

Malayasian Customer Perception On Carmaker Value Delivery

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Abstract

This paper studied the perceptions of customer value delivery among customers of carmakers in Malaysia. Delivery of customer value deals with the intensity of customer perceptions and its relationships with customer satisfaction and delight. Data was analyzed mainly using the Description Statistical Analysis. The purposive sampling was employed. The samples consist of 260 respondents who were car owners. Descriptive statistical analysis was applied whereby frequency analysis was used to analyze demographic variables. Means and ANOVAs were used to analyze other variables under study. The major finding was that first, demographic factors do not affect the perception on value delivery and customer satisfaction. Second, the means of customer perception on value delivery and customer satisfaction dimensions are statistically different among carmakers. Third, the ranking based on value delivery and customer satisfaction is consistent among the carmakers. Fourth, Honda is ranked at the top in terms of delivering good value to the customers and fulfilling customers' satisfaction and Toyota ranked second place. Finally, Honda has the strengths in terms of performance value, social value, emotional value and payer's value while Toyota's strengths are in terms of service value, convenience value and personalized value.

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1 Introduction

Marketing's new emphasis is building relationships with customers by providing customer satisfaction through offering value to the customer. General Motors began to offer value by designing cars for different lifestyles and affordability. This is a revolution for the automobile industry that had been largely driven by production needs. Customer relationship management may be helpful, but managing customer value will be crucial. (Armour & Mergy, 2003). In 2005, Malaysia was the second largest producers of passenger cars in ASEAN, accounting for about 24 percent of total ASEAN production (Fourin, 2006). The automobile industry in Malaysia is encouraged by the availability of skilled workers, excellent commercial infrastructure and modern transportation hubs; rising disposable incomes; a large domestic automobile market; current attractive interest rate levels; wider choice with more new car lines and models. Malaysia is becoming one of the main producer and exporter of vehicles parts, components and accessories, which have found acceptance in many foreign countries including Thailand, Singapore, Taiwan, Indonesia, Japan and the UK. At the same time, Malaysia is dedicated to fulfill its multilateral commitments under WTO and AFTA which are expected to promote economic development and to enhance trade liberalization.

The carmakers industry in Malaysia has become increasingly more challenging and competitive. New entrants with new lines and models of cars were continuously being introduced. The national cars makers no longer have such control today once trade rules have been liberalized. Car makers in this situation need to know why and address the situation, a first step would be to look at the customer value propositions and delivery and measure the relative perception of customers on significant dimensions of the offering. Every carmaker kept on improving their offerings with more and better customer value in various dimensions. Customers behave in permutations of user, payer and buyer. Customer values to satisfy needs and wants fall under the categories of performance, emotional, social, service and convenience values. There are numerous dimensions under these categories. This study will be based on this premise.

The study will find out whether there is significant influence of demographic factors on customer perceptions and examine differences in ranking among selected carmakers in Malaysia based on customer value delivery and customer satisfaction. The study would help customers to reflect upon this high involvement purchase and behave properly towards proposition and delivery of offerings by carmakers. Further it gave an insight into improving their satisfaction level to delight themselves from the purchase. The findings of this study would provide significant contributions highlighting the pertinent issues regarding the measuring of customer value delivery among Malaysian carmakers and distributors. Such tracking of perceptions would be of strategic importance to car manufacturers in making and delivering their customer value propositions. The car industry and the

government can also benefit in the same manner in trying to make the Malaysian car industry globally competitive by focusing more on customer value and satisfaction factors in place of tariffs and protection.

The hypotheses that being tested in this study are the significance impact of customer's socio demographic variables on their perception on carmaker value delivery dimension and their satisfaction; and the significance means differences among car brands on each of customer value delivery and customer satisfaction rating variables.

