sugar CRM etc.

CRM leverages and amplifies customer base of an organization through efficacious and efficient marketing. In fact CRM has brought up new dimensions in the field of marketing by significantly improving marketing functioning and execution. Intuitive CRM associated marketing strategies like direct marketing, web marketing, e-mail marketing etc. have been matured during the recent past. These marketing strategies are more promising as compared to the traditional ways on marketing as they help delivering higher-up performance and walloping business. They also help meliorating response rates in marketing campaigns, cut cost on promotions due to low asset values and provide higher scrutiny on organizational investments.

Many companies use spreadsheets for storing their customer data. Spreadsheets get lost, they get outdated, and they might fall into the wrong hands. Business cards are important for collecting customer data. These customer`s strategies miss something important – collaboration. A customer database increases in value when everyone works together on populating it with essentials.

Nitol Motors Ltd. uses a strong customer database through its CRM system. They have a separate IT department who takes care of their CRM. All the respective persons have the access to CRM. They keep it up to date. So they have all the information of their customers in an organized way. CRM helps to integrate and disseminate the information to different parties according the requirement. So they can take the help of the CRM as the central source of the information which helps them to build strong relationship with their customers by delivering superior customer service.

Service Recovery:

Service recovery has drawn the attention of researchers and academicians recently. The concept of service recovery is seen as both business practice and focus of marketing study which has developed over time. Perhaps the strongest single factor that causes service failure is the nature of service products themselves, which increase the possibilities of errors, or service failures, and therefore the need for recovery. Most scholars point out that the difference between tangible products and intangible services has increased customer awareness of the possibility of service failures either from the operational perspective or from the customer's viewpoint and it's difficult for marketers to understand and to meet customer expectations. Besides, service variability has been identified as ongoing problem both for marketing and quality managers. Moreover, the customer is often required to participate in the production of the services. It is about the benefits of service recovery, such as better customer loyalty and positive word - of -mouth communications have been highlighted. In the 1990's, public attention turned to the proactive, and strategic role that service recovery can play in customer retention in a competitive market place. He will also detail service recovery strategies as they are some steps taken by the organizations in winning back the customers after the occurrence of service failure incidents.

According to Zeithaml and Bitner (2003), Service recovery refers to the actions taken by an organization or service supplier in response to a service failure. Service recovery refers to the actions a supplier takes in order to seek out dissatisfaction and as a response to poor service quality i.e. service failure defined service recovery as a thought-out, planned process for returning aggrieved customers to a state of satisfaction with the firm after a service or product has failed to live up to expectation'.

Service recovery thus refers to the actions of service firms in response to service failure. The objective is to maintain the business relationship with the customer. This argument was based on the premise that customer satisfaction ensures customer loyalty, repeat sales and positive words of mouth communications. Effective service recovery also leads to enhance perceptions of the quality of the products and service already bought enhanced perceptions of the firm's competence, and a favorable image in term of perceived quality and value.

As Nitol Motors Ltd. is a vehicle based organization, they have high chance to be failure in different situation. So they have to be prepared for that unwanted situation. To overcome those situations, they have different compensation programs. So they can balance their image crisis. They have designed different compensation packages which are given to different types of customers who have already experienced a failure case. They arrange different promotional events in different localities. They try to recover their image through those events where they get chance to interact with customers directly.

Besides that, they take proper initiatives to reduce rates of failure. They make a log book to register those cases of their failure. Their expert team arranges their monthly meeting on those cases and tries to find out the solutions, so that they can avoid those types of cases in future.

Service Development Process:

New Service Development (NSD) has been relatively neglected in the literature on innovation. Valuable insights are available in the extensive new product development (NPD) literature, which can be considered while developing services. However, it is recognized that there are a number of aspects distinctive to services, which are likely to affect its development. One of these is the role that users and service staff can play in NSD.

New service development has a similar development process to product development, but there are significant differences in the activities and the research techniques. Some literature suggest that relative to product firms, service firms are less likely to perform concept tests, test marketing, launch activity and are inefficient in predevelopment activities. The early stages of problem description, idea creation, concept definition and screening are vital for the success of the future stages.

A study comparing the innovation activities of Australian firms explored the factors necessary for successful development of new goods and services. The study (Atuahene-Gima, 1996) found that both types of firms focus on similar factors but the relative importance varied. The critical factor for services - the importance accorded to innovation activity in the firm's human resource strategy - ranked third in importance for manufacturers. Service innovation advantage and quality ranked third in importance for service firms. Compared to manufacturers, successful service firms must place greater emphasis on the selection and management of employees who work directly with the user.

