

Report On

Elevation of service quality by evaluating service gaps in Rangs Motors Limited

By

Faiza Shams

Student ID: 21104030

An internship report submitted to BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration.

BRAC Business School

BRAC University

February 2022

©2022. BRAC University

All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____ **Faiza Shams**

Faiza Shams

Student ID: 21104030

Supervisor's Full Name & Signature:

_____ **Mr. Shihab Kabir Shuvo**

Lecturer, Brac University

LETTER OF TRANSMITTAL

January 27, 2022

Shihab Kabir Shuvo

Lecturer, BRAC University

Subject: Submission of Internship Report on “Elevation of service quality by evaluating service gaps in Rangs Motors Limited”

Dear Sir,

I am hereby, submitting my Internship Report on “Elevation of service quality by evaluating service gaps in Rangs Motors Limited” as a partial fulfillment of BBA program major in “Computer Information Management”. I found this report to be very fascinating, useful, and enlightening. The entire study is based on my theoretical knowledge as well as my own experience at “Rangs Motors Limited”. I anticipate that this report will be both useful and detailed. This Internship program and report writing have provided me with the opportunity to get experience in the corporate world, which I believe will benefit me in the future. Thank You very much for your guidance and cooperation for completing the internship report. Moreover, if you have further queries regarding the report, please let me know, I would be very pleased to clarify that.

Sincerely Yours,

Faiza Shams

21104030

Brac University,Dhaka

Acknowledgement

All honor and glory to Almighty Allah, the Most Merciful. This report would not have been completed without His blessings and approval.

The successful completion of this report might not have been possible within the designated time frame without the help of few people whose inspiration and suggestion made it happen. Firstly, I would like to thank my honorable academic supervisor Shihab Kabir Shuvo sir for providing me the instructions that were required to complete my Internship report and for always guiding me throughout my internship period and suggesting me the correct theory for problem evaluation. I have tried my level best to implement his constructive suggestions while writing this report.

I would also like to thank Kazi Meherun Nesa, my supervisor at Rangs Motors Limited who helped me by providing valuable information to complete the report.

Contents

LETTER OF TRANSMITTAL.....	2
Chapter 1	7
1.1 Company Profile	8
1.1.1 Vision, Mission, Objectives etc	8
1.1.2 Corporate division/Department etc	9
1.1.3 Details of the product lines or services	15
1.1.4 Operation Details	17
Chapter 2.....	18
2.1 Job Responsibilities:	18
2.2 Functions of the department	22
Chapter 3	23
3.1 SWOT Analysis of Rangs Motors Limited:	23
3.3 Gap model of service quality	26
Gap 1: Knowledge Gap.....	28
Gap 2: The Policy Gap.....	28
Solution:	29
Gap 3: The Delivery Gap	29
Gap 4: The Communication Gap	30
Gap 5: The Customer Gap.....	31

Table of Figures

Chapter 1

Figure 1. 1 Organogram of Rangs Motors Limited corporate division hierarchy 10

Figure 1. 2 Product Line.....15

Chapter2

Table 2. 1 19

Chapter3

Figure 3. 1 Market share of Rangs Motors Limited imported vehicles..... 25

Figure 3. 2 Gaps model of service quality... ..

Executive summary

This internship report is based on my successful completion of a three-month internship program at Rangs Motors Limited as a requirement for the fulfillment of bachelor's degree. It was a great opportunity for me to be able to work at Rangs Motors Limited and gain adequate knowledge on their overall organization. This report is the result of my internship and gives a comprehensive picture of my activities and learning during the whole internship period. The First section of the report is the introduction part where it mostly includes updated company profile, mission, vision, objectives, the departments and the CSR activities done by the company. The following section describes my job responsibilities and the functions of the department where I was assigned. I've focused on my daily responsibilities and how much I was able to contribute to the company. In the next part I have elaborated my findings on the service gaps of Rangs Motors Limited. Finally, in the last section of the report, I have drawn attention towards some recommendations based on the findings.

Chapter 1

1.1 Company Profile

The RANGS Group is one of Bangladesh's most prominent industrial giants.

RANGS GROUP, which began its illustrious journey in 1979, is a well-known and trusted name among Bangladeshi businesses. Rangs Group's notoriety, along with the dominical skill of its specialists, creates a powerful force that responds to people's growing desire to live lives of higher standards.

Rangs Group's dynamic leadership and progressiveness can be seen in its 30 years of business experience in a variety of industries, including automobiles, telecommunications, pharmaceuticals, real estate, and more. The success of over 50 companies is ample proof of Rangs Group's dynamic leadership and progressiveness. Because of their direct communication strategy with Bangladeshi consumers, they have a unique customer insight. In Bangladesh, it is the distributor for Eicher, Mahindra, and Mitsubishi Fuso. The RML authorized Showrooms, suppliers, and sales concerns make up the distribution chain.