As presented by *Figure 1*, Value for the Customer (VC) has attracted growing, and latterly intense, speculation, not least because it is now perceived as a key driver of satisfaction and loyalty. The many recent research documents published on this topic, revealed that a *range* of associated, but different, ideas were being offered. Analysis of relevant sources enabled five distinct VC notions to be identified - Net VC (a utilitarian balancing of benefits and sacrifices), Marketing VC (concerned with product attributes alone), Derived VC (outcome related), Sale VC (low price, or reduction of sacrifice) and Rational VC (benefits expressed in units of exchange). Further VC could be perceived in four distinct temporal forms – *Ex-ante* VC (pre-purchase), Transaction VC, *Ex-post* VC (post-purchase/consumption), and Disposition VC. Considerable consensus existed regarding relationships between quality, satisfaction, purchase and loyalty. Measuring customer value helps us allocate our resources and build our brand and business for the long term. Customer value is now perceived as a key driver of satisfaction and loyalty. Five distinct motions of customer value have been indicated earlier i.e. – Net VC (a utilitarian balancing of benefits and sacrifices), marketing VC (concerned with product attributes alone), derived VC (outcome related), sale VC (low price or reduction of sacrifice) and rational VC (being expressed in units of exchange).

Tools for value delivery encompass selected attributes and elements. A well analyzed model entitled 'Tools for the Creating Market Value' is as presented at *Table 2*. These value elements are customized to the role combination the customer as user, payer and buyer.

2 Preliminary Notes

The concepts on customer value discussed earlier provide guidelines for the theoretical framework of this research. As observed there is no one universal theory on customer value. For the purpose of this research, the framework tendered by Woodal, Parasuraman, Zeithaml & Berry (2003) formed the basis for this enquiry.

2.1 Value for the customer (VC)

Woodal (2003) viewed customer value from two viewpoints i.e. from the enterprise viewpoint (supply side) and from the customer viewpoint (demand side).

2.2 Product quality

Product offering is part and parcel of customer value in the market place. It begins with the offering to meet target customer's needs and wants. Judgment is based on the basic elements of product features and quality, services mix and quality and price.

2.3 Service quality

From the service value side, this research considered by the service quality model as formulated by Parasuraman et al. (2003). From this arose five determinants of service quality reproduced below:

- Reliability. The ability to perform the promised service dependability and accurately.
- Responsiveness. The willingness to help customers and to provide prompt service.
- Assurance. The knowledge and courtesy of employees and their ability to convey trust and confident.
- Empathy. The provision of caring, individualized attention to customers.
- Tangibles. The appearances of physical facilities, equipment, personnel and communication materials.

2.4 Delivery of customer values

For delivery and customer satisfaction assessments, this study is guided by ideas promoted by Sheth and Mittal (2004) who opinioned, 'Happy customers are the lifeblood of the Company. Therefore, a firm must do everything feasible to make and keep its customers happy, so happy in fact that customer's delight in doing business with the company (Sheth et al., 2003).

2.5 Product differentiation variables

The study's theoretical framework is also guided by the concept of product differentiation variables'. The variables include form, features, performance quality, conformance quality, durability, reliability, reparability, style and design. Automobiles are products capable of high differentiation and therefore attract varied customer perceptions on delivery of customer values and satisfaction ratings.

3 Main Results

3.1 Reliability test

The score for perceived customer value delivery is about which was around the preferable score of 0.8. Hence, data collected for the research can be considered reasonably reliable. It provided some internal consistency among the items. The only exception was performance value with the highest reliability coefficient of 0.9. Please refer Table 3 and Table 4.

3.2 Descriptive analysis respondents' demographic profile gender

The distribution of respondents by gender is shown in Table 5. Males made up 71.2% of the sample and the balance 28.8% were females. Hence, there could arise some gender bias due to the bigger proportion of males.

3.3 Race

The racial compositions of the respondents are shown in Table 6. Malays constitute 68.1% followed by the Chinese at 17.7%, Indian at 13.5% and other races at 0.8%. Other races include foreigners. These percentages fairly reflect the composition of the Malaysian population.

3.4 Age

Table 7 exhibits the distribution of respondents by age. The majority representing 42.3% of the respondents were in the 20 – 29 years age group. This was followed by the 30 -39 years age group representing 27.7% of respondents. Next the 40 – 49 years age group at 18.8%, the 50 -59 years age group at 8.8% and finally the above 60 years age group with 1.5%. These statistics reflect a fair representation of respondents by age group.

3.5 Education level

By referring to Table 8, respondents with first degrees as their highest level of education formed the majority constituting 41.9% of total respondents. Next were holders of master degrees at 4.6%. Respondents with professional qualifications represented 7.7% of total respondents. Respondents with secondary school and with certificates represented 19.6% and 25.8% of total respondents respectively.

