

## CLIENT SATISFACTION AND LOYALTY FACTORS IN AUTOMOTIVE INDUSTRY

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### **Abstract**

*Automotive companies tend to view customer satisfaction as a determining factor of customer loyalty. An esteem essential to the long-standing profit of an association is a customer satisfaction. However, when an organization lessens customer leaving by 5%, profits raise by 2-8%. former researches have focused on aspects of customer loyalty such as quality of product and customer fulfillment, although none have qualitatively explored the factors correlated to automobile dealerships businesses in Bosnia and Herzegovina. The aim of this qualitative study in this regard is to study some of the factors that influence customer loyalty in car dealerships. from the dealer principals' point of view. We collected data from more than 70 dealerships around Bosnia and Herzegovina. It has been observed that 5 different factors have influenced customer loyalty significantly. Besides, physical factors related with facility, customer-oriented factors, product and services-oriented factors, finance-oriented factors and marketing presence was taken over. Customer loyalty is objectively important for strategic marketing planning and represents an important basis for developing a sustainable competitive advantage (Kahre & Kahreh, 2012). In general, customer loyalty is a favorable attitude from individuals towards repeat purchasing of a company's products over competitors (Oliver, 2010). The ability to retain customers and make them loyal is critical for continued organizational success (Mohd, Mokhtar, & Yusr, 2016).*

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## **1. Introduction**

Loyalty is indicating the dignity of an organization as well as eager to preserve the organization against criticism (Demir et al., 2020). Complaining about the organization is not included in Loyalty (Niehoff et al., 2001). Customer loyalty is very often synonym for satisfied consumers and very often companies tending to improve their processes and standards in correlation with a customer (Budur et al., 2018). One such strategic focus is customer loyalty, which should be viewed as a “must” for automakers hoping to compete (*Polk & Co, 2010*). Customer loyalty is empirically important for both strategic marketing and developing a sustained competitive advantage (Kahreh & Kahreh, 2012). In general, customer loyalty is a positive posture from persons concerning the purchase of a company’s products over competitors continuously (Budur, 2020; Oliver, 2010). In continued organizational success, the capability to cause customers loyal and possess them is critical (Mohd, Mokhtar, & Yusr, 2016).

Customer loyalty further aids to decrease marketing expenses and warrants constructive word of mouth (Budur et al., 2019). In automotive industry, different brands measuring loyalty with different approach. Some of the brand approach is that loyal customer is someone who trade in his old car for new one in our facility, some of them would say that after the car purchase, customer stay in their service workshop. In case of the accident, customer would immediately call their contact person from the dealership and asked for help and assistance. Is this right approach? Of course, it is. But what is more important, if we can recognize major touch point with a customer in our sales and after-sales process and tending to adopt. What is the thing which make customer proud and happy to be with us? Is it trust? For sure it is one of the main indicators. And how we can measure it? What are the tools to measure? In many cases principals and OEM, trying to show big picture with different tools and measures, as CSI (customer satisfaction index, human touch index) using different surveys and measures. CSI research has its weaknesses as a true indicator of customer loyalty (*Anderson, 2008*).

A decade ago, *Frederick F. Reichheld*, a director at the global strategy consulting firm *Bain & Company* came out with a lack of correlation between gratification and purchase action in research. What our target in this article is, to show what kind approach and feedback we can have from the people in the first contact with a customer. What are their findings in long-term relationship with a customer? What influence customer satisfaction and make customer loyal to their dealership and brand. In the service sector, customer satisfaction can influence

corporate profits (Baydoun, Rose, & Emperado, 2001) through frequent business or positive word of mouth advertising and revenue growth.

Human resources (HR) are one of the functions whose practices can help shape employee behavior and experiences within the organization, and influence the organization's culture (Cabrera & Bonache, 1999). strategies and dealings are created by HR that "enable employees to deliver results to customers", which eventually impacts customer service quality (Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994, p. 119). HR's training mainly development programs have a straight impact on employee skills affecting both their aptitude levels and their productivity, which could affect employee job gratification (Budur and Poturak, 2021; Mohammed et al., 2020).

The objectives of this research are to investigate what influence customer satisfaction and stimulate them to be loyal. precisely, the researchers pursued to discover the relations among different factors with loyalty. This study was conducted in four more than 60 dealerships in located in Bosnia and Herzegovina. This article tends to contribute to the recent studies by examining the key components degree which affect customer loyalty. In the following chapters, we want to explore the factors that affect the satisfaction and loyalty of customers who visit car dealerships, whether it is buying a vehicle or visiting a service center, buying parts or accessories.

### **Automotive Industry in Bosnia and Herzegovina**

Bosnia and Herzegovina have very long tradition in automobile industry, starting from 80s when we had VW production line in Vogošća (Sarajevo), then in the 90s assembly line for ŠKODA vehicles. Nowadays, we have very strong parts and accessories production in Bosnia and Herzegovina, with Automotive Cluster association. Automotive association exports one billion BAM every year in EU countries and we use to say that there is not any vehicle produced in EU, without at least one-part assembly which coming from Bosnia. At the same time, total car registration in our market is 920.929 vehicles (passengers and light commercial vehicles), with very old car park age, with 16,7 years.