Rangs Motors provides an abundance of help around the country thanks to its extensive network. In Sonargaon, the business has also begun to assemble vehicles. The facility covering over 40 acres of land in Sonakhali assembles pick-ups and human haulers with completely knocked down (CKD) kits from Indian multinational car manufacturer Mahindra & Mahindra Ltd.

1.1.1 Vision, Mission, Objectives etc.

Vision- The organization is continually working to put in place the practical efforts needed to realize its goal, all while maintaining a laser-like focus on its basic values. As a result, operational excellence is provided throughout the organization, and pledges are made to the communities they serve. (Nesa, 2021)

Mission- Additional globally known brands will be assembled, as well as more showrooms and service centers will be opened across the country to give services to consumers on many levels. (Nesa, 2021)

Objective/ Company Aim

- To create employment and gain respectability and self-reverence from nationals through profitable enterprises.
- To understand the market in terms of competition and major players and also how other institutions' businesses are running.
- Rangs Motors LTD believes in delivering excellence by studying the customer's needs and expectations.
- Continuous modernization and expansion is the key motive of this organization by concentrating on consumers and retaining impartiality and clarity in all sectors.
- To establish a total of 70 sales points including dealer points across the country. (Nesa, 2021)
- To have an active network of workshops all over Bangladesh. (Nesa, 2021)

1.1.2 Corporate division/ Department etc.

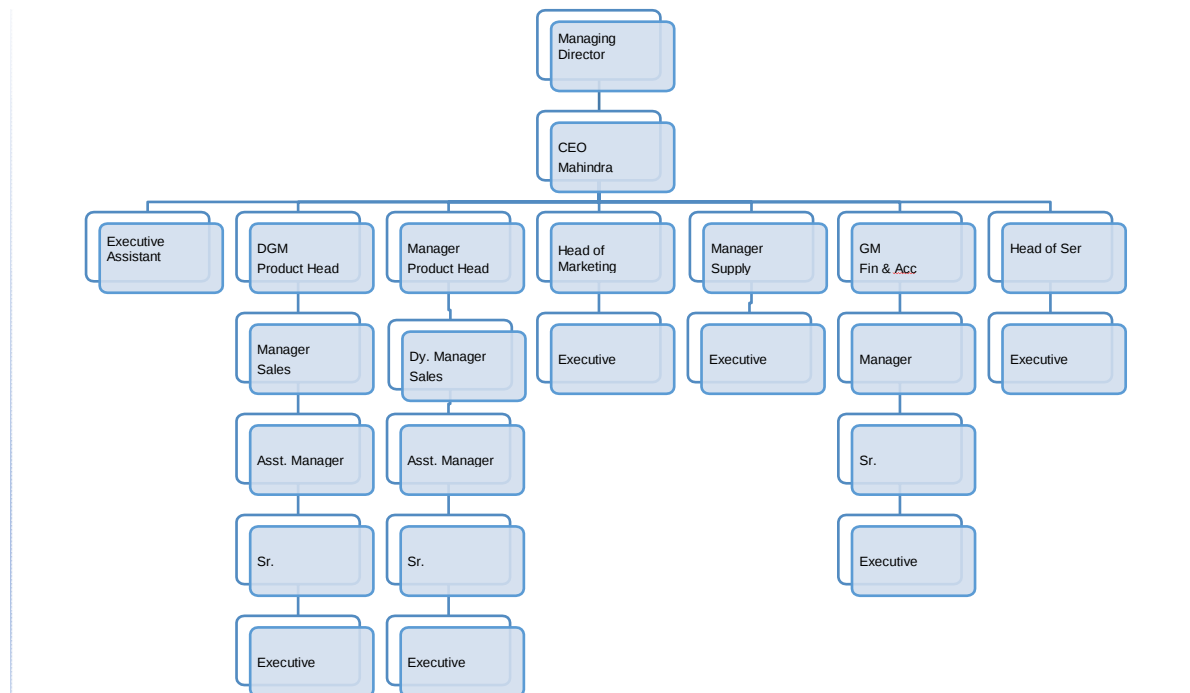


Figure 1. 1 Organogram of Rangs Motors Limited corporate division hierarchy

Marketing and Customer Care Department:

The Marketing Department is responsible for promoting an organization's business and mission. The Marketing Department's job is to reach out to prospects and consumers while also establishing an overall picture that positively portrays your firm. Any organization's brand image and ability to offer value for the brand are critical to increasing sales. As the business intends to sell services or experiences, this is a central focal point for every corporation. Marketing and sales success are dependent on the Marketing Department.

