The relation between after-sales services and entrepreneurial opportunities: Case study of Iran-Khodro Company

Seyed Mohammad Sadeq Khaksar¹, Khaled Nawaser², Asghar Afshar Jahanshahi³* and Amin Reza Kamalian⁴

¹Department of Information Technology Management, University of Sistan and Baluchestan, Iran.
²Department of Marketing Management, University of Pune, India.
³Department of Commerce and Research Center, University of Pune, India.
⁴Department of Management, School of Management and Accounting, University of Sistan and Baluchestan, Zahedan, Iran.

Accepted 2 March, 2011

Nowadays, increasing competition is forcing car manufacturers to pay much attention to satisfying customers, by providing strong after-sales services. After-sales services are a potential source of competitive advantage for car manufacturers. It is noteworthy to point out that after-sales services play a key role in supporting marketing activities to enhance customer loyalty, and thus to increase profitability in the long term. Therefore, many huge companies including car manufacturers also utilized it as an entrepreneurial opportunity for more profitability. On this basis, the main purpose of this paper is to study the effect of technical and electronic after-sales services on entrepreneurial opportunities (that is, cost leadership, market development, product development, diversification and differentiation). This study is a descriptive research that typically uses the data derived from questionnaires (a researcher-made questionnaire for collecting of information). The population of this study comprised all Soren car owners in Tehran, who bought their cars in 2009. Soren is a new model of Samand (unveiled in 2008), and Samand is an Iranian car brand manufactured by Iran Khodro (IKCO) using local manufacturers for its parts. The results of this study show that technical and electronic after-sales services in Iran-Khodro Company is effective on entrepreneurial opportunities based on market and product.

Key words: After-sales services, entrepreneurial opportunities, market-product development, Iran-Khodro.

INTRODUCTION

Entrepreneurial opportunities involve decision regarding start-up motivation, planning and establishment, acquisition of resources, and products and market choices (Alina, 2008; Park and Bae, 2004; Greve and Salaff, 2003). Competition in today’s tensioning market only depends on adopting entrepreneurial opportunities based on present resources and organizational capabilities as the key to identify profitable opportunities (Grant, 1991). These profitable opportunities on the basis of entrepreneurial strategies are called entrepreneurial opportunities (Shane, 2003). As Casson (2003) pointed out, entrepreneurial opportunities are ‘those situations in which new goods, services, raw materials and organizing methods can be introduced and sold at a rate that is greater than their cost of production’. The main difference between entrepreneurial opportunities and other situations is the profitability (Alam, 2009). One of the issues during past years and in various industries has been considered as the source of entrepreneurial opportunities, which is the quality of after-sales services. Herve et al. (1999) believed that after-sales services are being raised as a new opportunity in profitability of the companies. Nowadays, huge companies, like car manufacturing companies, utilize...
after-sales services as an entrepreneurial strategy for increasing their profit. In the car manufacturing companies, after-sales services are more than being nice to people. This means that the customer was taken into account during the product design phase, that is, they did not assume that the customers will come if they build it. Iran-khodro Company, as the pioneer in car manufacturing industry in Iran, has also mentioned that its survival in the competitive market depends upon the identification of the present entrepreneurial opportunities in marketing, sales and after-sales services sections, but the question is how to identify these entrepreneurial opportunities, and if basically after-sales services have an effect on recognition and achievement of the entrepreneurial opportunities? Regarding these statements in this research, a trial has been made to study this matter by providing a conceptual model between technical after-sales services (TAS) and electronic after-sales services (EAS) as an independent variable, and entrepreneurial opportunities (that is, market development, cost leadership, product development, diversification and differentiation) as a dependent variable. Considering that the subject is innovative and noticing the result of its utilization in Iran-khodro Company, the necessity of doing the present study was confirmed. So, this paper started with a literature review regarding the entrepreneurial opportunities, after which the study focused on the significance of technical and electronic after-sales services in automotive industry, before lastly dealing with research methodology, hypothesis testing and data analysis.

Aim of the research

The main purpose of this paper is to study the effect of technical after-sales services (TAS) and electronic after-sales services (EAS) on entrepreneurial opportunities (based on the market and products) in Iran-khodro Company.

Therefore, entrepreneurial opportunities in the market will be studied in the form of opportunities based on development of the market and cost leadership, while entrepreneurial opportunities of the product will be studied in the form of opportunities based on the product development, diversification and differentiation.