3.6 Household income

As shown in Table 9 the majority of respondents were having household income in the range of RM 3000 or less. They constitute 37.3% total respondent. Respondents with household income range of RM 3001 - RM 4999 represents 30% of total respondents. Next respondents with household income RM 5000 - RM 6999 at 16% followed by respondent with household income RM 7000 –RM 10,000 at 7.3%. Finally, respondent with household income above RM 10,000 at 8.5%. About 62.3% of respondent had household income of more than RM 3000 making them affordable to own cars.

3.7 Statistical inferential analysis

3.7.1 Independent sample t-test on gender (Customer Value Delivery) mean of actual value delivery features

Males had higher means score than females. This indicated that males were associated with higher perception level on customer value delivery compared to females. Their scores however were below the desired high perception level of 4.0. The significant values were predominantly greater than 0.05 reflecting that there were no significant relationships between gender and customer value delivery dimensions. The only exception was customer value delivery category under emotional value where all five dimensions registered significant value of less than 0.05 indicating significant relationships between genders with this particular category dimension of customer value delivery. Please refer to Table 10.

3.7.2 Independent sample t-test on gender (Customer Satisfaction Level) mean value of actual satisfaction level features

Table 11 showed males had higher means score compared to females. Males appeared to have higher perception level on customer value delivery compared to women. Still their scores were below the desired high level satisfaction of 8.0. The significant value was 0.1924 which exceeded 0.05 indicating no significant means variance between genders on each customer satisfaction variables. Male and females were more or less equally satisfied.

3.7.3 One way ANOVAs test on race (Customer Value Delivery) mean value of actual delivery features

The lowest means score was among the Chinese and Indians had the highest means score. This indicates lower perceptual level among the Chinese compared to Indians and Malays. All means scores were below the cut off high level of 4.0. Means variance was not significant at 0.3518 between races on each categorized customer value delivery variables levels. Overall significant value exceeded 0.05

indicating not much difference in perceptions between Malays, Chinese and Indians on each value delivery variable.

3.7.4 One way ANOVAs test on race (Customer Satisfaction Level) mean of actual satisfaction level features

In Table 13, the Chinese had the lowest means score with the Indians again with the highest score. This indicated the low customer satisfaction among the Chinese compared to the Malays and Indians. All scores were lower still below the high satisfaction level of 8.0. The significant value was 0.4865 which exceeded 0.05 indicating means variance between races and each satisfaction variable was not significant. Malays, Chinese and Indians were more or less equally satisfied.

3.7.5 One way ANOVAs test on age (Customer Value Delivery) mean value of actual value delivery features

In Table 14, the means score was lowest among age group 40-49 years and highest among age group 50-59 years. Age group 20 years and less and age group 60 years and above were excluded in view of too few respondents. Taking 4.0 as the desired high perception level all groups scored less and therefore moderate in their views. Means variance was not significant between age group on each categorized customer value delivery variable. Overall significant value at 0.4357 exceeded 0.05.

3.7.6 One way ANOVAs test on age (Customer Satisfaction Level) mean of actual satisfaction level features

Age group 20-29 years had the lowest mean score whilst age group 50-59 years had the highest mean. Age group less than 20 years and age group 60 years and above were excluded for the same reasons. All scores are just moderate taking 8.0 as the desired high satisfaction level. The significant value at 0.4865 exceeded 0.05 indicating means variance was not significant between age groups on each customer satisfaction variable.

3.7.7 One way ANOVAs test on educational level (Customer Value Delivery) mean value of actual value delivery features

The mean score was lowest among degree holders and highest among secondary school qualifiers. All scores were below the desired high perception level at 4.0 indicating moderate perception level. Means variance was not significant between education levels on each category of customer value delivery variables. Overall significant value of 0.2655 exceeded 0.05. Hence all groups by education level did not exhibit much difference in perceptions in relation to each customer value delivery variable. Please refer Table 16.

3.7.8 One way ANOVAs test on education level (Customer Satisfaction Level) mean of actual satisfaction level features

In Table 17, Degree holders had the lowest score and secondary school qualifiers had the highest score. All means were below the desired perception of 8.00 indicating moderate satisfaction level. The significant value of 0.2912 which exceeded 0.5 indicated that the means variance was not significant for all education level groups on each customer satisfaction variable. All education level groups exhibited more or less equal customer satisfaction level.

