Studying the consumers' satisfaction by model EFQM:
A case study in Saipa Company

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Abstract: The aim of this paper is measuring the satisfaction of Saipa company's consumers as customers of products and services and tracking activities after consume by European Foundation for Quality Management MODEL (EFQM). In this study, all the cars buyers of a Saipa company agency in 2014 were the research population that according to Morgan table and stratified random sampling number of 226 were selected as sample. Methods used in this study is descriptive survey and the data collection tool was a researcher designed questionnaire that was produced based on customer oriented component of the quality of European Excellence model EFQM (Overall impressions of the department is picture of the department, products and Services, providing training and follow-up after service and loyalty to the university education).

Based on analysis of research data using SPSS software, results show that only about 50 percent of people announced the satisfaction with their examples of products and services.

Key words: Customer- oriented, EFQM MODEL, Saipa Company, Products, Services.

1.   Introduction.

The automotive industry is a critical component of economic growth, with extensive connections across the industrial and cultural fabric of Iran.

The auto industry is one of the most important industries in Iran. It historically has contributed high portion to the overall Gross Domestic Product (GDP). The industry directly employs more than 2 million people engaged in designing, engineering, manufacturing, and supplying parts and components to assemble sell and service new motor vehicles. In addition, the industry is a huge consumer of goods and services from many other sectors, including raw materials, construction, machinery, legal, computers and semi-conductors, financial, advertising, and healthcare. Automakers spend an average of $1,200 for research and development (R&D) per vehicle5 – 99 percent of which is funded by the industry itself. Due to the industry's consumption of products from many other manufacturing sectors, it is a major driver of the 12 percent manufacturing contribution to GDP. Without the automotive industry,

In order to do their vital tasks and promoting themselves as well, car agencies need appropriate pattern and tool to assess and ensure form the quality aspect of their plans and relevant processes and their customers' effectiveness and most importantly their satisfaction.

In the other hand car agency need developmental planning and also continuous control of quality in order to maintain it's dynamic. One of the most important factors about quality and its continuous improvement is to create and maintain customer that is known as the major interlocutor in car agencies that, as noted by Trisi (2006), Depends on "situation" and "superiority". Situation means how do customers think and say about the car agency when it's absent.

Superiority means to differentiate the unit and it's relevant car services form the market. The intended car services collection must have a superiority that let it to be winner in the market's competition for good or in other words, the score of car agency must have a relative advantage.

In this case those agencies can win which are sensitive and aware about their customer's needs and try to satisfy them or, in other word, are "customer-oriented" therefore car agency should measure the important results that are relevant to its customer on a regular basis and also determine what results it achieves about its customers.

On the basis of car agency goal and competition in local and international markets in the case of sale and services process of globalization and most importantly vast group of customers who wish use same car this question comes up that whether Saipa company, Gorgan agency is a "customer-oriented" agency or not? And how much it could act based on customer satisfaction in organization promotion model?

2. The importance of achieving customer satisfaction.

Why do organizations need customer satisfaction? What is the importance of this satisfaction? What will happen if customer is not satisfied? What benefits does satisfied customer have for the unit and how unit can reach them? For answering these questions we should refer to research Researches have shown that 90% of dissatisfied customers do not return again and every one of them express their dissatisfaction for at least 90 people and 30% of dissatisfied customers transfer their dissatisfaction to at least 9 people (Jamal and Naser, 2002:22). If this dissatisfaction prevails and spread, no meaningful unit does exist: because most of the units are customer –oriented and if they lose their customers gradually the unit will be disappeared gradually as well (Kristiansen and others, 1999:17). Researches in japans show the focus on understanding and responding to customer's needs is one of those three important factors that led to Japan's development. In prevail quality approach, Japanese believe that quality lead benefit and benefit crosses form quality. The quality of products and services must be what customers want. Planning and production should also try to satisfy customer's needs. Activities are transferred production planning part. Japanese believe that inside to the unit; market means what so ever that customer orders (winer, 2001:12)

3. Research model evaluation.

This study tried to evaluate and assess the quality of services using EFQM (European Foundation For Quality management) model based on customer –orientation criterion and respond to research basic questions(EFQM,2001) . This model that is of organization promotion model was created in 1992 in order to spread complete quality management in Europe.