Rangs Motors LTD's Marketing Department serves as a supervisory and monitoring body for the company's branding department. Rangs Motors LTD's customer service and branding department is in charge of tailoring a brand strategy to the company's target market. Customer service executives and brand managers work together to preserve brand integrity across all marketing campaigns and communications for the organization, as well as manage a product portfolio. Rangs Motors LTD's customer service staff has excellent communication skills and strives to establish positive relationships with customers and external contacts. The branding team is responsible for all advertisements, creating promotions and generating marketing campaigns. Possession of these qualities and attributes of the branding department makes Rangs Motors LTD such an effective body in the market.

Retail Sales Department:

The main role of Rangs Motors LTD's retail sales department is to oversee all sales activities and to establish strategies that will help the company meet its sales target. Retail sales department is responsible for managing and monitoring the works of all retail managers, area managers and sales representatives. Other roles of retail sales department include:

- Coordinating the activities of the sales team to build and maintain a healthy and profitable relation with buyers and other associates.
- Devise new strategies to achieve the sales target.
- Setting weekly, quarterly, monthly and annual sales target for sales representatives.
- Defining and implementing sales policies and procedures.
- Approval of all sales plans and budgets.
- To arrange scheduled sales meetings in order to maintain a healthy relationship with all area managers and sales representatives to be updated on their day-to-day activities and current sales.

Finance Department:

Finance is yet another critical component for any business. Rangs Motors LTD's Finance department is not only responsible for the company's financial operations; it also collaborates with other departments. Finance department has various important activities including the following things:

- Defining and achieving financial objectives.
- Planning and budgeting to make the best use of resources in order to expand the company and meet shareholder expectations.
- Management reporting to the Board on present and prospective business performance.
- Statutory reporting and investor relations support
- Auditing and risk management in the workplace.
- Adding value to all functions as a business partner.

Accounts Department:

Rangs Motors LTD's accounts department plays a vital role in managing day to day transactions of the company. Their main responsibilities include opening and closing accounts, recording accounts, paying bills, tracking assets and expenditures, managing payroll in compliance with the HR department and taking part in tax analysis and filing.

Other responsibilities of Rangs Motors LTD's accounting department include

- Checking and tracking of invoices.
- Monitoring purchase orders, distribution and outstanding.
- Preparation of bank NOCs for EMI completion of vehicles.
- Making sure client's payments are made on time and monitoring all methods of payment and purchase. (Online money transfer, bank cheque pays, cash on delivery, on credit or after sale).
- Preparing budget reports, tax reports, outstanding bill reports and income and expenditure reports.

Vehicle assembly Department:

The vehicle assembly department of Rangs Motors LTD is responsible for converting completely knockdown (CKD) kits into finished Mahindra pickups and Eicher buses. This department strives to increase the efficiency of the production or assembly line so that it can reach the output targets set by the company's management and ensuring that final products are of the highest value and quality to consumers. The team is also entrusted with figuring out how to reduce the cost of vehicle assembly. The department must conduct rigorous tests to guarantee that all items meet quality norms before being mass assembled, checking for flaws as they advance through the manufacturing process.. Rangs Motors LTD is also very cautious and maintains strict policy to meet minimum quality standards which are strictly supervised by Rangs Motors LTD's assembly department officers and managers.

Human resource department:

Rangs Motors LTD's Human Resources department is responsible for stimulating, developing, retaining, and attracting truly brilliant employees across the country. The department is likewise committed to establishing positive connections between management and employees at all times. The sector covers sure that at least managerial development supports organizational growth. Areas covered by HR of Rangs Motors LTD are-

- Managing productivity, which includes measuring and coordinating achievement, performance feedback, and managing and administering benefits, among other things.
- Employees concerned learning and development, including change management, organization design and development, organizational climate management, and learning in the workplace, among other things.
- Recruiting, assessing, and selecting candidates, as well as HR planning, are all examples of resourcing.
- Managing careers and development, which involves considering competencies and potential, developing professional development systems, mentoring programs, and learning & support.
- Managing employment relations, such as employment regulations, workplace relations, HR customer service, and so on.

Rangs Motors LTD has been a leader in identifying and developing top managers. Each year, they select the smartest and brightest graduates to guarantee that they have the greatest and most effective workforce possible. Rangs Motors LTD personnel are dynamic, self-motivated, and energetic to accomplish any assigned job because they are chosen based on their academic and professional achievements.

Distribution department:

This section is in charge of the distribution channel, which includes authorized showrooms, designated dealers, and Rangs Motors Workshop Limited, and covers a wide range of products.
(Nesa, 2021)

1.1.3 Details of the product lines or services



Rangs Motors LTD mainly deals with Eicher buses and trucks as well as Mahindra pickups and 3 wheelers along with motor oils mainly Shell lubricants. They also import heavy duty construction vehicles which are used in the local market as well as their own real estate business.