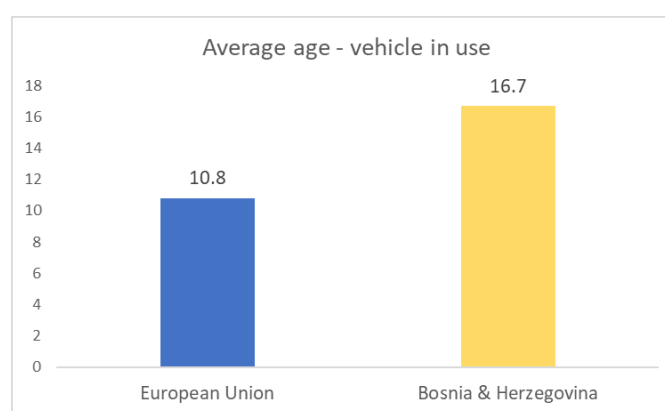
Table 1: Car registration in Bosnia and Herzegovina

P	Vehicle category	Registration 2019
1	M1 - passenger cars	867.495
2	N1 - light commercial cars	53.334
	Total	920.829

Source: [www.iddeea.gov.ba](http://www.iddeea.gov.ba)

When we are talking about car park age in Bosnia and comparison with, we have one of the oldest car parks in Europe, and still huge potential to develop significantly.

Graph 1: Average car park age comparison - 2018

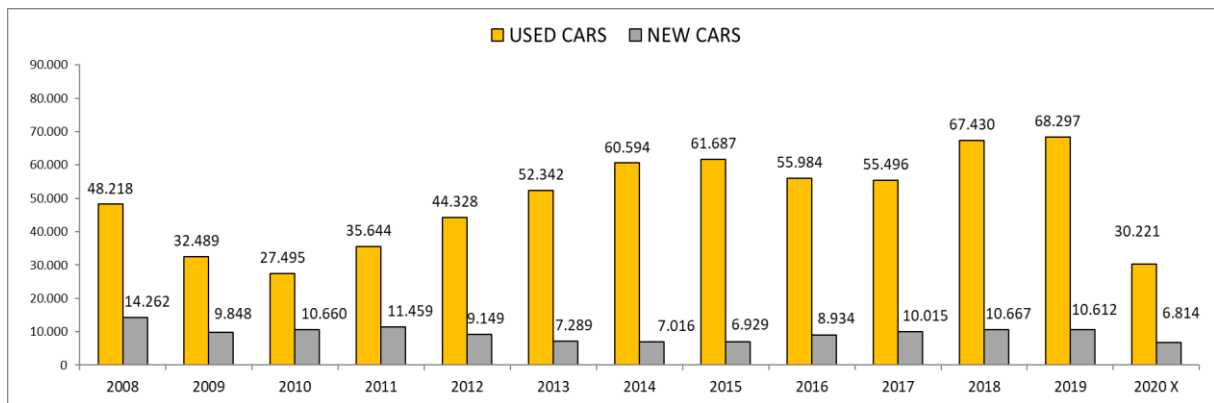


Source: [www.iddeea.gov.ba](http://www.iddeea.gov.ba) and [www.acea.be](http://www.acea.be)

According to information from the Chamber of the Commerce FBiH, there are about 146 car dealerships in Bosnia, operating as sales & sales authorized services representing different brands. Mostly all of the dealerships working in accordance with the rules defined by OEM manufacturer following defined market strategy.

If we consider car registration in Bosnia and Herzegovina, we will come to the figures which shows that our market is not huge, and this is one of the reasons that we have to put more attention to the customers, since they are very sensitive.

Graph 2: Trend in car registration used & new cars (2008 – 2020 IX)



Source: [www.iddeea.gov.ba](http://www.iddeea.gov.ba)

Comprehensive literature review on factors that affect customer satisfaction and loyalty will be provided in the following section. Moreover, data collection process, sampling and research design is explained in the methodology section. Main research findings and results of research questions investigation are presented in section results of the study.

## 2. Literature Review

### Location importance for Retail Business

Business location is a unique factor which the competitors cannot imitate. Hence, it can give a strong competitive advantage (Demir et al., 2019). Selection of retail location is a long-term decision, which requires long-term capital investment. Good location is the key element for attracting customers to the outlet and well-located store makes supply and distribution easier. On the end, locations can help to change customers' buying habits (Demir et al., 2019; Torlak et al., 2021).

Hoch and colleagues (1995) and Bronnenberg and Mahajan (2001) incorporate heterogeneous geodemographic data and find that the location of consumers strongly affects their responses to prices and promotions. Consistent with previous studies, authors find that the importance of the automobile and dealership service varies on the basis of customer characteristics (e.g., Bolton 1998; Bryant and Cha 1996; Mittal and Kamakura 2001). In summary, factors associated with the psychological and physical landscape are statistically associated with the importance of dealership service and vehicle quality, though the nature of the association is rather complex (Mittal, Kamakura, & Govind, 2004).

### **Factors affecting the Brand Image**

time, efforts, and resources are the factors which the companies spend in building their brand identification. They decide on the brand look, customer impression when they associate the brand, customer imagination for the brand (brand positioning), and other relations. When summed up, a brand personality is raised up which eventually affects the rise of the brand image when the customer interacts with this brand or gets to know about it.

Brands are more than just names and logos. They play an essential role in the company's customer relations. Brands express customers' impressions and opinions about a product and its performance, as well as everything that the product or the service means to customers. Finally, brands exist in customers' perceptions (Budur, 2018). An appreciated dealer once said, "Products are created in the factory, but brands are created in the mind."

High brand equity is a key to a powerful brand. Brand equity is the variance between knowing the product, identifying the brand name and its commerce (Sahin, 2014). It measures the ability of the brand to trap customer loyalty and preference. A brand has positive equity as a result of a customer positively responding to the brand than to a generic or fake branded version of the same product (Rashid, 2018). On the other hand, the brand has negative brand equity as a result of the customer less favorably responding to the brand rather than the generic or fake branded version of the same product. (Principles of Marketing, Kotler & Armstrong 264, 17e Pearson, 2017)

Now, normally it is not compulsory that the relations and experience with the brand is modeling the brand image. Sometimes expected customers scheme an imaginary brand image after reading broadcast about the brand or after watching an influencers' review.

The same in Human imaginations, when we meet a person, based on our communications we scheme an imaginary perception of him and evaluate his personality. Likewise, we also scheme perceptions based on our friend's statement.