This model includes 8 criteria that are called "basic elements" or "promotional 8 principals" and needs management's complete commitment and this basic element's acceptance (martens and others, 2000:26).

Promotional 8 principals are subdivided into "power makers" and "results" power makers (leadership, policy and strategy, employees, cooperation and resources, process) cover what unit does and are the factors that give power to the organization to reach higher results. Results criteria (customer's results, (Focus on customer)), Employees' results, Society results and key results of Function), Are those results that an organization achieves and express the achievements made by performing power-makers appropriately (Amaral and Goya Rosa, 2003).

Superior organizations always measure relevant results to their customers and the results that they achieve. In this case it becomes obvious that what results the unit achieves related to its outside customers. In this criterion, the recognition scales show the recognition of customers about the unit. This scale can include:

A- Public conception: capability of achieving communication flexibility responding.

B- Production and services quality, value, confident capability, innovation in planning.

C- After –sales support : the behavior of sales personals recommendations, customer packing note technical support and auditing complaints specialized technical exhibits texts for customers provided technical exhibiters for customers accountability time;

D- Loyalty including: further propensity to purchase, propensity to purchase the other organization's products propensity to introduce the organization (cha and Bryant, 1996: 78).

Evaluation of EFQM model in Customer–oriented criterion in car agency.

It's noted that this model and its customer –oriented criterion are usually used in industry and production line. So, we use it in car agency in Saipa Company based on the following constrains:

A: General conceptions about customers:

−   Capability to reach: possible reach and ease of customer' Connection with the company and employees as well,

−   Communication: keeping aware or appropriate informing to buyer as the major customers and also, listening to their issued and talks,

−   Transparency: i.e. how transparent and understandable sale and services of cars guidelines should be,

−   Flexibility : i.e. the speed of reaction and accountability of car agency against changes and environmental situations,

−   Futuristic behavior: i. e. the amount of car agency's prediction about future environmental changes and supplying the different services with necessities in order to prevent such changes,

−   Accountability: i.e. agency's personals tend to help customers answer their needs informing them about the time of supplying services and providing emergency services.

B: products and services

Quality means how the supplied services by Saipa Company, agency and personnel are well – matched with people's needs.

−   Value: the proportion of level of achieved quality of services to the paid price in terms of money and time.

–   Confident capability: means that the behavior of personals assures the customers and let them feel secure at car agency. Also it means that the employees are often polite and possess necessary knowledge to answer customer's questions.

–   Innovation in planning: mean that the car agency has innovation in planning curriculum side activities (Johnson and others, 2008:213).

C-offering and tracking after the offering of the services

–   Employees capability and behavior :

–   Merit: i.e. employee's skills, capabilities and knowledge cause customers' attention and confidence.

–   Deserve: i.e. possessing needed knowledge and skill for providing services.

–   Technical documentary texts prepared for students: the level of written information given by the group in order to use the services and car agencies plans better.

–   Auditing complaints: the level of educational group's audit toward the drawbacks in supplies educations and students complaints.

–   Accountability time: the speed and reaction of car agency system toward the customer's questions.

–   Agency services life cycle: The mount of continuation of the supplied services by car agency.

D- Loyalty toward the organization

–   Decide to reuse: i.e. how much customers tend to continue their relationship and being provided with the services of car agency.

–   How customers are committed to respect rules: i.e. how they think that the rules and regulations of their services should be followed and respected

–   propensity to introduce the organization to others: i.e. how customers introduce (positively or negatively) that car agency to others (fornell,1992: 1)

4.   Research methodology.

 This research aims at answering the following questions:

1-How much Saipa Company, Gorgan agency pays attention to the need of its customers?

Also, it's tried to answer these 4 sub questions:

1-   How do the customers of this agency see the supplied good services by the agency?

2-   How do they see the responding services provided guarantee?

3-   What viewpoint do they achieve while service in this car agency?

4-   How loyal they are to their Gorgan agency?

 This is a descriptive research. The statistic community of this research includes all customers with at least one time experience of attending in Gorgan agency. The samples of this research have been stratified random sampling.