3.7.9 One way ANOVAs test on household income (Customer Value Delivery) mean value of actual delivery features

The means score was lowest among household income group of RM3000 and less secondary school qualifiers whilst the highest was among household income group of above RM10,000. No score reached the desired perception level of 4.0 indicating moderate perception levels on overall customer value delivery. Means variance between different household income groups on each category of customer value delivery variable was not significant. The overall significant value was 0.217 which exceeded 0.05. It appeared that different household income groups were more or less had the same perception on each customer value delivery variable.

3.7.10 One way ANOVAs test on household income (Customer Satisfaction Level) mean of actual satisfaction level features

In Table 19, the group with household income RM3000 and less had the lowest means. The highest means was among the household income group of RM5000 to RM6999. All means scores were below the desired perception level of 8.0 indicating moderate level of customer satisfaction. The significant value of 0.2853 exceeded 0.05 which indicated that the means variance among all household income groups on each customer satisfaction variables was not significant. This implied that different household income groups were more or less equally satisfied customer.

4 Figures and Tables

Table 1: January – June 2007 review of the market share. Source: Malaysian Automotive Association, 2007

Ranking	Car Maker	Total	Share (%)
1	Perodua	75,483	34.2
2	Proton	46,955	21.3
3	Toyota	35,567	16.6
4	Honda	14,175	6.4
5	Naza	10,898	4.9
6	Nissan	8,336	3.8
7	Inokom	4,333	2.0
8	Hyundai	2,770	1.3
9	Daihatsu	2,376	1.1
10	Mitsubishi	2,341	1.1
11	Others	92,988	7.3
		220,739	100

Table 2: Tools for Creating Market Values. Source: Sheth & Mittal (2003).
Customer behavior: A Managerial Perspective.

User Values	Performance <ul style="list-style-type: none"> Quality improvement Innovations Mass customization Warranties and guarantees 	Social <ul style="list-style-type: none"> Price exclusively Limited availability Social image ads Exclusive offerings 	Emotional <ul style="list-style-type: none"> Emotional communications
Payer Values	Price <ul style="list-style-type: none"> Low price from lower margins Low price from increased productivity (achieved through economies of scale, modernized plant, automation, business process reengineering) 	Credit <ul style="list-style-type: none"> Acceptance of credit cards Offering of own credit card Deferred payment 	Financing <ul style="list-style-type: none"> Leasing Customized financing
Buyer Values	Service <ul style="list-style-type: none"> Product display and demonstration Knowledgeable salespersons 	Convenience <ul style="list-style-type: none"> Convenient point-of-access Automated 	Personalization <ul style="list-style-type: none"> Personal attention and courtesy Interpersonal relationships

	<ul style="list-style-type: none"> • Responsiveness • User support and maintenance service 	transaction recording	
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Table 3 : Reliability Coefficients for Value Delivery

DIMENSIONS	ITEMS	CRONBACH'S ALPHA (N=260)
Performance Value	2-9	0.906
Social Value	10-15	0.802
Emotional Value	16-17	0.745
Payer Value	18-23	0.873
Service Value	24-29	0.881
Convenience Value	30-33	0.860
Personalization Value	34-35	0.876

Table 4 : Reliability Coefficients for Satisfaction Level

DIMENSIONS	ITEMS	CRONBACH'S ALPHA (N=260)
Satisfaction Level	36-45	0.956

Table 5: Distribution of Respondents According to Gender

GENDER	FREQUENCY	PERCENT
Male	185	71.2
Female	75	28.8
TOTAL	260	100.0

Table 6 : Distribution of Respondents According to Race

RACE	FREQUENCY	PERCENT
Malay	177	68.1
Chinese	46	17.7
Indian	35	13.5
Others	2	0.8
Total	260	100.0

Table 7 : Distribution of Respondents According to Age

AGE	FREQUENCY	PERCENT
Below 20	2	0.8
20-29	110	42.3
30-39	72	27.7
40-49	49	18.8
50-59	23	8.8
Above 60	4	1.5
Total	260	100.0

Table 8 : Distribution of Respondents According to Education Level

EDUCATION LVL	FREQUENCY	PERCENT
Secondary School	51	19.6
Certificate	67	25.8
Degree	109	41.9
Master	12	4.6
Professional	20	7.7
PhD	1	0.4
Total	260	100.0