LITERATURE REVIEW

Entrepreneurial opportunity

Recent studies into entrepreneurial activity show how people want to benefit from the yields of their knowledge and become entrepreneurs of a business opportunity that emerges with a new innovative

After-sales services in automotive industry

"After-sales services" is the provision of services to customers before, during and after a purchase. It is one of the organizational processes which companies perform in considering the growing competition of the market and for attracting entrepreneurial opportunities for increasing profitability and better access to the market, as well as increasing the customer satisfaction level. It has been mostly used to describe services that are provided to the customer after the products have been delivered (Vitasek, 2005; Mohd et al., 2009). According to Goofin and Price (1996), after-sales services are important because they end in increasing product quality, gaining competitive advantage, gaining profitable opportunities, and as a result increase sales and income. The domain of the activities related to after-sales services is vast. Hence, Tour and Kumar (2003) mentioned that the duties and functions of after-sales services are in the form of installation and startup services, training, maintenance and repair, documentation, providing logistic and spare parts, improving products, software services, warranty and call center service. Recognition of entrepreneurial opportunities company (Josep, 2008). Basically, studies on strategic entrepreneurship show entrepreneurial activities with focus on two categories of opportunity and competitive advantage (Hitt and Reed, 2000). Strategic entrepreneurship refers to such entrepreneurial activities which are accompanied by strategic perspective and for attracting competitive profitable opportunities (Hitt et al., 2001). The focus of strategic entrepreneurship is the entrepreneurial opportunities which show the abilities of companies in increasing their profitability. On this basis, dominant thought in entrepreneurial opportunities literature is based on two principles given in Table 1. Although innovation is presented in line with capturing profitable opportunities, the importance of these two factors in recognition of entrepreneurial opportunities gives credit to this classification (Alam et al., 2010). This may be due to the fact that the most comprehensive definition of entrepreneurial opportunities can be found in the studies of Shane (2003). Entrepreneurial strategy is a process that tries to discover, create and make profitable opportunities functional. Entrepreneurial opportunities in marketing, sales and after-sales services can be followed based on the opportunities of the market and products (Alam and Khalifa, 2009). Since the objective of this research is to study these opportunities in the after-sales services section of Iran-khodro Company, the entrepreneurial opportunities in the market will therefore be studied in the form of opportunities based on development of the market and cost leadership, while the entrepreneurial opportunities of the product will be studied in the form of opportunities based on the product development, diversification and differentiation (Table 2).
Table 1. Dominant thought in entrepreneurial opportunities.

<table>
<thead>
<tr>
<th>Dominant thought</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurial opportunities from</td>
<td>Sarasvathy et al., 2003; Baumol, 1993; Parrish et al., 2004; Cohen and Dean, 2005</td>
</tr>
<tr>
<td>profitability viewpoint</td>
<td></td>
</tr>
<tr>
<td>Entrepreneurial opportunities from</td>
<td>Hitt and Reed, 2000; Hitt et al., 2001; Ireland, 2003; Eckhardt and Shane, 2003</td>
</tr>
<tr>
<td>innovation viewpoint</td>
<td></td>
</tr>
</tbody>
</table>

Table 2. Various entrepreneurial opportunities.

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Description</th>
<th>Researchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities based on market</td>
<td>The meaning of market development is to offer new services or products to new geographical regions. This strategy has been presented by Ansoff (1975) for the first time. Many studies have been done about utilizing this strategy for gaining profitable opportunities in the market.</td>
<td>Ansoff 1975; Hollensen, 1998; Bardley, 1999 and London, 2004</td>
</tr>
<tr>
<td>development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunities based on cost</td>
<td>This strategy was presented by Porter in 1990. In this strategy, company produces and supplies such standard products which decrease the final price of each unit for the customer (someone who is sensitive to price).</td>
<td>Porter and Michael, 1985; Caves, 1987; Buzzell and Gale, 1987 and Daveni, 1994</td>
</tr>
<tr>
<td>leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunities based on product</td>
<td>This strategy has also been raised by Ansoff (1975). In performing this strategy, the company tries to increase its sales by improving or modifying and correcting its present services or products.</td>
<td>Magnan et al., 1999; O’Cass and Julian, 2003; Okazaki, 2004 and Parrish et al, 2004</td>
</tr>
<tr>
<td>development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunities based on diversification of products</td>
<td>The meaning of diversification of product is to increase the production lines and/or, in other words, increase the number of various models of the products.</td>
<td>Matsusaka, 1993; Matsusaka, 1996; Servaes, 1996; Klein and Saidenberg, 1998</td>
</tr>
<tr>
<td>Opportunities based on differentiation in products</td>
<td>The meaning of product differentiation is to offer such products or services where in the related industry would be considered as a unique product and can be offered to customers who show less sensitivity to price.</td>
<td>Porter and Micheal, 1990; Williamson, 1975; Porter, 1985 and Barney, 2002</td>
</tr>
</tbody>
</table>