A review of service development by Cowell in 1988, highlighted the following points:

- Services development appeared to be technology driven rather than user driven
- Generally, the rate of new service creation is quicker, while user adoption of new services is slower, relative to new products
- There are more service improvements rather than service innovations
- In most services, users are involved in the service production process
- Service staff are critical to service production and delivery.

Opportunity Identification & Needs Analysis involved a thorough evaluation of the current service from a user perspective. Service attributes and the importance of the attributes were discussed with users and service staff. Service problems and areas to focus improvement were explored. Comparative data, if available, was sourced and examined.

The sub-stage included both internal and external data gathering. This led to the identification and definition of the service problems or needs. This sub-stage included a study of user behaviour, needs, attitudes and service usage. Experts in the area were consulted. National and international information was sourced. Important trends in user behaviour, user demographics, perceptions and interest in the use of services were gathered. The target market segment was identified and defined clearly, and their specific needs and problems were captured.

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An important point to note is that in the case of council service development, some services can be very large and complex; in which case, it is useful to analyze the data on both macro and micro levels. For instance, in the bicycle research, a large number of varied ideas were gathered. These were first sorted in terms of the macro level (i.e. transport types, infrastructure, transport management and overall strategy) and micro level (road lighting, road surface, specific bicycle lanes, signs and bicycle stands). These were then further categorized into sub-levels: individual level (safety, health, comfort) and community level (environment, road rules, traffic congestion, motorist behavior).

Activities in the Development Process:

The details of activities, outcomes and decisions are very vital. They show the go-no-go decisions to be made at crucial points during the process, when the management team should decide whether to proceed or not with the development of the service. It should also be noted that the sub stages are not linear; but that some activities may be performed at the same time and some may be iterative. For example, in the opportunity identification sub-stage and in needs analysis there could be an overlap of activities or the need to reconvene a group of service staff or users and hence the technique of sequential discussion groups was used in one of case studies.

The Innovation Journal: As stated earlier, the nature of the service influences the development of services. In the case of the local government, the number of stakeholders and users are many, and therefore it is important at the start of any service development project to clearly identify these key groups. They should be brought into the development process at appropriate times as shown in the model. Multi-disciplinary teams of staff across departments should be brought together, along with users at appropriate times during the development process. For example, in Nitol Motors Ltd., a cross-functional team consisting of road engineers, councilors, service managers, frontline service staff, transport service staff and experts was organized by the researcher. This team was brought together at regular intervals, but particularly at the initial sub-stages (strategy development, opportunity identification and idea generation) and again at the concept development sub-stage.

The NuServ model of service development was found to be suitable and effective for services offered by local government in New Zealand. It was found to fit in well with the service context and local government procedures. As highlighted earlier, the involvement of users and service

staff varies according to the stage of development. It starts with information gathering and moves quickly to service assessment and then active involvement as service developers.

Users of the products of Nitol Motors Ltd. become part-producers of the service eventually at the service delivery stage.

Benefits of the NuServ model - first stage of service development

- When compared to other models, it gives details of sub-stages, captures the critical role of the user and service staff and the nature of their input. Also shows the iterative nature of development.
- Provides a visual guideline for managing the process better. It is important not to introduce services without the upfront activities (especially since most services are easy to produce and hence the risk of omitting critical stages).
- The model helps maintain a systematic approach, thus reducing the risk of failure and providing early information on user acceptance. It helps reduce the uncertainties of the fuzzy front-end, prevents wasteful spending or effort on areas that are not relevant to the particular service being developed and is both user as well as service staff-oriented.

Integrated Service Marketing Communication:

Integrated marketing communications (IMC) is an approach used by organizations to brand and coordinate their communication efforts. The American Association of Advertising Agencies defines IMC as "a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines and combines these disciplines to provide clarity, consistency and maximum communication impact." The primary idea behind an IMC strategy is to create a seamless experience for consumers across different aspects of the marketing mix. The brand's core image and messaging are reinforced as each marketing communication channel works together as parts of a unified whole rather than in isolation.

The Shift from Fragmented to Integrated Marketing Communications

Prior to the emergence of integrated marketing communications during the 1990s, mass communications—the practice of relaying information to large segments of the population through television, radio, and other media—dominated marketing. Marketing was a one-way feed. Advertisers broadcasted their offerings and value propositions with little regard for the diverse needs, tastes, and values of consumers.

Often, this "one size fits all" approach was costly and uninformative due to the lack of tools for measuring results in terms of sales. But as methods for collecting and analyzing consumer data through single-source technology such as store scanners improved, marketers were increasingly

able to correlate promotional activities with consumer purchasing patterns. Companies also began to downsize their operations and expand marketing tasks within their organizations. Advertising agencies were also expected to understand and provide all marketing functions, not just advertising, for their clients.