Table 9 : Distribution of Respondents According to Household Monthly Income

HSEHOLD INCOME	FREQUENCY	PERCENT
<RM3,000	97	37.3
RM3,001-RM4,999	78	30.0
RM5,000-RM6,999	44	16.9
RM7,000-RM10,000	19	7.3
Above RM10,000	22	8.5
Total	260	100.0

Table 10: Independent Sample t-test on Gender (Customer Value Delivery)

Gender	N	Performance Value	Social Value	Emotional Value	Payer Value	Svc Value	Convenience Value	Personalization Value	Overall Value Delivery
Male	185	3.6486	3.4576	3.2972	3.4135	3.4882	3.4891	3.5378	3.0415

Female	75	3.5400	3.3911	3.3400	3.4111	3.4333	3.4300	3.3466	2.9865
Total	260	3.5943	3.4243	3.3186	3.4123	3.4607	3.4595	3.4422	3.0139
t-value		0.7406	0.4882	0.3556	0.0109	0.4095	0.4696	1.4882	0.4953
Sig Level		0.2159	0.2413	0.0197	0.0345	0.1462	0.2137	0.3692	0.1550

Table 11: Independent Sample t-test on Gender (Customer Satisfaction Level)

Gender	N	Satisfaction Level
Male	185	6.0918
Female	75	5.8266
Total	260	5.9592
t- Value		0.7456
Sig Level		0.1924

Table 12: One Way ANOVAs test on Race (Customer Value Delivery)

Race	N	Performance Value	Social Value	Emotional Value	Payer Value	Svc Value	Convenience Value	Personalization Value	Overall Value Delivery
Malay	177	3.6700	3.4689	3.3841	3.4548	3.4981	3.4590	3.531	3.0582
Chinese	46	3.5330	3.3043	2.9782	3.2173	3.3913	3.4347	3.3804	2.9049
Indian	35	3.5070	3.5048	3.4285	3.5428	3.4714	3.6428	3.4142	3.0639
Others	2	2.8130	2.6667	2.2500	1.9166	3.0833	2.5000	2.75	2.2474
F value		0.7817	2.0226	1.8132	1.5048	1.9237	2.7402	1.8719	1.5822
Sig Level		0.6210	0.3167	0.3513	0.4245	0.3461	0.2737	0.4817	0.3518

Table 13: One Way ANOVAs test on Race (Customer Satisfaction Level)

Race	N	Satisfaction Level
Malay	177	6.1141
Chinese	46	5.7760
Indian	35	5.9914
Others	2	3.2000
F value		0.9449
Sig Level		0.4865

Table 14: One Way ANOVAs Test on Age (Customer Value Delivery)

Age	N	Performance Value	Social Value	Emotional Value	Payer Value	Svc Value	Convenience Value	Personalization Value	Overall Value Delivery
< 20	2	3.5625	2.7500	2.0000	2.7500	4.3333	3.3750	3.2500	2.7526

20-29	110	3.5318	3.3060	3.2227	3.3878	3.4287	3.4250	3.3272	2.9536
30-39	72	3.7135	3.5509	3.4513	3.4884	3.4560	3.4930	3.4722	3.0781
40-49	49	3.5178	3.4047	3.1938	3.2142	3.3707	3.2653	3.5408	2.9384
50-59	23	3.7880	3.6884	3.4782	3.6594	3.7463	3.9239	3.9782	3.2828
>60	4	4.5000	4.3750	4.2500	4.0833	4.2083	4.3750	4.5000	3.7864
F value		2.2713	1.6616	0.9453	1.0075	0.7490	0.8659	0.2534	0.9692
Sig Level		0.4328	0.4033	0.5197	0.4246	0.4758	0.5341	0.6958	0.4357

Table 15: One Way ANOVAs Test on Age (Customer Satisfaction Level)

Age	N	Satisfaction Level
< 20	2	5.8500
20-29	110	5.6190
30-39	72	6.0555
40-49	49	5.9489
50-59	23	7.5260
>60	4	8.4000
F value		1.0716
Sig Level		0.4337

Table 16: One Way ANOVAs Test on Educational Level. (Customer Value Delivery)