was considered in order to present electronic customer service in this industry with developing communicational infrastructure and development of technology utilization in car manufacturing companies. Services which are presented by car manufacturing industry today are technical after sales services [including leasing services (LS), repairing and maintenance services (R.PS)] and electronic after sales services [including information services (IS), training services (TS), communication services (CS) and also exploitation services (ES) by considering data mining functions]. Presenting informational services means informing customers about new products, information regarding service centers and also car news. Today, large car manufacturers present their informational services through utilization of email, websites (Wilson et al., 1999). Presenting communicational services is directly related to customer satisfaction. Customers after purchasing products from the company may have doubts in their decision making; and the only way to manage this uncertainty is to establish a long term relationship with customers (Flynn et al., 2002). One of the strategies of presenting better after-sales services in car manufacturing industry is to provide proper trainings to personnel and customers. Presenting suitable training services create the possibility of increasing the level of after-sales services and hence customer satisfaction. Using trained staff also increases the accountability of the company (Nilda et al., 2009). Leasing contracts are usually concluded and enforced in the framework of lease condition acquisition, in that
leasing services in car manufacturing industry increase the purchase

Khaksar et al.          5155

Figure 1. Primary model for testing the hypotheses of the study.

power of people and lead to increase of the company’s sales. Providing repair and maintenance is the inseparable part of after-sales services in car manufacturing industry. Maintenance means changing, cleaning, installing, and restarting up the parts which have problems (Wesley, 1987). Exploitation services refer to the services carried out by a company for detecting defects in the product and rectifying them without causing any loss for the customers. Exploitation services have also been used for discovering new needs and creating new entrepreneurial opportunities. For implementing this type of services, companies test their products in some markets, and with the utilization of benchmarking mechanisms, satisfaction of the product will be analyzed (Kruse et al., 2010). So the hypotheses of this study are stated in the form of four primary hypotheses which will be tested (Figure 1).

H1: Technical after sales services of the company are effective on identifying and achieving the entrepreneurial opportunities in the market.

H2: Electronic after sales services of the company are effective on identifying and achieving the entrepreneurial opportunities in products.

H3: Technical after sales services of the company are effective on identifying and achieving the entrepreneurial opportunities in the market.

H4: Electronic after sales services of the company are effective on identifying and achieving the entrepreneurial opportunities in products.

METHODOLOGY

The present study was carried out in order to test the effect of technical after-sales services and electronic after-sales services’ variables on entrepreneurial opportunities (opportunities based on market and entrepreneurial opportunities based on products) and develop practical knowledge about the quality of relation and effectiveness between these two variables. From the aim of this study’s viewpoint, this study is practical, while from the method of data collection and analysis’ viewpoint, it is descriptive and of the correlative type (Harandi et al., 2008).

Population, sample and data collection procedure

The questionnaire used for this study comprised three main sections. The first section was about the respondents’ personal information. In the second section, 27 questions were designed to evaluate after-sales services. Respondents were asked to indicate their extent of agreement using a five point likert scale (with 5 = completely agree, to 1 = completely disagree). For these questions, the Cronbach’s Alpha coefficient of 0.852 was calculated. In the third section, 12 questions were designed for identifying entrepreneurial opportunities. For these questions, the Cronbach’s Alpha coefficient of 0.75 was calculated. The content credit of this questionnaire was justified by professors’ supervision and the initial distribution of questionnaires among a number of experts and scholars. Considering their corrective comments, the questionnaire had the necessary credibility. For analyzing the data derived from the questionnaire, Structural Equation Modeling / Path Analysis, Tests of Fit and Regression Test were conducted, while LISREL 8.5 and SPSS 16 software were used for analyzing the data.