Figure 1. 2 Product Line

Eicher	Mahindra
10.60 G Bus 	Alfa 3-Wheeler Cargo Diesel 
10.90 L SKYLINE NON-AC BUS 10.60 G Bus	Bolero Maxi Truck Plus

	
16 XP Tipper 	Big Bolero 
20.15 Diamond 	JEETO S6-11 BS3 
20.16 (4300MM) HCBC Truck 	Maxximo VX 
Terra 16xp Dumper/Tipper (8 CBM) 	Supro T4 PS 
20.15 Air Suspension	Shell Lubricants



1.1.4 Operation Details

Rangs Motors Limited imports and distributes Eicher, Mahindra and Mitsubishi Fuso in Bangladesh. The vehicles are assembled with completely knocked down imported parts in Sonakhali and made into buses, trucks, cement mixers, 3 wheelers and many more vehicles for micro and macro businesses. These facilities are run under the direct supervision of Rangs Motors Limited executives from vehicle assembly department and marketed for specific transport sectors. The completed vehicles are then distributed through showrooms, private authorized dealers and sales executives throughout Bangladesh. To give aftermarket sales support, specifically trained mechanics for Eicher buses and trucks and Mahindra pickups and 3 wheelers work tirelessly around the clock and provide high quality maintenance. There is a wide network of service centers accumulating to more than 70 service points across the country.

1.1.5 Philanthropic activities/CSR

The concept of corporate social responsibility is gaining traction around the world, and with good reason. Rangs Motors LTD's twofold goal is to make money while fulfilling corporate social duties. Rangs Motors LTD takes pride in being an organization that has excelled as an environmentally responsible organization. Through its continual contributions to the economy, Rangs Motors LTD has set an industry-wide benchmark in Bangladesh.

Rangs Motors LTD has always supported environmentalism and recognizes its obligation to advocate for and engage in environmentally beneficial initiatives. Furthermore, it fosters the concept that everyone of its stakeholders, as well as society as a whole, is important. As a result, Rangs Motors LTD puts its conviction into action by engaging in activities that benefit the economy and, as a result, the people who work in it.

Rangs Motors LTD was founded with the goal of offering vehicles to both small business owners and corporate giants, as well as normal consumers.

Along the way, it has aided in the improvement of rural livelihoods in Bangladesh, as well as a rise in the level of life and job creation. Rangs Motors LTD is acutely conscious of its social responsibilities, which is evident in its actions.

Rangs Motors LTD is committed to offering long-term benefits to its customers. Self-sufficiency is cultivated through the availability of tools, expertise, and financial resources. Rangs Motors LTD also assists the transportation sector by offering financial help at all levels.

(Nesa, 2021)

Rangs Motors LTD contributes to government spending on driver training, infrastructure development, public job creation, and cash transfers under safety nets. It is also one of the country's largest corporate taxpayers.

Rangs Motors LTD Group has also extended its support to those who are in deep crisis due to the countrywide shutdown caused by the corona virus pandemic. To this respect, Rangs Motors LTD has provided revised EMI policies for poor people in many parts of the country.

Chapter 2

2.1 Job Responsibilities:

I completed my internship in the customer care and marketing department of Rangs Motors LTD. During my internship, I worked in various activities related to customer care and marketing. I attended many meetings and seminars and was guided by my senior officers on every step of my work. I had worked in many tasks while working in Rangs Motors LTD from which I have listed a few of my job responsibilities:

- **Market Briefing:** My first task was to learn about all the Eicher and Mahindra vehicles and analyze their specifications, weight, prices etc. I was given a small briefing and a file related to all product details to memorize.
- **Market research:** I had to prepare a set of questions related to consumer buying behavior on and get it accepted by our customer care executive director, then I had to make calls and ask the questions in person and input their feedbacks in SPSS and Tableau software to generate reports, graphs, charts and other statistical display of information.
- **Data entry:** I had to input all data relevant to all the sales representatives under every distributor that are working with Rangs Motors LTD. I had to enter their locations, name of organization, address and contact numbers.
- **Letter Management:** I was also tasked to handover all promotional offer letters to our respective clients and also in charge of monitoring, tracking, and filing those

letters until they were received by their respective clients.

- Generate bank documents: I was assigned to generate bank NOCs and other relevant EMI closing paperwork so that they can be sent forward to deliver full ownership of the vehicles to our leasing customers from the vehicle sales and transaction ERP system.