Education	N	Performance Value	Social Value	Emotional Value	Payer Value	Svc Value	Convenience Value	Personalization Value	Overall Value Delivery
Secondary	51	3.8872	3.5588	3.3725	3.6470	3.4701	3.5980	3.6372	3.1463
Cert/Dip	67	3.5671	3.4378	3.3731	3.4452	3.5555	3.4179	3.4104	3.0258
Degree	109	3.5057	3.3379	3.3119	3.2966	3.4281	3.4426	3.4082	2.9663
Master	12	3.5416	3.6388	3.0000	3.5000	3.5833	3.7708	3.7916	3.1032
Prof. Cert	20	3.7062	3.5166	3.1250	3.2666	3.4166	3.3125	3.5250	2.9835
PHD	1	4.5000	4.3333	3.0000	3.8333	4.0000	3.5000	2.0000	3.1458
F value		1.0404	0.3078	1.1298	1.7485	1.2720	1.5880	0.5225	0.9511
Sig Level		0.2532	0.4008	0.5406	0.1312	0.2993	0.2225	0.2765	0.2655

Table 17: One Way ANOVAs Test on Education Level (Customer Satisfaction Level)

Education	N	Satisfaction Level
Secondary	51	6.2666
Cert/Dip	67	6.1865
Degree	109	5.7825
Master	12	6.2250
Prof. Cert	20	5.9250

PHD	1	6.4000
F value		1.0202
Sig Level		0.2912

Table 18: One Way ANOVAs Test on Household Income (Customer Value Delivery)

Income	N	Performance Value	Social Value	Emotional Value	Payer Value	Svc Value	Convenience Value	Personalization Value	Overall Value Delivery
<3000	97	3.5000	3.3109	3.2731	3.3573	3.4621	3.4793	3.3247	2.9634
3001-4999	78	3.6089	3.4700	3.3076	3.3589	3.4615	3.3750	3.4807	3.0078
5000-6999	44	3.8238	3.5227	3.3977	3.5719	3.5189	3.4602	3.6136	3.1136
7000-10000	19	3.7236	3.5263	3.4473	3.4649	3.4385	3.7368	3.8157	3.1441
>10000	22	3.6590	3.6439	3.1818	3.4848	3.4924	3.5795	3.6363	3.0847
F value		3.8797	4.2870	3.0591	2.9742	2.0358	4.0849	1.8164	2.7671
Sig Level		0.2549	0.1558	0.1072	0.2076	0.3804	0.2917	0.3400	0.2172

Table 19: One Way ANOVAs Test on Household Income (Customer Satisfaction Level)

Income	N	Satisfaction Level
<3000	97	5.6597
3001-4999	78	5.9961
5000-6999	44	6.5386
7000-10000	19	6.2947
>10000	22	6.3636
F value		3.3832
Sig Level		0.2853

Table 20: Comparison on Overall Value Delivery Dimension – Mean

	FIA T	GM	HOND A	HYUND AI -KIA	OTHER S	PERODU A	PROTO N	TOYOT A
Performance Value	3.337	3.833	4.162	3.775	3.900	3.125	2.963	4.129
Social Value	3.333	3.372	3.922	3.700	3.611	3.075	3.054	3.783
Emotional Value	3.183	3.033	3.750	3.416	3.566	3.012	3.150	3.516
Payer Value	3.105	3.794	3.827	3.677	3.094	3.112	3.154	3.572
Service Value	3.350	3.355	3.894	3.694	3.667	3.067	2.988	3.917

Convenience Value	3.333	2.891	3.875	3.633	3.525	3.306	3.375	3.941
Personalization Value	3.500	3.416	3.800	3.833	3.600	2.912	2.937	3.900
Overall Value Delivery	3.298	3.478	3.934	3.696	3.584	3.163	3.075	3.861

Table 21: Comparison on Overall Satisfaction Level Dimension – Mean

Satisfaction Level	FIAT	GM	HONDA	HYUNDAI-KIA	OTHERS	PERODUA	PROTON	TOYOTA
	5.383	6.013	7.436	6.583	6.656	4.522	4.517	7.356