Population and sample size

The statistical population of this study consists of “the entire Soren Car owners, who bought their cars from Iran-Khodro Company in Tehran, in 2009”. The total number of car owners according to Iran-Khodro sales department is about 27000 people. To raise the accuracy and correctness of the analyses, the population samples were estimated with 379 people based on Morgan’s table. In collecting the information, the survey procedure through personally administered questionnaires was heavily used and monitored in motivating response to the sample. However, data were collected
RESULTS

Tests of fit for the observed model and hypotheses testing

Structural equation modeling (SEM) was used to determine correlations between variables of the proposed model and the confirmed model. In other words, since different models can be proposed based on the hypotheses, structural equation modeling used a series of key indicators of credit to fit the proposed model. Therefore, LISREL software was used to fit the proposed model and to test the research hypotheses, while SPSS software was used to investigate regression analysis hypotheses. Three methods were considered for data analysis and for showing the validity of the research hypotheses.

Goodness of fit tests

Although different types of tests, generally called fitness index, are continuously being compared, developed and evolved, there is still no general agreement on any optimal test. The result is that different articles have presented different indices and even the famous SEM programs’ writings, such as EQS LISREL software and Amos, lose a lot of the fitness indices. After specifying the model, several ways of estimating the model’s goodness of fit were used. To confirm the model, three to five indices were sufficiently used. The goodness of fit of a statistical model describes how well it fits a set of observations. Measures of goodness of fit typically summarize the discrepancy between observed values and the values expected under the model in question. Such measures can be used in statistical hypothesis testing. Generally, in this study, to assess the goodness of fit of the entire model, measures such as $\chi^2 / df$, RMR, GFI, AGFI, RMSEA, NFI, NNFI and CFI were used. Numbers of each of these indices are given in Table 3.

Hypotheses testing using path analysis

For this reason and for all hypotheses of the study, the test assumption was used.

\[
\begin{align*}
H_0: \alpha &= 0 & \text{Null hypothesis: Correlation between two variables is not significant.} \\
H_1: \alpha &\neq 0 & \text{Alternative hypothesis: Correlation between two variables is significant.}
\end{align*}
\]

Figure 2 shows the structural model of the study for testing the hypotheses of the study in standard estimation, while Figure 3 shows the significance and second and third hypotheses of the research. According to the results of these two models (relation is based on the standard estimation of 0.23 and the significance is equal to 1.24 for the fourth hypothesis), the fourth hypothesis was rejected.

Based on the analysis done using path analysis, the results of the study’s hypotheses test can be seen in Table 4. The standard estimation test and significance values were used in confirming or rejecting the considered hypotheses (significance of hypotheses).

Hypotheses testing using regression test

For this reason and for all hypotheses of the study, the test assumption was used at 95% confidence interval.

\[
\begin{align*}
H_0: \beta_i &= 0 & \text{Null hypothesis: Regression is not significant.} \\
H_1: \beta_i &\neq 0 & \text{Alternative hypothesis: Regression is significant.}
\end{align*}
\]

Table 5 shows regression test for hypotheses of the study. As it is seen, the correlation coefficient and coefficient of determination of the first, second and third hypotheses are high. Consequently, we can assume a high correlation for variables of these hypotheses. As the significance (sig.) value of the first, second and third hypotheses was less than 0.05, it therefore means that these hypotheses are confirmed. On the other hand, if the significance of the fourth hypothesis is more than 0.05, it therefore means that these hypotheses are rejected.

Conclusion

The formation of attitudes based on the identification of the entrepreneurial opportunities can be observed in the after sales services studies such as: Ahn et al. (2009), Gaiardelli et al. (2007), Saccani et al. (2007), Jambulingam et al. (2005), Lenskold, (2004), Whitney et al. (2002) and Slater et al. (2000). Therefore, these studies have been used to advance research goals. The present study also examines the entrepreneurial opportunities in the after sales services of the automobile industry and confirms the findings of these researches. For example, Picserl (1994), Wilson (1999), Cohen and Graval (1999), and Slater and Alson (2000) studied the
profitability opportunities in electronic and computer industries and discussed the opportunities based on the markets of these industries. In this study, the entrepreneurial opportunities were also studied from the perspective of market opportunities and like other studies, the hypotheses were confirmed. Many researchers (Bergen et al., 2001; Kascha, 2002; Whitney et al., 2002; Lneskld, 2004; Jambolingam, 2005) have also discussed the importance of these opportunities in product development of industrial markets. In this study, opportunities based on products in the automobile industry have also been studied.