In these days of extraordinary price rivalry, market dealers frequently criticize the troubles of distinguishing their products from those of competitors (Budur and Demir, 2019). Customers care less about the provider than the price when they see the services of different providers are the same. Developing a distinguished offer, delivery, and the image is the solution to the price rivalry (Kotler & Armstrong 261; 2017)

A main element in the development of stronger relationships with customers has been the focus on multiple contact points (Meyer & Schwager, 2007) and the management of multiple levels

of interaction between buyers and sellers in key relationships (Workman, Homburg, & Jensen, 2003). Grönroos (2000) states that perceptions of quality must be assessed as the summary of contact episodes between the customer and supplier.

Loyalty is a dedication on the part of the buyer to maintain a relationship and a devotion to buy the product or service repeatedly (Oliver, 1997). Trust and satisfaction both are related to both behavioral and attitudinal loyalty (Budur et al., 2018; Chiou & Droge, 2006; Hadžiahmetović et al., 2022; Torlak et al., 2019). Burton, Sheather, and Roberts (2003) find that satisfaction is positively related to repurchase intention and customer loyalty. Relationship value is another relevant construct in relationship marketing literature (Ulaga & Eggert, 2006; Walter, Müller, Helfert, & Ritter, 2003). It is understood as the value generated from the relationship between two parties when we compare all benefits and sacrifices (Zaithaml 1998). Value is also an outcome of the process of using products/services and the activities between suppliers and buyers.

This study examines the mediating role of customer relationship management (CRM) quality to better explain the effects of service evaluation variables (service quality, customer satisfaction and customer value) on customer loyalty.

In the framework of the universal competition, there is a growing awareness of the improvement of processes that are precisely related to customer satisfaction. Customer Relationship Management (CRM) has become a key factor of business. On this point, evaluation of customer satisfaction is one of the significant successes in the quality movement (Abdullah et al., 2020; Shawkat el al., 2020).

Supposedly, the introduction of customer satisfaction assessment in the field of automobiles is also rare. Many factors (such as automobile attractiveness, efficiency, cost of ownership, dealer service, quality and consistency) contribute to customer satisfaction in the car industry. However, over and above 40% of quality and reliability factors play a role in shaping feedback and customer satisfaction. (J. D. Power Associates., 2009).

In several studies service assessment and relationship marketing perceptions have been combined (Fullerton, 2005; Morgan and Hunt, 1994) to argue that CRM quality comprising of trust and commitment is crucial in building and maintaining long-term relationships and enhancing customer loyalty (Gwinner et al., 1998).

Persistently delivering higher quality can help a firm service to differentiate itself from its competitors provide. Like manufacturers before them, most service industries have now joined the customer-driven quality movement. And like product dealers, service providers require to recognize what are the customers' target expect regarding the service quality. Unfortunately, product quality is easier to describe and judge than service quality. For instance, it is easier to agree on the quality of a hair dryer than on the quality of a haircut. The best measure of quality conceivably is customer retention; the ability of a firm service to hang onto its customers depends on how persistently it delivers value to them. Top service companies set high service quality standards. They check their own service performance closely, as well as their competitors. They do not merely settle for good service—they strive for 100% defect-free service. (Kotler & Armstrong 2017, 262-263)

Thibaut and Walker (1975) introduced the concept of procedural justice to the literature and have shown that the perception of fairness and satisfaction is not only determined by the quality of the outcome people receive, but also by the nature of the procedure used to generate the outcome.

Subsequently, Tyler and Bies (1990) have argued that the perception of justice and satisfaction is also affected by the nature of the interaction between the recipient and the decision maker who is in charge of resource allocation.

How important is customer service? One way to answer this question is to contrast its effects with those of product value, which represents “the consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given” (Zeithaml, 1988, p. 14)

### **Marketing presence**

Aaker (1996: 7) expresses brand integrity as “the assets and liabilities linked to a brand, its name and symbol, that add to or subtract from the value provided by a product or service to a firm and/or to that firm’s customers”. The perspective of this asset/liability influence the role of the brand to a broad view. Aaker divides the brand's assets and liabilities into five groups. The first four can be interpreted traditionally (ie, brand loyalty, recognition, perceived quality and brand association), while the last comprehensive category of "other property assets" covers copyrights, logos, channel relations and other investors relationship.



Empirical studies in the retail sector also provide evidence of a positive influence of customer satisfaction on sales. Babin, and Boles (1999) report a positive relationship between the attitude toward a retail salesperson and purchase intentions, mediated by the attitude toward the retailer

The focus of this paper would be to provide answers on following research questions:

R1: Does location positively influence customer satisfaction in auto dealership.

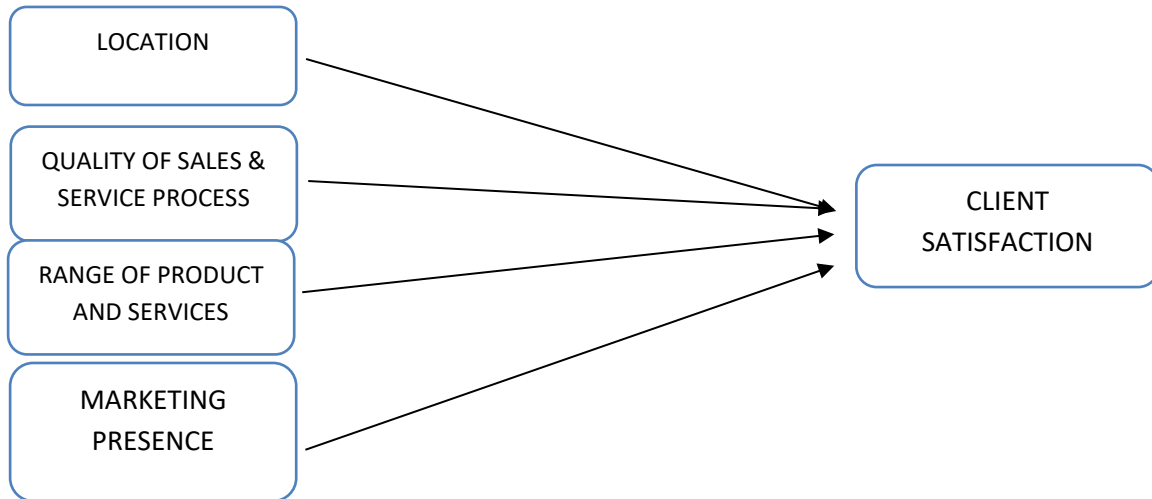
R2: Do quality of sales & service process influence customer satisfaction in auto dealership.