Week	Job Responsibility	Term/Word	Learning
01	• Introducing with the people • Discussion on survey questions • Making the Google survey form	KYC MICR cheque	• How to introduce myself • Corporate behavior • How to fill up KYC form
02	• Calling customers • Filling up the Google form • Giving feedback to the supervisor	Bank NOC	• How to deal with difficult customers • How to entice the customers to answer survey questions among their busy schedule
03	• Calling customers • Filling up the Google form • Giving feedback to the supervisor	Route permit	• How to make reports according to Rangs Motors specification
04	• Calling customers • Filling up the Google form • Preparing loan closure documents	Ownership certificate	• How to maintain schedule and provide Rangs closing confirmation documents on time

05	• Calling customers • Filling up the Google form • Preparing loan closure documents	No new key term	• How to maintain schedule and provide Rangs closing confirmation documents on time
----	---	-----------------	---

06	• Calling customers • Filling up the Google form • Preparing loan closure documents • Preparing T.T.O form	Delay Interest Payment	• How to ask and establish Nagad application and create awareness for online and mobile banking for EMI payment.
07	• Preparing PowerPoint animations for marketing strategy presentations • Developing new online marketing content for digital posters and GIFs	Chassis number, Sales concern	• How to protrude strategies to strengthen customer relationship
08	• Calling customers • Filling up the Google form • Preparing loan closure documents • Preparing T.T.O form	Lease information	• How to establish new Google form questions and conduct surveys according to SPSS analysis
09	• Calling customers • Filling up the Google form	No new key term	• How to analyze responses through Tableau
10	• Calling customers • Filling up the Google form for EMI paying customers through	Mobile banking	• How to shift customers' dependency on EMI collection concerns and create awareness for mobile banking

	Nagad mobile application		
11	• Calling customers • Filling up the Google form	No new key term	• How to promote Nagad over Bkash for EMI payments
12	• Preparing loan closure documents • Preparing T.T.O form	Vehicle fitness and insurance	• How to smoothly deliver loan closure documents over to the finance department in scheduled time

2.2 Functions of the department

Rangs Motors LTD's customer service and marketing department works to keep their brand identifiable, current, and engaging to customers. Rangs Motors LTD's marketing executives oversee a portfolio of products while maintaining brand integrity across the company's marketing strategies and communications. Some of the functions of our department are as follows:

- Conduct market research to stay current with market trends while also attempting to predict future developments.
- Managing advertising, product design, and other kinds of marketing to ensure brand consistency.

- Short- and long-term brand strategy, including the creation of style guides, brand guidelines, brand vision, and value proposition.
- Coordination with numerous marketing firms to plan and execute all communications and media initiatives across all platforms, including internet and social media.
- Assisting with product innovation, pricing, and new product launches, as well as identifying and pursuing new business prospects.
- Establishing and maintaining product branding through the creation and management of promotional offers.
- Analysis of competitors and customer insights

Our marketing department plans unique ways to promote and change the public perception of Rangs Motors LTD, making the products more attractive to consumers. This division of Rangs Motors LTD maintains strong communication skills and always tries to keep good relations with colleagues and external contacts.

I learned a lot working in this department and they have made me more motivated and eager to work more in this department.

Chapter 3

The buying process starts with buyers recognizing a problem or need. Every consumer face two states which trigger their decision-making process: one is their desired state, and another is their actual state. While talking to the customers it was pointed out that Rangs Motors Limited's service centers were not that efficient compared to other brands which have a standard service regulation. They found the other brands have more eye-catching service facilities and are easily noticeable in their area with cheaper service charges and better marketing and advertising directives.

3.1 SWOT Analysis of Rangs Motors Limited

Swot analysis is a mixture of company analysis that encompasses the company's Strength, Weakness, Opportunity, and Threat. By looking at Rangs Motors and its competitors using the SWOT framework, a strategy can be built that helps distinguish the company from its competitors to compete successfully in the transport sector

Strength of Rangs Motors Limited:

Rangs Motors Limited is one of Bangladesh's biggest heavy-duty vehicle manufacturers. Rangs Motors Limited produces buses, lorries, and three-wheeler vehicles, which are well-known and widely used in Bangladesh. Besides they are producing 32+ vehicles in their imported vehicle division which not only dominates the local market but is also being imported from India at a constant rate, Rangs Motors Limited's diversified product line has played a key role in capturing the market share for example Mahindra's diesel 3 wheelers are directly in competition with the regular compressed natural gas or CNG run 3 wheelers. They have a very big product line and having the biggest manpower force in the industry Rangs Motors Limited group has maintained a very strong distribution channel which helps them to make their product available to every corner of the country. They have their own factories, and assembly plants. Rangs Motors Limited has been a market leader since it is a highly diversified business that operates in a wide range of areas and sectors.