Table 3. Goodness of fit tests for research hypothesis.

<table>
<thead>
<tr>
<th>Index rate of the model</th>
<th>Brief description of the index</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.52</td>
<td>This measure is the best suitability index model which should be less than 3.</td>
<td>$\chi^2$/df</td>
</tr>
<tr>
<td>0.045</td>
<td>This measure is an index for the remaining variance in fitting each parameter to the sample data. The more this measure is smaller (closer to zero), the more it shows a good fitting of the proposed model.</td>
<td>Root Mean Square Residual (RMR)</td>
</tr>
<tr>
<td>0.96</td>
<td>The goodness of fit describes how well it fits a set of observations. Measures of goodness of fit typically summarize the discrepancy between observed values and the values expected under the model in question. The more these two indices are closer to 1, the more they indicate good fitting of the model.</td>
<td>Goodness of Fit Index (GFI)</td>
</tr>
<tr>
<td>0.92</td>
<td>This measure is defined as the size difference for each degree of freedom. The value of this measure which is the deviation of each degree of freedom test is usually less than 0.08 for models that have a good fitness. In the proposed model, since the amount of 0.080 has been determined for the measures, the model thus has a moderate fitness.</td>
<td>Adjusted Goodness of Fit Index</td>
</tr>
<tr>
<td>0.080</td>
<td>This measure defines the null model as a model in which all of the correlations or co-variances are zero. A value between 0.90 and 0.95 is acceptable, and a value above 0.95 is good. A disadvantage of this measure is that it cannot be smaller if more parameters are added to the model.</td>
<td>Root Mean Square Error of Approximation (RMSEA)</td>
</tr>
<tr>
<td>0.96</td>
<td>This measure is known as Tucker-Lowis index (TLI). If the index is greater than one, it is set at one. Note than for a given model, a lower chi square to df ratio (as long as it is not less than one) implies a better fitting model.</td>
<td>Normed Fit Index (NFI)</td>
</tr>
<tr>
<td>0.92</td>
<td>This measure is directly based on the non-centrality measure. If the index is greater than one, it is set at one and if it is less than zero, it is set to zero. If the CFI is less than one, then the CFI is always greater than the TLI. CFI pays a penalty of one for every parameter estimated.</td>
<td>NNFI (Non-Normed Fit Index)</td>
</tr>
<tr>
<td>0.99</td>
<td></td>
<td>CFI (Comparative Fit Index)</td>
</tr>
</tbody>
</table>
Figure 2. Structural model for testing the hypotheses of the study in standard estimates. Chi-square=108.06; df =39; p-value=0.00000; RMSEA=0.064.

Figure 3. Structural model for testing the hypotheses of the study in t-Value. Chi-Square=108.06; df=39; p-value=0.00000; RMSEA=0.064.

Table 4. Results of the study's hypotheses test using path analysis.

<table>
<thead>
<tr>
<th>Hypotheses of the study</th>
<th>Path</th>
<th>Factor loading</th>
<th>t-Value</th>
<th>Testing of hypotheses</th>
</tr>
</thead>
<tbody>
<tr>
<td>First hypothesis</td>
<td>Technical after-sales services entrepreneurial opportunities based on market</td>
<td>0.78</td>
<td>16.75</td>
<td>confirmed</td>
</tr>
<tr>
<td>Second hypothesis</td>
<td>Electronic after-sales services entrepreneurial opportunities based on product</td>
<td>0.81</td>
<td>17.45</td>
<td>confirmed</td>
</tr>
</tbody>
</table>
Table 5. Regression test for the study's hypotheses.

<table>
<thead>
<tr>
<th>Testing of hypotheses</th>
<th>Sig.</th>
<th>Coefficient of determination</th>
<th>Correlation coefficient</th>
<th>Hypotheses of the study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirmed</td>
<td>0.000</td>
<td>0.032</td>
<td>0.330</td>
<td>First hypothesis</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.000</td>
<td>0.038</td>
<td>0.45</td>
<td>Second hypothesis</td>
</tr>
<tr>
<td>Confirmed</td>
<td>0.01</td>
<td>0.14</td>
<td>0.28</td>
<td>Third hypothesis</td>
</tr>
<tr>
<td>Rejected</td>
<td>0.068</td>
<td>0.004</td>
<td>0.09</td>
<td>Fourth hypothesis</td>
</tr>
</tbody>
</table>