R3: Does range of products and services positively influences customer satisfaction in dealership

R4: Does marketing presence positively influence customer satisfaction in dealership

From the research questions formulated above, a theoretical framework can be delivered as shown in figure 1.

Figure 1. Theoretical Framework



### 3. Methodology

#### Data collection process and measurement instrument

Qualitative approach in data collection process was used in this study. Primary data were collected through questionnaire which is standardized for automotive industry. Collected data will provide reasons for buying cars, to obtain sales and aftersales process quality and personnel

attitude, professional approach. Techniques used to collect data from the survey are by SMS, telephone or e-mail contact with customers.

### **Sample of the study**

Goals of our survey was to research, how dealers in Bosnia evaluate customer loyalty and satisfaction. To see this, two types of questionnaires have been prepared. First survey was launched 23. – 29.10.2020 and it was sent to 135 addresses dealerships and importers via e-mail and Viber. Response rate was 89 which is very high number of the responses. Second survey was launched 09 – 11.11.2020 and sent to 230 addresses via Viber & messenger. Response rate was 156.

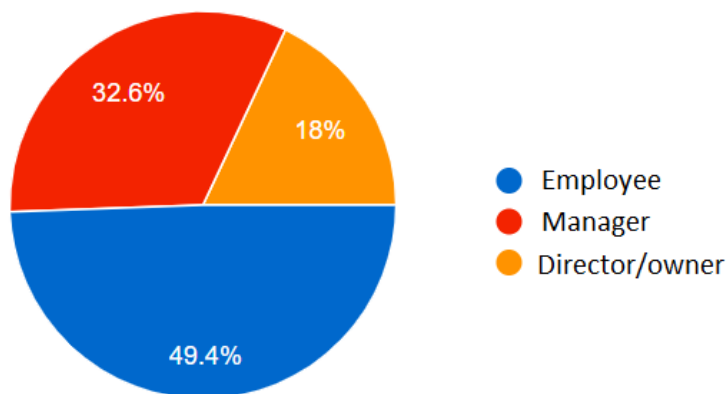
## **4. Results of the Study**

### **Demographic data:**

Our target groups were directors / owners, managers and sales or service advisors.

The central research question for this study is as follows: What are the factors that influence customer loyalty to auto dealership in Bosnia and Herzegovina from the dealerships principal point of view?

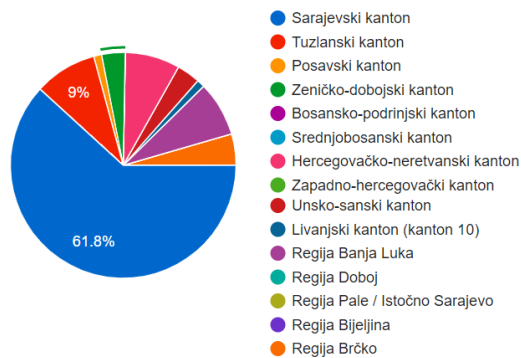
### **Graph 3: Respondents position in the company**



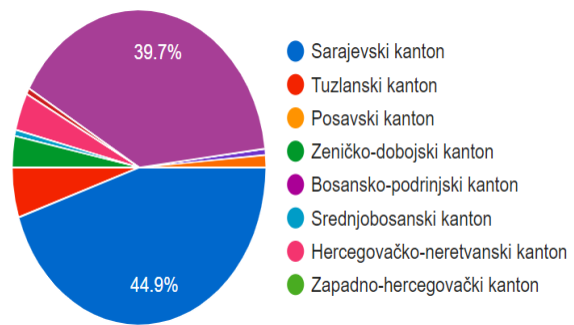
Aim with this question was to ensure feedback from different level of employees who are in close contact with a customer, but also people who leading sales advisors are. Employees are mostly sales advisors or senior managers.

Graph 4 & 5: Companies and client’s location - from different regions in BiH

Dealerships – 89 participants

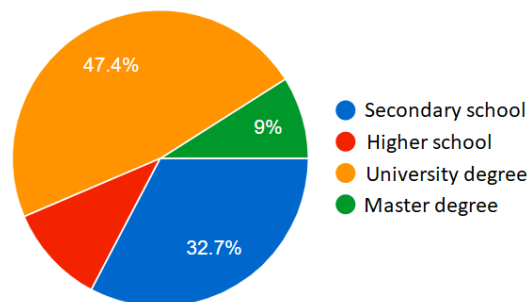
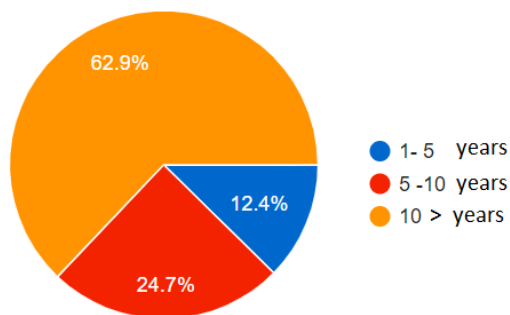