Weakness of Rangs Motors Limited:

A few well-known brands account for a large portion of Rangs Motors Limited's sales. As a result, the corporation is subject to any unexpected shifts in consumer behavior.

Some of Eicher buses are not tailored to current Bangladeshi road conditions and are prone to repairs and are seen as light weight vehicles by some customers. Another issue that demonstrates problems in the transport industry is that the trucks and pickups are subjected to criticism by various business entrepreneurs who consider frequent repair of vehicles is bad for

day-to-day business functions. Some mechanics in the service centers have a habit of not doing their work properly within the required time and it is very difficult to convince them about maintaining a schedule.

Opportunities of Rangs Motors Limited:

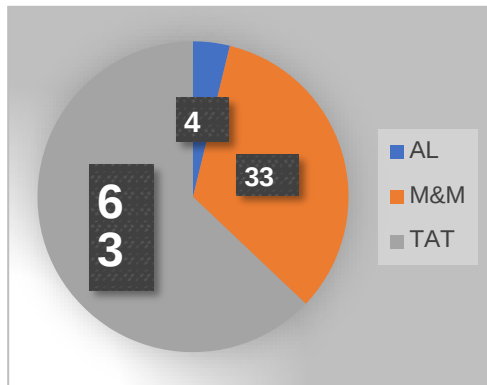
- The rise of internet retail is providing new distribution channels for Rangs Motors automobiles, as well as opportunities to expand into new markets.
- Bangladesh is a rapidly developing country, growing middle classes creating larger and broader markets for Rangs Motors Limited's products.
- Changes in lifestyle, such as longer work hours, more youth in the work force and more single person households increase the demand for transport businesses.

Threats of Rangs Motors Limited:

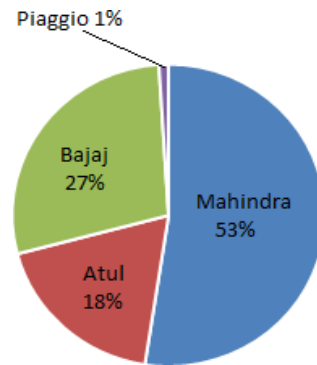
- Intense competition: With the company introducing new vehicles in the market and also existing market leaders in this sector like Nitol Niloy Motors and ACI Motors looking to get extensive market share by providing cheaper vehicles with less costly maintenance and because of this division of the transport sector Rangs Motors Limited's market share has been gradually decreasing.
- Increasing raw material prices: As days go by, the prices of raw materials such as reconditioned gear and steering boxes, CKD engines and suspensions etc. is increasing at a drastic level. Such increase in raw materials will have an adverse effect which will thus increase the price along with supply pressure on the company.