and confirmed. This study can be considered to be in line with the researches of Kurata and Nam (2010) and Juehling et al. (2010) who pointed out the role of after-sales services in identifying profitable opportunities based on market and product. Kurata and Nam (2010) have simultaneously examined the role of after sales services in increasing customer satisfaction and the profitability resulting from it. In the present study, the results of profitability opportunities research correspond with those of Kurata and Nam (2010) research. Juehling et al. (2010), same as the present research, examined after-sales service in the German automobile industry and enumerated the role of information technology in promoting service level. Another similarity between the present study and that of Juehling is the active role of IT in telecommunications services, information, leasing, etc.

Results of the model’s fitness indices showed that the proposed model was confirmed. Therefore, the proposed model was able to properly position the research variables (including after sales services variables as latent variables and entrepreneurial opportunities based on market and product as independent variables) and show their relationship with their dimensions.

Results obtained from the hypotheses showed that technical after sales services in Iran-Khodro Company was effective on entrepreneurial opportunities based on the market and product. Also, the results obtained from the hypotheses showed that the electronic after sales services in Iran-Khodro Company was effective on entrepreneurial opportunities based on the market, but it was not effective on entrepreneurial opportunities based on the product. However, the results of the hypotheses test are shown in Tables 3, 4 and 5. Overall, the results of this study showed that after sales services in big companies were considered as one of the entrepreneurial strategies for obtaining entrepreneurial opportunities and profitability. The Iran-Khodro Company too, with a utilization of after sales services mechanism in the form of leasing services (LS), repairing and maintenance services (R.PS), information services (IS), training services (TS), communication services (CS) and also exploitation services (ES) each day, was able to create a profitable opportunity in domestic and foreign markets. The opportunities obtained in the market depend on the requirements of the market and the form of approaches based on the product and market.

Suggestions based on research results

Since the aim of the research was to help identify the use of after sales services in identifying and creating entrepreneurial opportunities, the following suggestions have been made for the use of training services, information services, communication services, leasing services, maintenance services and exploitation services:

1. Cooperation with academic research centers to establish interactions, for example effective participation in academic projects and the university relationships with the automobile industry.
2. Conducting regular customer relation training courses for employees, especially the staff of after sales service sections.
3. Dispatching the maintenance training packages to customers.
4. Online training to users and customers for maintenance of the vehicle.
5. Use of telephone systems to respond to clients’ queries.
6. Use of SMS system to provide some training services.
7. Use of SMS system to inform the customer of a new information about a car.
8. Transparency in informing the customers to potential car problems.
9. Introducing new products to customers through fixed web chats, SMS and web.
10. Automotive clustering information of the cars based on different groups of customers, for example, social indicators, age, etc.
11. Simplification of financial calculation and payment of the car during vehicle purchase.
12. Increase in duration of receiving payment and reducing the amount paid in each period based on household income.
13. Use of SMS system and the company website to download registration forms and reduce the continuous trips of the customers.
14. Use of SMS and websites of the companies to send documents to the relevant sectors and reduce customer waiting time.
15. Mechanize the complaint receiving system according to the information technology tools, such as data search.
16. Enhance the security factor, especially the automobile’s brake and airbag according to international standards, and stabilizing the production cost of the cars.
17. Update production equipment and improve the design of the spare parts.

Research limitations

Any scientific research is influenced by some limitations, thus this study is no exception. The most important limitation of this study is the poor working environment of the employees and representatives of after sales services, and the sales and customer relationship of the company in response to the questionnaire of this study.

Another major limitation of this study is related to the time span of the study. Time span in this study has been limited. Basically, the sampling period should be broad enough to cover all factors that may influence the respondent’s behavior. For example, there would be economic and political developments that can influence the behavior of people.

Other limitations of this study can be pointed out as follows:

1. No standardized questionnaires and tests were available to measure variables. The research tools were based on questionnaires and models applied by others, which is the validity test.
2. In this study, after sales services and entrepreneurial strategies were evaluated in only one company. This research could also be studied and tested in other industrial companies. The results of such a research in comparison to those of the other companies from the perspective of the importance of after sales services, for attaining entrepreneurial opportunities, can convey a more comprehensive understanding to us.

REFERENCES