Clients - 156 participants



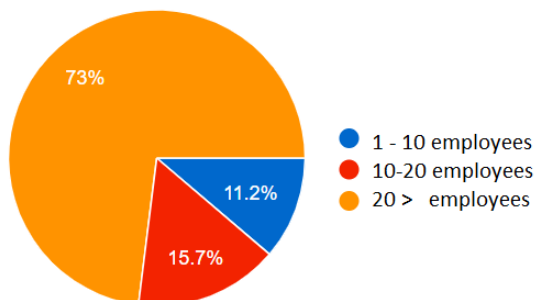
There are major regions in Bosnia which are most important regarding volumes and registration as Sarajevo, Banja Luka, Tuzla and Mostar region. Those regions wear 75% of total sales in Bosnia and Herzegovina. There are more than 85% answers in survey from participants in this region and we can confirm that survey results should be treated as a valid sample.

**Graph 6: Tradition of dealerships - how many years existing on the market**      **Graph 7: Client’s education level**

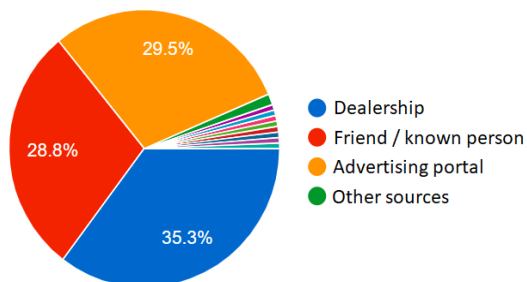


Most of the companies, 63% of them have a tradition on the market of 10 years or longer, and 25% of companies have been on the market for 5 – 10 years. We could state here that the companies are very experienced and represent a right sample to evaluate the following questions.

Graph 8: Number of employees in dealership



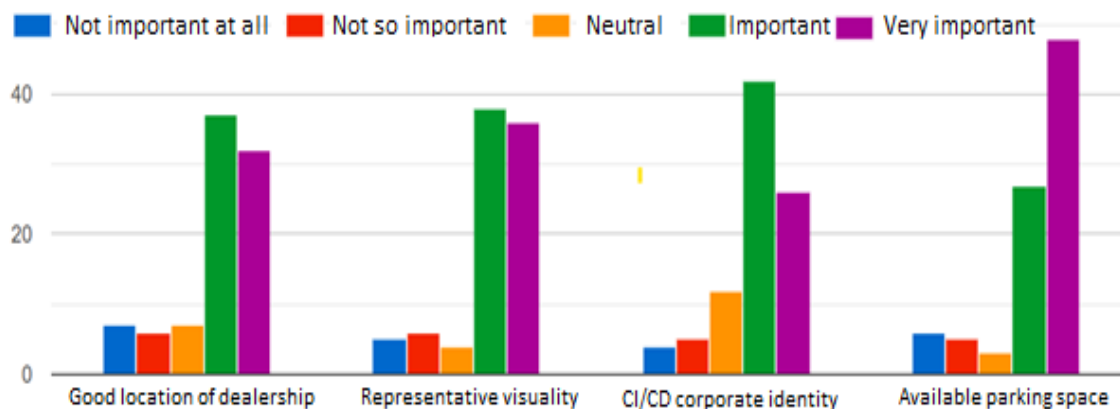
Graph 9: The last car clients both



From the local market perspective, we are speaking about mainly middle companies. There are 35% clients purchased the car in dealership, almost 30% through advertising portal and 29% from friend or known person.

Following topics were processed through the survey which defines customer loyalty factors: Loyalty factors oriented on physical facility of dealership, as location, visibility and enough parking space.

Graph 10: Location and facility importance from dealership employees' point of view:



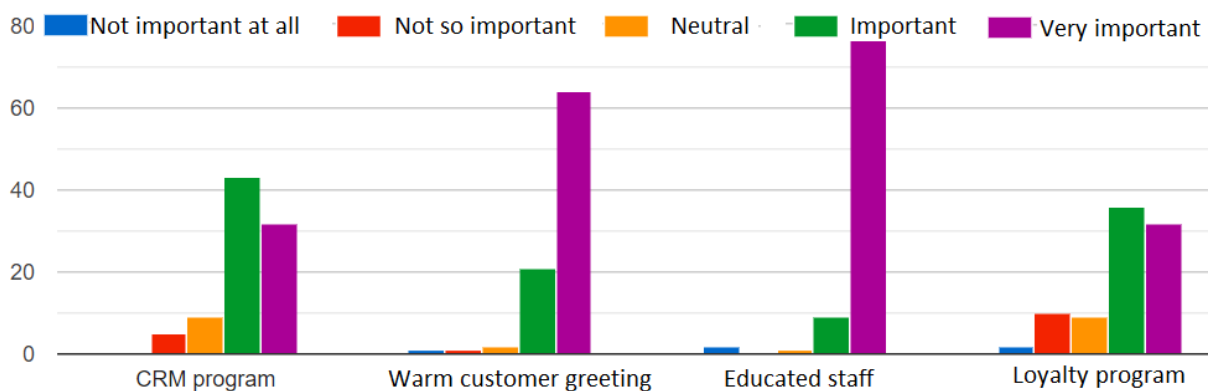
Location and facility of the dealership is one of loyalty and satisfaction factor for consumers. Mostly, participants stated that availability of the parking space is one of the most important factors, then (Salimian, Salah & Shahbazi, Kiumars, 2016) stated that determining the optimal location and number of dealerships to provide a service or product is one of the most important stages of firm's planning and is of utmost importance.