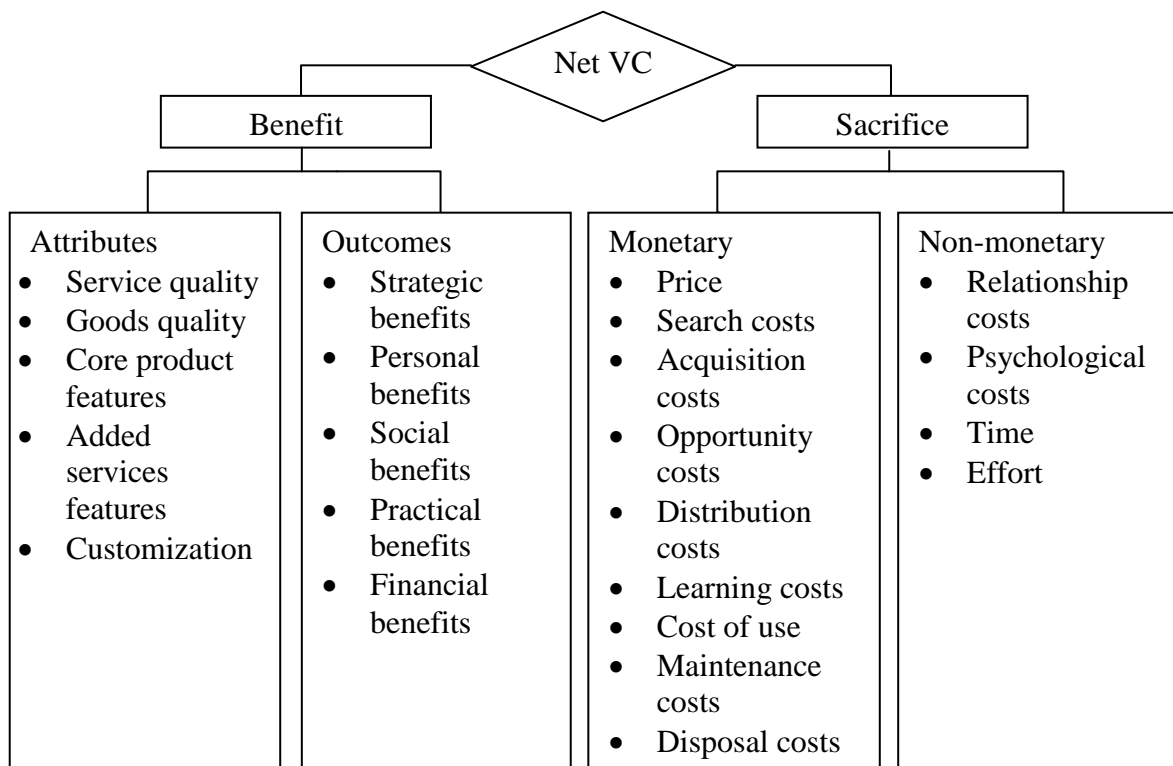


Figure 1: Benefits and Sacrifices – Diagrammatic. Source: Woodall, 2003
 Conceptualizing Value for the Customer

5 Conclusion

Conclusion on Hypothesis 1

There was no out right conclusive evidence to support the respondents perception of the carmakers customer value delivery dimensions, are affected by their socio demographic variables as shown by the overwhelming number of significant values greater than 0.05. The null hypothesis has to be accepted:

H_0 : Customers' socio demographic variables do not have any significant in affecting their perception on carmaker value delivery dimension as well as their satisfaction.

Comparison on overall value delivery dimension – means

In Table 20, the overall customer value delivery mean means for Honda (3.9) is the highest relative to Toyota (3.8) Hyundai (3.6) General Motors (3.4) Fiat (3.3) Perodua (3.1) and Proton (3.0). Respondents appeared to perceive with regard to Honda, Toyota, Hyundai and General Motors. These comparisons were done with respect to the seven categories of customer value delivery dimensions performance value, social value, emotional value, payer value, convenience value, service value and personalization value. A finding that was considered crucial was the mean gaps between the brands like Honda or Toyota with other brands particularly the national car brands. The absolute means variance between Honda and Proton was 0.9 and 0.7 between Toyota and Perodua. National carmakers may have to take note and action on this phenomenon. Mean of variances between car brands by each customer value delivery variable as a whole are not significant variable. However significant variance did occur on five customer value delivery variables. The variables with significant values in brackets include support from superb quality (0.010), consistent improvement (0.024), prompt replacement (0.002), convenient location (0.016) and wide network (0.018).

