

**LEVERAGING PROCESSES TO DRIVE PROFITABILITY AT AUTO
DEALERSHIPS**

A STUDY TO SUSTAIN PROFITABILITY AT AUTOMOBILE DEALERSHIPS DRIVEN BY PROCESS, CUSTOMER
CENTRICITY & COMPLIANCE

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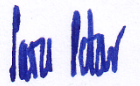
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ABSTRACT

LEVERAGING PROCESSES TO DRIVE PROFITABILITY AT AUTO DEALERSHIPS –

A STUDY TO SUSTAIN PROFITABILITY AT AUTOMOBILE DEALERSHIPS DRIVEN BY PROCESS,
CUSTOMER CENTRICITY & COMPLIANCE

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2026

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This research examines some of the most important elements that play crucial roles in ensuring efficient functioning, profitability, and sustainability within the dynamic and growing industry of car dealerships, where competition gets tougher each passing day. This paper highlights how businesses must conduct their activities strategically in an ever-changing environment. The key goal of this research is to inspect the effects of five significant components: operations, customer orientation, compliance requirements, cost control and investment, and human resource management. This investigation employs both a quantitative method and theme analysis. 300 respondents to a comprehensive questionnaire made up the main data set's sample size. To determine the relevance and

strength of correlations between various variables, a variety of statistical procedures have been used, such as regression analysis, chi-square testing, and descriptive statistics. Thematic analysis was also used to understand the responsibilities, difficulties, and areas that need improvement in dealership operations. The research's conclusions demonstrate that each of the aforementioned elements positively and statistically significantly affects the dealership's profitability and performance. Out of all the factors discussed above, compliance and human resource management turn out to be the most important determinants due to their significance for governance, standardised processes, and a trained staff. There were other factors such as operational effectiveness, customer-centric approach, and financial management that also had a meaningful impact. Moreover, it is found that some of the most significant issues faced by the industry are related to a shortage of manpower, high costs, ineffective use of inventory, and lack of technology. In addition, the research shows that although vehicles sales constitute the main source of revenue for the dealerships, the role of after-sales services, financing and insurance services, and added value services becomes crucial for increased profits.

Keywords: Automobile Dealerships, Profitability, Operational Efficiency, Customer Centricity, Human Resource Management, Compliance.

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LIST OF ABBREVIATIONS

Abbreviation Full Form

CRM	Customer Relationship Management
DMS	Dealer Management System
ERP	Enterprise Resource Planning
GST	Goods and Services Tax
HR	Human Resource
KPI	Key Performance Indicator
OEM	Original Equipment Manufacturer
CE	Customer Experience
BDA	Big Data Analytics
SOP	Standard Operating Procedure
MIS	Management Information System
ANOVA	Analysis of Variance
SDGs	Sustainable Development Goals
EU	European Union
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
TPS	Toyota Production System
MCDM	Multiple Criteria Decision Making
RO	Repair Order

CHAPTER I: INTRODUCTION

1.1 Introduction

Process Optimisation at Automobile Dealerships

Efficient and clearly articulated processes are what essentially support any successful automobile dealership. Dealership operations cover a vast range of activities like vehicle inventory management, sales processing, financing, after-sales service, warranty management, and parts procurement (A. Formeloza, 2023). Streamlining each of these features can greatly cut expenses, eliminate operational bottlenecks, and boost productivity. Process optimisation is geared towards making the resources available are used effectively, work cycles are shortened, and redundancies are removed, thus it directly leads to increased profitability (Kajba and Jereb, 2022). In addition, a dealership can swiftly adapt to shifts in consumer demand, seasonal variations in sales, and competitive challenges from other dealerships or online automobile platforms thanks to well-organised procedures. A process-oriented strategy provides dealerships with a framework to achieve operational excellence, reduce errors, and maintain consistency across locations in a market where consumer expectations are changing quickly, and margins are becoming increasingly tight (Okoth, Patel and Awuor, 2024).

Moreover, the acceptance of process-driven measures empowers auto dealers to consistently apply good practices to all their operations, thereby maintaining the same level of service and operational stability. Put simply, these are error reductions that come about through employee efficiency being 'hardened' and business processes being 'sped up' in a wider variety of happenings such as test drive scheduling, service appointment management, vehicle delivery, finance coordination, warranty claim, and inventory replenishment (Shao et al., 2024). Some of the state-of-the-art instruments that can

substantially widen the dealers' horizons by providing them with the liberty to react promptly to the continually changing industry, customer wants, and sales trends are digital workflow management systems, inventory tracking software, and analytics platforms (Prabu, 2022). Dealerships will increase their operational efficiency and create a business model that can expand and maintain profit over time by actively participating in process re-engineering, utilising techniques like Lean or Six Sigma. Put simply, process fine-tuning is a major factor that enables dealers to be ahead of the competition and at the same time offer their customers an excellent experience (Gavrila et al., 2023).