Table 2: Comparison between dealership employees and client’s point of view regarding importance and influence location / facility on client satisfaction

Location & facility importance	Good location		Representative vizuality		CI/CD corporate identity		Parking availability	
	Employees	Clients	Employees	Clients	Employees	Clients	Employees	Clients
Not important at all	8%	9%	6%	4%	4%	4%	7%	3%
Not so important	7%	24%	7%	17%	6%	15%	6%	12%
Neutral	8%	21%	4%	18%	13%	26%	3%	13%
Important	42%	33%	43%	44%	47%	40%	30%	40%
Very important	36%	13%	40%	17%	29%	15%	54%	33%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%

We can consider that more attention regarding location and facility importance coming from the dealership employees’ side. The answers in the survey lead us to that, we can conclude that location is important.

Graph 11: Factors which puts customer orientation on the first place, through defining and improving the sales and service processes that are also important for customer satisfaction and loyalty



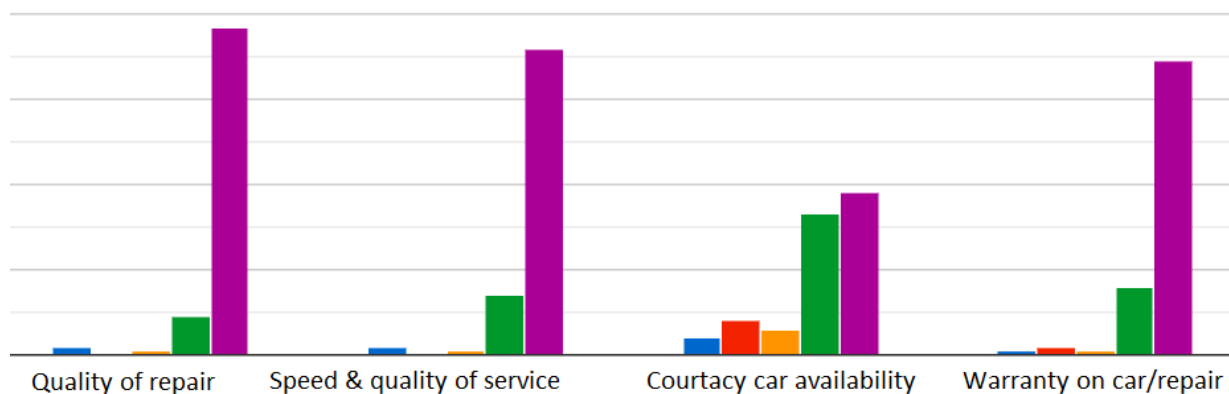


Table 3-4: comparison between dealership employees and client's point of view regarding importance and influence of processes in sales and service department

Processes in sales & service	CRM		Customer greetings		Educated staff		Loyalty program	
	Employees	Clients	Employees	Clients	Employees	Clients	Employees	Clients
Not important at all	2%	0%	1%	1%	2%	2%	2%	1%
Not so important	10%	6%	1%	2%	0%	1%	11%	6%
Neutral	38%	10%	2%	6%	1%	4%	10%	13%
Important	40%	48%	24%	42%	10%	31%	40%	56%
Very important	10%	36%	72%	49%	87%	61%	36%	24%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%

Processes in sales & service	Quality of repair		Promptness & service quality		Courtesy car available		Warranty (car, spare parts)	
	Employees	Clients	Employees	Clients	Employees	Clients	Employees	Clients
Not important at all	0%	2%	0%	1%	9%	5%	2%	1%
Not so important	1%	4%	1%	5%	7%	10%	1%	3%
Neutral	2%	2%	2%	1%	4%	1%	1%	2%
Important	10%	26%	16%	26%	37%	42%	18%	24%
Very important	87%	67%	81%	66%	43%	42%	78%	70%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%

Speaking about perception on sales and services processes in dealership, employees put less attention on CRM (customer relationship program) than clients. Similar importance from the

both sides was given for greeting customers, as a first step into the sales & service process. When education comes on evaluation, employees and clients see as important, but employees highlighted as much more important comparing with clients' overview. There was similar perception with a loyalty program for the clients. Quality of repair, promptness & service quality, availability of courtesy car and warranty are located on the high level of importance in both sides, but employees always rated more often these variables as very important, comparing with a client where majority rated as important.

Graph 12: It is very important to have complete supply cycle through a wide range of products and services