Honda is ranked number one on the Performance Value dimension with mean value 4.162 for its strength in offering super quality, consistent improvement on quality, significant technology advances, best warranties and prompt replacement of faulty parts. Honda is also ranked number one on Social Value with means value of 3.922 on the back of its price exclusivity, restricted distribution, appealing advertisement and prestige of the brand. Again Honda is ranked top on Emotional Value with means 3.750 supported by its social activities and wonderful feeling driving the car created by its advertisements. Honda ranked first for Payer Value delivery with means 3.827. This achievement can be attributed to offers of creative finance with various options that customers found suitable to their financial situation needs. Toyota is ranked number one on Service Value with mean score of 3.917. This was achieved on the back of making customers easy to transact business, to test drive, easier to service cars and handle complaints with earnest. Toyota again is ranked number one on Convenience Value with

means score of 3.941 supported by good transaction systems which helped efficient transactions with customers. Toyota also ranked top on Personalization Value with mean score of 3.900 for being polite, good courteous and prompt action in responding to customers. Overall Customer Value Delivery top position went to Honda with overall means score of 3.934 with Toyota second ranked with 3.861.

Overall comparison on customer satisfaction dimensions

In Table 21, the overall customer satisfaction mean for Honda is also highest (7.4) compared to Toyota (7.3), Hyundai (6.5), General Motors (6.0), Fiat (5.3), Perodua (4.5) and Proton (4.5). Respondents rate highly Honda, Toyota, Hyundai and General Motors. Please refer Table 19A on ranking of the brands. These comparison, were made with respect to the ten dimensions in example, understanding needs, no overcharging, showing appreciation providing advice, prompt delivery services, support from customer, friendly, services, loving the car, services quality and long term relationships. The absolute means variance between means Toyota and Proton was 2.839. Honda is ranked number one on Customer Satisfaction Dimensions on the basis that customer rate highly all ten measures with means ranging from 6.63 (no overcharging) to 8.37 (loving the car). Honda also recorded means of 8.20 for customer view on long term relationships. Honda achievement was also supported by a better effort in understanding customer needs, not overcharging through reasonable prices; provide proper advice, prompt and friendly service to win customer support and favorable judgments.

The mean variances between car brands by each customer satisfaction variable on the whole were not significant from the SPSS output, all significant values exceeded 0.05. However significant means variance did not appear among brands on all variables except on one particular variable i.e. not overcharging which had a significant value of 0.14. One possible explanation may be that car owners believed carmakers billings were challenging their level of affordability and therefore registered very different levels of satisfaction on this particular variable.

Conclusion on Hypothesis 2

H₂: There are significant means differences among car brands on each customer value delivery and customer satisfaction rating variables.

Based on the performed test, the study concluded to accept that there were differences in means of customer satisfaction level variables. The study on means analysis indicated that in absolute terms there were significant means differences among car brands. In fact, the ANOVAs test on each satisfaction variables showed significant value to reject H₀ except on one particular variable i.e. 'no overcharging' with significant value of 0.14. The conclusion reached was to accept hypothesis H₂, on the strength of overwhelming means differences in absolute terms on all customer value delivery and customer satisfaction variables. ANOVAs also established significant means differences on specific customer

value delivery and customer satisfaction variable 'no overcharging' indicating there was no outright evidence to support H_0 .

OVERALL CONCLUSION

Demographic factors do not affect the perception on value delivery and customer satisfaction. Means of customer perception on value delivery and customer satisfaction dimensions are statistically different among carmakers. Ranking based on value delivery and customer satisfaction is consistent among the carmakers. Honda is ranked at the top in terms of delivering good value to the customers and fulfilling customers' satisfaction and Toyota ranked second place.

Summary of Major Findings

We summarize again the major findings for this study as follows:

- i. Demographic factors do not affect the perception on value delivery and customer satisfaction,
- ii. Means of customer perception on value delivery and customer satisfaction dimensions are statistically different among carmakers.
- iii. Ranking based on value delivery and customer satisfaction are consistent among the carmakers,
- iv. Honda is ranked at the top in terms of delivering good value to the customers and fulfilling customers' satisfaction and Toyota ranked second place,
- v. Honda has the strengths in terms of performance value, social value, emotional value and payer's value while Toyota's strengths are in terms of service value, convenience value and personalized value.

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