3.2 Competitive analysis:

Figure 3. 1 Market share of Rangs Motors Limited imported vehicles



Market share in 4-wheeler and pickup import



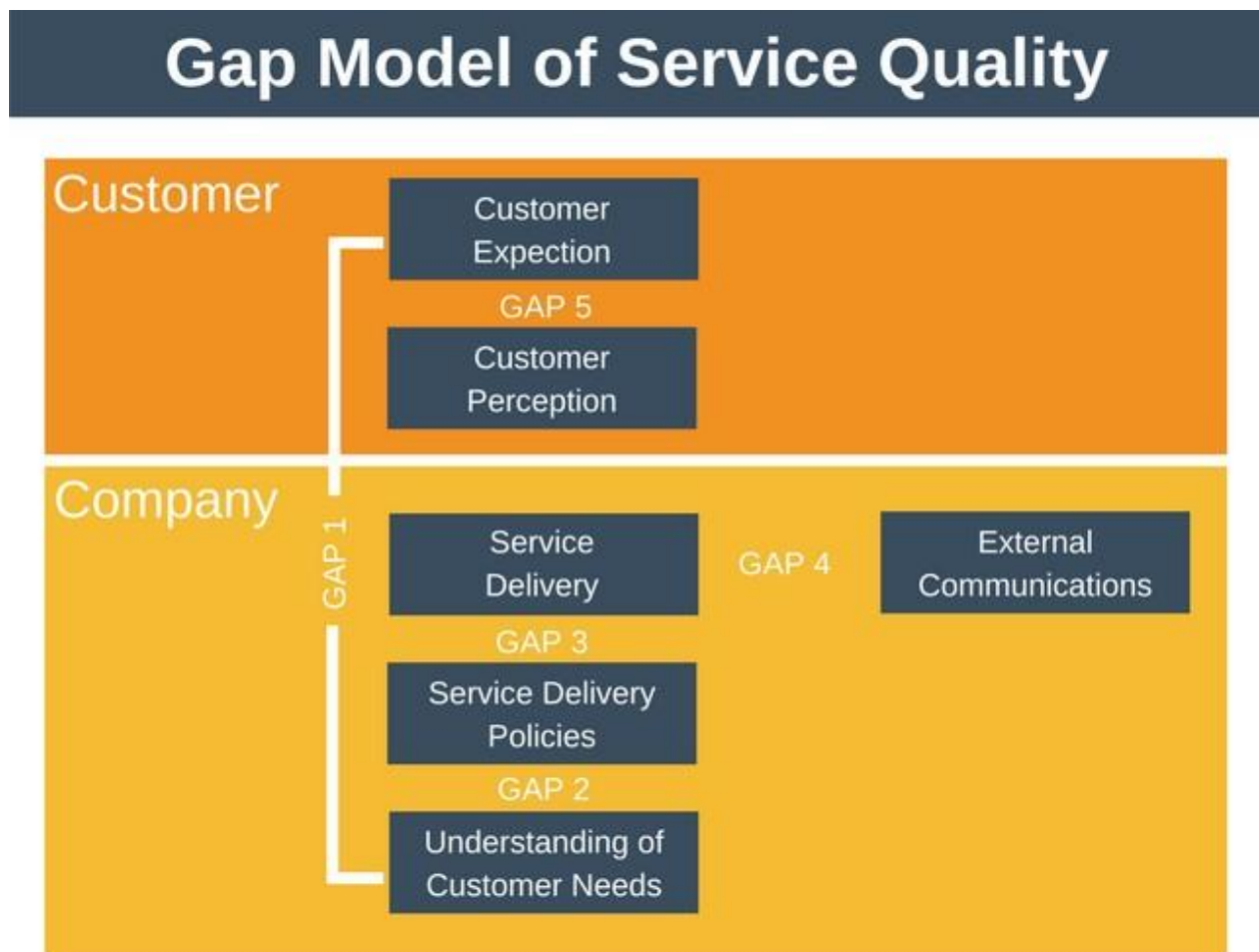
Market share in 3-wheeler import

Rangs Motors Limited has been the market leader in 3 wheelers import and distribution in the fiscal year 2020 to 2021 whereas it has been the market challenger competing with TATA for 4 wheelers including buses, trucks and pickups but the company looks forward to change these figures in the year 2022 with better after sale service, cheaper parts and more flexibility through attractive EMI payments over longer period of times and better machinery imports overall.

3.3 Gap model of service quality

To apply the approach, a company must first measure each of these gaps before taking steps to manage and minimize them.

Figure 3. 2 Gaps model of service quality



The reason behind my choosing this model is because during my internship I did a market research and survey where I received valuable information from the consumers

about their purchase decisions and service center shortcomings with unreliable mechanics and expensive spare parts.

When I asked people about the reason behind purchasing heavy duty vehicles for business purposes and what they were looking for, most of the answers were that the main purpose is to get instant profit through constant transportation of goods. They usually buy their product based on their choice of size i.e. 20:15 and 20:16 size variants and secondly comes their preferred brand and due to Rangs Motors Limited's lack of advertisements most of these people don't know that Rangs Motors Limited has a variety of more than 32 different vehicles which almost fulfills their choice of preferred vehicles. Moreover, some people don't even know that Mahindra and Eicher are Rangs Motors Limited's brand who are the direct importer in Bangladesh. Rangs Motors Limited' should increase its Eicher and Mahindra advertisements in order to let people know about their huge product line to gain consumer's loyalty to its brand.

Gap 1: Knowledge Gap

The knowledge gap is the difference between what the customer expects from the service and what the business delivers.

Essentially, this gap developed because Rangs Motors Limited's management was unaware of what customers anticipated. This is due to a variety of factors, including:

- Management and client engagement are lacking.
- There is a lack of communication between service center employees and management.
- Inadequate research into the market
- Insufficient liaison focus.
- Failure to pay attention to client complaints.

Solution:

By learning what customers believe, we can close the gap. Options to consider include:

- Using extensive customer survey.
- Increasing communications between organization and customers for vehicle leasing issues.
- Increasing interactions between managing board members and service staff for service center issues.
- Once we've validated our survey and SPSS analysis, we may act on further customer insights.

Gap 2: The Policy Gap

The policy gap is the difference between management's understanding of customer needs and how that knowledge is translated into delivering services rules and processes.

There are several causes for this gap.:

- There are no customer service standards in place.
- Service levels that are poorly classified.
- Failure to update vehicle service level standards on a regular basis.

Solution:

We can bridge this gap by adopting appropriate service quality standards. Options to consider include:

- Ascertain that a reasonable proportion of senior management remuneration is linked to service excellence.
- Establish, communicate, and enforce quality standards.
- Establish quantifiable service quality goals.
- Educate managers on how to lead by example in terms of service quality.
- Review policies on a regular basis.
- Reward staff and service center mechanics for meeting quality objectives.