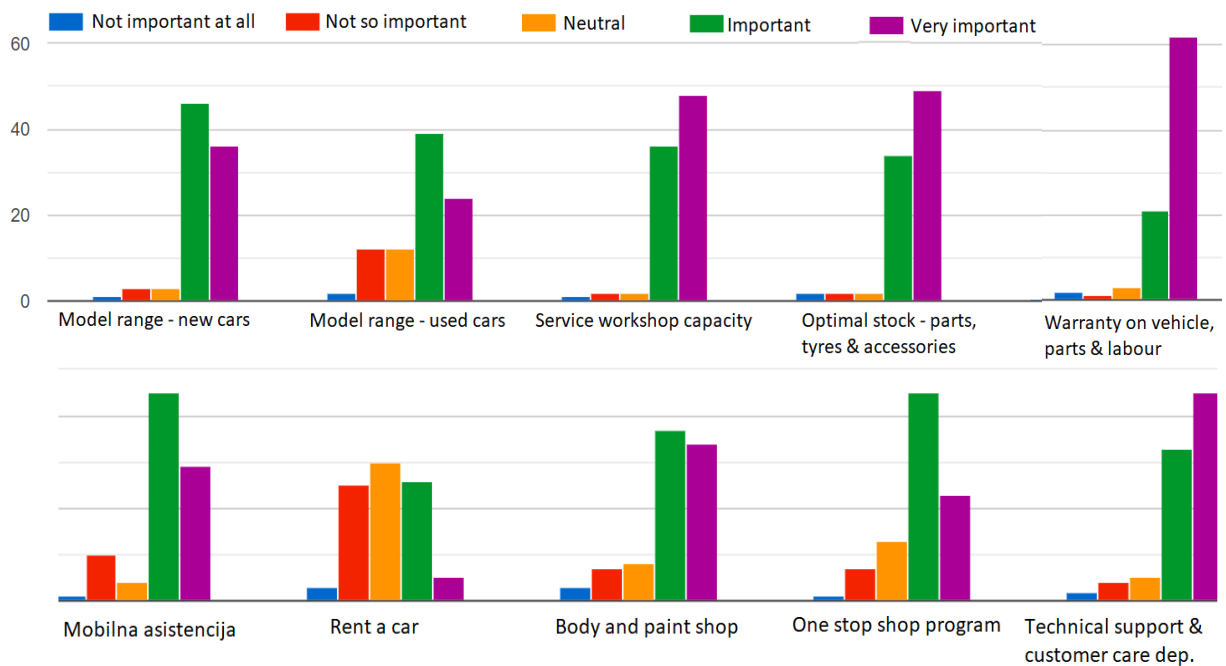


Table 4-5: Comparison between dealership employees and client’s point of view regarding importance and influence wide range of product & services offer into dealership

Range of product & services	New car range		Used car range		Service capacity		Optimal stock		Warranty	
	Employees	Clients	Employees	Clients	Employees	Clients	Employees	Clients	Employees	Clients
Not important at all	1%	3%	2%	3%	1%	1%	2%	1%	2%	1%
Not so important	3%	11%	13%	8%	2%	3%	2%	5%	1%	2%
Neutral	3%	12%	13%	19%	2%	9%	2%	8%	3%	3%
Important	52%	55%	44%	53%	40%	50%	38%	46%	24%	29%
Very important	40%	19%	27%	17%	54%	37%	55%	40%	70%	64%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Range of product & services	Mobile assistance		Rent a Car		Body and paint shop		One Stop Shop		Technical & customer care	
	Employees	Clients	Employees	Clients	Employees	Clients	Employees	Clients	Employees	Clients
Not important at all	1%	1%	3%	6%	3%	1%	1%	3%	2%	2%
Not so important	11%	9%	28%	17%	8%	12%	8%	8%	4%	3%
Neutral	4%	13%	34%	36%	9%	20%	15%	15%	6%	8%
Important	51%	51%	29%	31%	42%	43%	51%	40%	37%	49%
Very important	33%	27%	6%	10%	38%	24%	26%	34%	51%	38%
Grand Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Comparing range of different products and services into dealership, we can conclude that mostly all variables are important, except Rent a car, which is not so important in range of services in comparison with other variables. For majority variables deviation of importance between Employees and Clients are up to 5%, where both sides agreed that range of product and services is pretty important for satisfaction. (Leung, LI and AU, 1998) Obviously, high perceived product value represents a positive outcome and should lead to a high level of satisfaction.



Graph 13: Factors defined by financial offer, which influence loyalty and client satisfaction

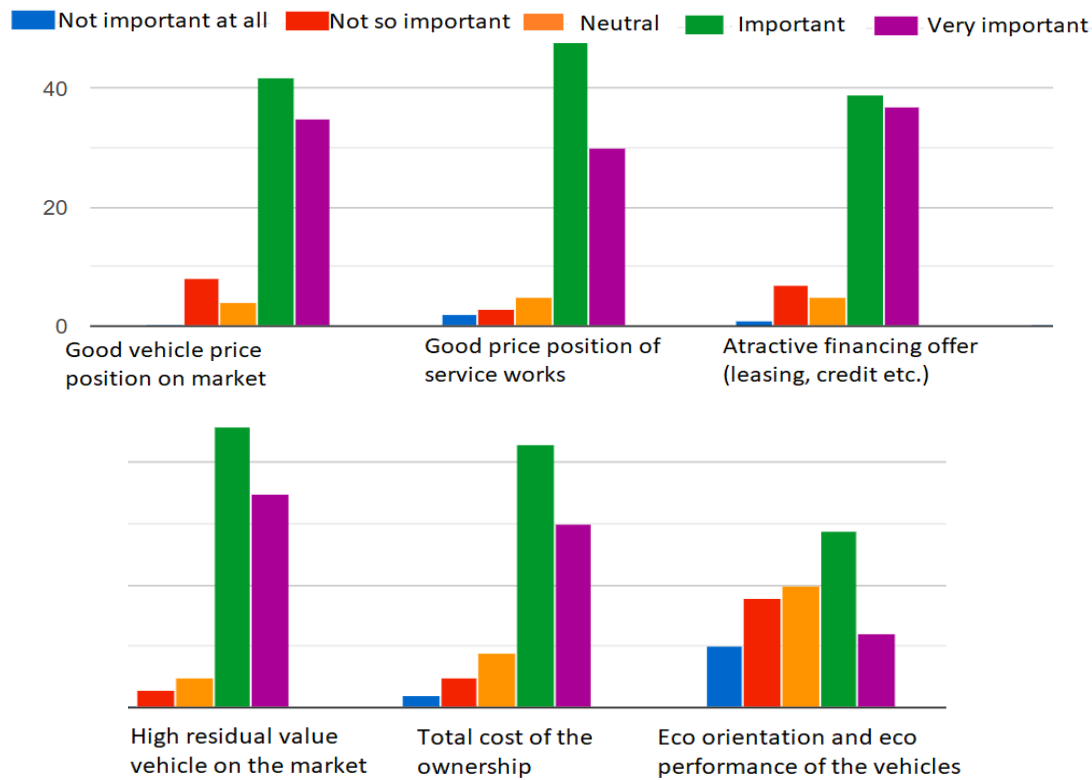


Table 5-6: Comparison between dealership employees and client’s point of view regarding importance and influence of financial offer to loyalty