The tool used for collecting questionnaire information applies EFQM model in order to evaluate customer' satisfaction as the customers form the quality of provided services by Saipa Company, Gorgan agency.

 In order to produce the research tool, first EFQM model was studied form the aspect of customer results or customer-orientation in this model and the relevant elements. For every element in customer results, some questions were prepared, then the research done in this case, was studied at the end the major function of EFQM model is for research in industry.

Then the elements of customers' satisfaction were characterized. Finally the prepared characters were set as a 24-question questionnaire about 2 major elements, i.e. car services.

In order to determine the final tool, Cranach alpha method was used. In this research 88% Cranach alpha was estimated. In order to analyze data, shear point and Likert range were to determine two pro and con ranges. In this those who selected low and average options were put in group 1 and considered cons and those who checked very high options, were put in group 2 and agree to the given factors.

5.   Experimental result.

Research First question

 The car services have been considered from various aspects like "the quality of services", "time value ", "price value" and "confident capability".

Table No.1: the ideas of students given to their educational group about educational services provided for them.

	elements	sample	observed percentage	Proved or test	The level of meaning fully
Group 1	14	150	60.91%	60%	385%

Group 2	14	76	39.08%	
Total		226	100%	

The information of table (1) shows that more than 60% of samples are dissatisfied with the provided car services and only about 40% of samples are satisfied.

The level of proved or test in this research is at least 60% that con group could get more percentage (8% -91%). It shows that Saipa Company needs to review and have better planning in this case.

Research second question

The image and perception from the university and its educational (group are evaluated through elements such as "the capability to reach", " communication", "transparency" "flexibility", "futuristic behavior" and "accountability".

Table No.2: Description of the customer's ideas from Saipa Company and Gorgan agency about general imagination and perception toward their services

	elements	sample	observed percentage	Proved or test	The level of meaning fully
Group 1	14	127	53%	60%	13%
Group 2	14	99	47%		
Total		226	100%		

About the second question, this research deals with general perception toward car services and company and significant results were found. None of the groups could getminimum60%. About 53% didn't have positive perception toward services and 47% had positive perception toward them.

Research third question

Providing services after services deal with features like" ability and employees behavior in terms of merit" , "texts and technical document prepared by agency" , "train about how to use services" , "accountability time" and" car services life cycle".

Table No.3: introduction of students' opinion on their agency with follow-up service after service.

	elements	sample	observed percentage	Proved or test	The level of meaning fully
Group 1	12	88	60.86%	60%	%393
Group 2	12	138	39.13%		
Total		226	100%		

Regarding to table data, about 60 percent have declared their opposition with appropriate consistent car services and only 40 percent believed that consistent agency services level is appropriate. It shows a good agreement with first question of investigation which deals with agency services. It means that about 60 percent of samples believed that both agency and consistent services were not appropriate.

Finally, in answering the major question of this research was unable to attract the attention of majority (at least 60%) for its customer-orientation behavior.

Table No.4: customer-orientation level in Saipa Company, Gorgan agency.

	elements	sample	observed percentage	Proved or test	The level of meaning fully
Group 1	46	119	50.88%	60%	0.00%
Group 2	46	106	49.11%		
Total		226	100%		

6.   Conclusion.

Based on the results of this research The mean customer- orientation level of this company was about 49%. That was not as much as 60% normal level. therefore, it's concluded that there was an equal ratio between satisfied and dissatisfied customers ,50%of customers were satisfied and the same amount were not Results of this investigation were in agreement with the result of a survey for checking the status of customer request in Iran environment. In contrast, results did not very good for company's managers. They must change basic of some cars and services to their customers.

Following proposals are suggested in order to improve the level of sat is faction and customer-orientation behavior:

Establishing an office named "the office of continuous relationships with customers" in department to help improving the quality of services and finding the sore points of the company and providing ideas for effective improvements and in novation .

In order to achieve its goals and improving the level of customers satisfaction; the company should evaluated in terms of customer-orientation often. Therefore it's suggested that the university's evaluation office, not only put its emphasis on customer' ideas, but also on customer' satisfaction.

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