Today, corporate marketing budgets are allocated toward trade promotions, consumer promotions, branding, public relations, and advertising. The allocation of communication budgets away from mass media and traditional advertising has raised the importance of IMC importance for effective marketing. Now, marketing is viewed more as a two-way conversation between marketers and consumers.

Previously Nitol Motors Ltd. was not that much concern of their marketing activities. As they had no competitor in that sense, they followed traditional promotion of their products and services. But after that, when some competitors came to the market, they changed their marketing approaches. They followed the integrated activities for marketing purposes.

- a shift from mass media advertising to multiple forms of communication
- the growing popularity of more specialized (niche) media, which considers individualized patterns of purchases and increased segmentation of consumer preferences
- the move from a manufacturer-dominated market to a retailer-dominated, consumer-controlled market
- the growing use of data-based marketing as opposed to general-focus advertising and marketing
- greater business accountability, particularly in location based promotional activities
- performance-based compensation within organizations, which helps increase sales and benefits in companies
- unlimited Internet access and greater online availability of vehicles and services
- a larger focus on developing marketing communications activities that produce value for target audiences while increasing benefits and reducing costs

The Tools of Integrated Marketing Communications

The IMC process generally begins with an integrated marketing communications plan that describes the different types of marketing, advertising, and sales tools that will be used during campaigns. These are largely promotional tools, which include everything from search engine optimization (SEO) tactics and banner advertisements to webinars and blogs. Nitol Motors Ltd. uses all kinds of communication ways to convey its messages to its customers. Traditional marketing communication tools such as newspapers, billboards, and magazines are also used to inform and persuade consumers. Marketers of Nitol Motors Ltd. also decide on the appropriate combination of traditional and digital communications for their target audience to build a strong

brand-consumer relationship. Regardless of the brand's promotional mix, it is important that marketers ensure their messaging is consistent and credible across all communication channels.

Benefits of Integrated Marketing Communications

With so many products and services to choose from, customers of Nitol Motors Ltd. are overwhelmed by the vast number of advertisements flooding both online and offline communication channels. Marketing messages of NML run the risk of being overlooked and ignored if they are not relevant to consumers' needs and wants.

One of the major benefits of integrated marketing communications of NML is marketers can clearly and effectively communicate their brand's story and messaging across several communication channels to create brand awareness which helped NML to grab this market share. IMC is also more cost-effective than mass media since consumers are likely to interact with brands across various forums and digital interfaces. Now a days, customers of NML spend more time on mobile devices, marketers NML seek to weave together multiple exposures to their brands using different touch points. NML then views the performance of their communication tactics as a whole instead of as fragmented pieces.

The other benefit of integrated marketing communications for NML is that it creates a competitive advantage for companies looking to boost their sales and profits. This is especially useful for small- or mid-sized firms with limited staff and marketing budgets. But it is also happening for NML. IMC immerses customers in communications and helps them move through the various stages of the buying process. The organization simultaneously consolidates its image, develops a dialogue, and nurtures its relationship with customers throughout the exchange. IMC is instrumental for NML in creating a seamless purchasing experience that spurs customers to become loyal, lifelong customers.

Way forward to develop service quality:

Quality service is a key element of a successful business. But many businesses struggle to improve service and retain their customers. A bad experience can drive a customer away for years. There are several methods to improve quality service at any business, from having clearly defined and measured service goals and motivating employees, to using customer feedback and updating service tools to better serve customers. No matter the approach, improving quality service at the business does not have to be a struggle. Nitol Motors Ltd. has so many scope of taking initiatives to improve its service quality.

Invest in service training, rather than a quality control department:

Depending on how large or small your business is, any organization may already have a quality control department. Nitol Motors Ltd. also has one. This department tracks and documents any quality issues and works to address them. But depending on a quality control department can actually set the business up for poor performance, as it may demonstrate to the other employees

that quality is not their main concern. Investing in training that trains all workers at all levels, rather than solely in a quality control department, will let the workers of NML know they have a responsibility for providing quality service, no matter their role in the company.

- Look at gaps in service training in current workforce. It can take its employees to customer service seminar, online, or in person, as part of a performance improvement requirement. Organize training sessions that target specific issues or gaps, such as how to interact with customers at the cash register or how to handle a speech to a client in a meeting.
- For example, if it tries to improve service at the cash register, set up a training session targeted at improving service at the register. Management may discuss how to greet a customer at the register, how to ring them through quickly and promptly, and how to hand them their change or their charge card at the end of the transaction. NML may also instruct its employees to do mock transactions, where one employee acts as the worker at the register and the other employee acts as the customer.
- NML should not stop training employees after their first few days or weeks on the job. It should teach employees that there is always more they can and should be learning about their job, the business, and how to serve customers.