Gap 3: The Delivery Gap

The delivery gap refers to the disparity between service delivery policies and standards and actual service delivery.

This gap occurred for a number of reasons:

- Inadequate human resources policies and knowledge of service center mechanics.
- Failure to match CKD car replacement parts supply to demand.
- Lack of product expertise among employees, collection concerns, and sales concerns.
- Inability to deliver the product and repair services as a unified team.

Solution:

We can close the gap by ensuring that performance is up to our expectations. .Options to consider include:

- Train employees and service center mechanics with adequate knowledge of the vehicles.
- Improve the corporate division and service centers by providing the appropriate technology, tools, and equipment, as well as a stronger ERP system.
- Focus on internal marketing increasing word of mouth for better marketing values.
- Take measures to retain high-performing employees and service center mechanics.
- Manufacture spare parts in Bangladesh to reduce the cost of after market products.

Gap 4: The Communication Gap

- Improve the corporate division and service centers by providing the appropriate technology, tools, and equipment, as well as a stronger ERP system. There were huge implications which came to view during survey calls and analysis of the responses.

Again, there are a variety of causes behind this:

- Overpromising and failing to deliver on promises made at the time of purchase.
- Seeing external communications as separate from internal communications.
- Inadequate communication between the operations and advertising departments, as well as customer and loan collection concerns, and insufficient product advertising via digital and print media.

Customer dissatisfaction is caused by a lack of communication. This occurred because they did not receive what they were promised. In the worst-case scenarios, they were forced to switch to a different supplier, resulting in the emergence of brands like as Tata and Ashok Leyland.

Solution:

This gap can be averted by ensuring the product or services delivered match up to the promises made. Options to consider include:

- Obtaining feedback from customers and employees on advertising campaigns.
- Use actual customers, real reviews, and real workers in your advertising.
- Ensure that the operations team approves all advertising efforts.
- Be realistic with your customers' expectations.
- For Rangs Group, more use of digital media such as Facebook ads, Instagram promotions, and Google Search Engine Optimization.
- A more informational website with detailed prices and specifications for the automobiles.

Gap 5: The Customer Gap

Customers do not always comprehend what the service has accomplished for them, or they misunderstand the service quality.

Rangs Motors Limited, like many other companies, is fully unaware of this disparity. This gap can occur as a result of one of the other four gaps, or simply because the customer perceives the quality of the service incorrectly or as a result of unfavorable circumstances such as being misinformed by the collection company or sales representatives, defective parts in vehicles, or exorbitant spare part prices due to high import. Despite the fact that the corporation believed there was no gap, their clients were simply waiting for someone to fill in the gap.

Solution:

The only way to close this gap is to close the other four gaps in the model. Once this is completed, client expectations and perceptions should be in sync.

3.4 Recommendation based on the outcome of the analysis:

While my time working in Rangs Motors Limited I have identified some sectors where there are room for improvements which I would like to present in this report:

- Marketeers should identify which factors are most valued to customers of Eicher and Mahindra and thrive to excel on those factors.
- Consistent focus should be given on product attributes as consumers consider more reliable vehicles.
- Marketers should also aim to overcome the negative consumer perception of

expensive spare parts and educate consumers that original parts have better longevity than fake ones.

- Implementing mobile banking in every part of the country to prevent any mishaps by collection concerns.
- Delivery of vehicles in time from the assembly plant with better supply chain management.
- Getting well trained engineers from India to train mechanics in the service centers.
- Have much more visual advertisement for low cognitive audiences and customers with attractive vehicle modifications.

Chapter 4

Conclusion:

To conclude this report I would like to portray that I had an amazing experience in Rangs Motors Limited and believe that the company will dominate domestic market and in the near future can produce vehicles on its own accord without relying on imports and start exporting home made transportation solution like buses and trucks and heavy duty machineries. During my internship I familiarized myself with the organizations challenges goals and attributes. I could understand how theories are incorporated with day-to-day business activities which would help me enter the corporate sector. Moreover, I also groomed myself of self-learning and being attentive. I encountered many criticisms but was guided by my superiors to not make the same mistake again. Lastly, I enjoyed my time working in Rangs Group and thankful to all the people who helped me to learn and grow and mostly to become a better version of myself.

Reference

Rao, S. (2019, September 6). *The gaps model of service quality: Chapter 3*. Medium.
<https://medium.com/madaboutgrowth/the-gaps-model-of-service-quality-chapter-3-30fc290f06b0>.

Rangs motors ltd.: Rangs Group. Home. (n.d.).
<https://www.rangsgroup.com/industries/automotive/rangs-motors/>.