Financial offer	Good price position of the car		Good price position of the service		Attractive financing offer	
	Employees	Clients	Employees	Clients	Employees	Clients
Not important at all	0%	1%	2%	1%	1%	2%
Not so important	9%	2%	3%	3%	8%	7%
Neutral	4%	5%	6%	5%	6%	12%
Important	47%	59%	55%	57%	44%	46%
Very important	39%	33%	34%	33%	42%	33%
Grand Total	100%	100%	100%	100%	100%	100%

Financial offer	Good residual value		Total cost of ownership		Eco performance	
	Employees	Clients	Employees	Clients	Employees	Clients
Not important at all	0%	1%	2%	1%	11%	3%
Not so important	3%	4%	6%	3%	20%	15%
Neutral	6%	19%	10%	15%	22%	22%

Important	52%	50%	48%	49%	33%	43%
Very important	39%	26%	34%	31%	13%	17%
Grand Total	100%	100%	100%	100%	100%	100%

Major difference in comparison between employees of dealership and clients are in variable good residual value (employees 91% importance, clients 76%) and eco performance (employees 46% importance, clients 60%).

Many factors (such as automobile attractiveness, efficiency, cost of ownership, dealer service, quality and reliability) contribute to customer satisfaction in the automotive sector. However, factors related to the quality and reliability of more than 40% play a role in shaping feedback and customer satisfaction. (J. D. Power Associates., 2009)

Graph 14: Marketing presence variables

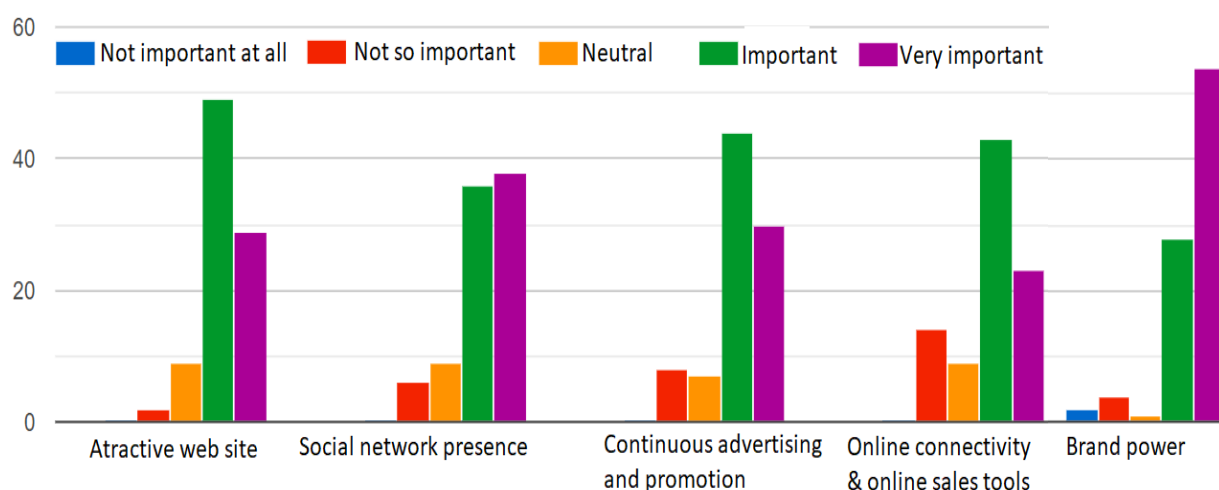


Table 6-7: Comparison between dealership employees and client’s point of view regarding importance and influence of marketing presence on loyalty

Marketing presence	Attractive web site		Social network presence		Promotion & advertising	
	Employees	Clients	Employees	Clients	Employees	Clients
Not important at all	0%	4%	0%	4%	0%	3%
Not so important	2%	8%	7%	16%	9%	16%
Neutral	10%	8%	10%	15%	8%	16%
Important	55%	50%	40%	47%	49%	42%
Very important	33%	29%	43%	18%	34%	22%
Grand Total	100%	100%	100%	100%	100%	100%

Marketing presence	Online shop		Brand Power	
	Employees	Clients	Employees	Clients
Not important at all	0%	3%	2%	1%
Not so important	16%	12%	4%	6%
Neutral	10%	16%	1%	15%
Important	48%	50%	31%	42%
Very important	26%	19%	61%	36%
Grand Total	100%	100%	100%	100%

Both of participants side in survey rated many variables with different perception. Employees rated social network presence as very important 83%, but clients rated 65% importance. There is also significant difference in web site attractiveness promotion & advertising and online shop. Brand power is variable which provide similarity in perception for both sides.

## 5. Conclusion

The automotive industry, specifically car dealership, is one of the very important sectors of national economic growth in Bosnia and Herzegovina and it is always performing well and leading the way to dynamic, competitive, and industry-wide business competition. To gain repurchase intentions and word-of-mouth from customers, automotive marketers need to increase brand loyalty. For business continuity, repurchase intentions of customers should be analyzed. Thus, we focused on factors that affect customer satisfaction and loyalty.

Location and facility of the dealership is one of loyalty and satisfaction factor for consumers. But when we compare results from dealers and clients, we can conclude that more attention regarding location and facility importance coming from the dealership employees' side. Factors which put customer orientation on the first place, through defining and improving the sales and service processes that are also important for customer satisfaction and loyalty were selected as very important factors. Among all factors analyzed such as: CRM program, warm customer greetings, educated staff, loyalty programs, quality of repair, speed and quality of services, courtesy car availability and warranty on car/repair - Quality of repair and Educated staff received the highest score on importance scale. This indicates that car dealers should pay attention on employee recruitment strategy since it affects the quality of repair directly influences customers satisfaction and loyalty. As a conclusion, mostly all variables are

important in comparison range of different products and services into dealership, except Rent a car, which is not so important in range of services in comparison with other variables.

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