Tie the employee’s actions to the business’s overall performance:

This means showing the employees that what they do every day in the workplace has a big effect on customer happiness and the bottom line. Tying individual behavior to a larger system will give the employees a sense of how important it is that they practice good quality service every day.

One way of doing this is to challenge the employees to commit to providing the best service possible to customers for one month. At the end of the month, show the employees the proof of improvement of sales and lower customer complaints.

Give the employees service quality goals:

These goals should be challenging, but attainable. Research on goal setting has shown that setting specific and challenging goals leads to higher levels of employee performance. Avoid easy or vague goals, such as “just do your best”.

Focus on specific actions and attitudes, like greeting every customer with a smile and a hello, helping them with a fitting room and sizing, and making sure their transaction at the register is fast and pleasant.

Determine how quick they are able to solve problems:

According to one survey, 69% of customers define “good” customer service as having their issue or problem addressed quickly and efficiently. 72% of those interviewed said things like being transferred from person to person or having to explain the situation several times were

major frustrations. NML should make efforts to determine how quickly NML is able to address customers' issues. NML can ask about this in a survey. For phone calls or online customer inquiries via email or chat, we can use a timer to determine how long it takes to address the problem.

The employees may not always have the knowledge or authorization to solve a customer's problems. However, they should be trained to immediately identify the problem and find someone who can address the issue.

Create a customer service survey:

Customer satisfaction has several key components, such as emotional satisfaction, loyalty, satisfaction with specific attributes of their experience, and intent to return to your business. Creating a survey for customers to take after each service experience will help the organization determine how effective the service is.

- Track emotional satisfaction by asking questions that determine the “overall quality” or happiness of the customer with his/her experience.
- Track loyalty by asking questions that determine whether the person would recommend the business to others. People are more likely to trust word of mouth than any other form of advertising.
- Track satisfaction with specific elements of the experience by asking targeted questions, such as “How satisfied were you with the speed of your service today?” or “How would you rate the length of time you had to wait?”
- Track the intention to return by asking questions like “Based on today, would you return?” or “Do you think your choice to visit our service center was a good decision?”
- Incentivizing these surveys is a good way to get customers to complete them. Often, unhappy customers will simply not return to a place where they felt dissatisfied. However, if you offer an incentive for them to complete the survey and return to your business, such as a free dessert with the purchase of an entree or a discount on a purchase, they will be more likely to offer feedback and do business with the company again.

Make sure, employees know what “quality service” means to NML:

New hires and experienced workers should all know what “quality service” means to Nitrol Motors Ltd. This definition may be made up of larger ideas, like “consistency, communication, and connection”, or more specific ideas that involve specific actions or attitudes.

- The definition of good customer service is highly dependent on the industry and the customer base. For example, a friendly, talkative salesperson might be desired in a retail setting, but customers might not want their massage therapist to be chatty. Similarly, if the customers are older, they are more likely to appreciate in-person service, whereas younger customers may be more appreciative of easy answers over social media.

Conclusion:

Customer satisfaction is given the large priority in Nitol Motors Ltd. As such the Service Department has been organized with cutmost care. A team of very experienced technical hands provides the service support. The Central Service Center is located at Gazipura, Tongi, near Dhaka, and, the components assembling factory is situated at Savar on company's own purchased land. Besides that, sub service center is also located in different areas in Bangladesh. As for the researcher's observation through the study researcher has found out that the Nitol Motors Ltd. is performed according to the needs of the situation policy, in some causes there are strict and confidential policies, while in some other cases there is not much structured policy, but more or less practices at Nitol Motors Ltd is done for the sake of the organization and the managers and employees working in it. Nitol Motors Ltd aims to provide efficient, consistent and cost effective service to consumers, needs to carry on its reputation in the coming years, the efficiency of the organization depends not only on the efficient employees but also on maintaining and developing their skills through training and development. Although Nitol Motors Ltd. has some limitation still the organization is running its operation successfully and that indicates that the system is adequate enough to maintain the efficiency so, we can conclude that Nitol Motors Ltd. practices at is good enough, though not a perfect one. The overall standing of the facility from an environmental compliance stand-point is good. Operating is an issue that can be dealt with quickly, easily, and with little expense. The on-site technical assistance evaluation is designed to aid the facility in environmental compliance with a common sense approach. Its focus is to help the small business owner, to provide them the business assistance.

The main goal of the research is to discuss the concepts of ongoing service providing status and to find out all the possible ways to improve the service quality, which is fully backed by academic guideline. Specifically, a common platform to discuss all the possible related outlines, is needed which may help to develop the current service status to a superior stage.

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