In contemporary society, automobiles are important and have a big influence on many different facets of life (Yousaf et al., 2023; Ju et al., 2024). This investigation looks at the logistical process of producing a vehicle's rear axle. The rear axle distributes all forces and moments generated at the middle of the back helms to the body or frame of the vehicle with the aid of the wheel guide system and suspension springs. Transferring the weight of the car, its passengers, and its luggage to the wheels—which provides the wheels with stability—is the axle's secondary job.

Optimising methods to improve production processes and produced products is a topic of much research these days (Pascual et al., 2021). In order to boost production capacity, researchers have offered remedies in these case studies to remove logistic flow flaws and shorten cycle times (Liu, Liu and Liu, 2013).

Importance of Streamlined Processes in Enhancing Profitability

One of the main ways streamlined processes have contributed to the profitability of automobile dealerships is by directly influencing their operational efficiency and customer satisfaction (Abhulimen and Ejike, 2024). According to Golara, Dooley and Mousavi (2021a), a dealership's activities encompass a broad range of interconnected tasks, including sales, inventory management, finance, vehicle delivery, after-sales

service and warranty claims. Delays and inefficiencies in these operations can lead to increased cost of operations, lost sales opportunities, customer dissatisfaction, and, ultimately, a drop in profitability. Dealers can not only speed up their cycle times by standardising workflows, automating repetitive tasks, and removing redundant or unnecessary steps, but also optimise their resource utilisation and ensure that there is a smooth coordination of the different departments. The existence of streamlined processes allows the sales, service, and administrative teams to exchange information more quickly and accurately, thus lessening the number of errors, delays, and customer complaints (Kamal Ola Al-Amin *et al.*, 2024). Moreover, process optimisation gives top management not only the chance to set clear performance standards but also to control the progress in real time, as well as to execute the necessary, albeit corrective measures without delay, thus ensuring that operations are in line with the organisation's goals and financial targets. In the extremely competitive automotive market, where profit margins are usually small and customer expectations are high, concentrating on process efficiency is the only way to keep and even increase profits.

Moreover, simplified procedures significantly influence managerial decision-making and planning by giving them not only accurate but also complete and up-to-the-minute information on the key operational metrics that include sales performance, service turnaround times, inventory levels, and customer feedback (Emma, 2024). A mix of advanced process management tools such as digital workflow systems, "Enterprise resource planning" (ERP) software, and analytics dashboards arms dealerships with the ability to follow, assess, and open up each stage of the operational flow and customer journey (Mhaskey, 2024). As a result, there is more precise inventory forecasting, lower holding and operational costs, service efficiency that is continually improving, and the aptitude to reply quickly to market fluctuations and seasonal demands. The Merger of

performance management with process optimisation enables the dealer to figure out the bottlenecks, raise the staff productivity, and therefore, create a working culture that constantly seeks excellence (Abhulimen and Ejike, 2024). Ultimately, car dealers that place process simplification at the forefront of their agenda are the ones who, apart from cutting down on costs and reaping higher profit margins, also attract customer loyalty and gain brand reputation, thus having a sustainable competitive advantage in the volatile and fiercely competitive automotive industry.

With escalated competition as one of the main features, companies need to be very careful and wise in their choices of resource utilisation and cutting down unnecessary procedures. Besides just increasing production, operational efficiency is also the main factor in the reduction of organisational size and the creation of a more agile structure, which can meet the demands of a quickly changing market (Handoyo *et al.*, 2023). Besides that, strategic resource allocation is like a safety net that prevents the risky, limited resources such as money, talents, and time from being used inefficiently. Instead, they are put to the best possible use in order to create growth and revenue generation. Process optimisation is at the heart of operational efficiency. It refers to the systematic upgrading of processes and workflows aimed at cutting costs, saving resources and, in general, increasing the effectiveness of a business (Bartlett, Kabir and Han, 2023). By the comprehensive audit of operations, including supply chain management and customer service, companies can locate their inefficiencies, simplify complex processes, and improve both quality and speed of the output.

Businesses are constantly under pressure to improve profit margins, cut waste, and improve operational performance in today's fiercely competitive industrial climate. Lean manufacturing is becoming more and more popular among businesses as a way to meet the demands of the global marketplace for high-quality products at lower prices.

Lean is an approach that stresses the systematic elimination of waste without decreasing or, in some cases, even increasing output, Prasanna *et al.* (2025). By eliminating non-value-added tasks and streamlining production processes, lean approaches give businesses the tools they need to make better use of their resources and, consequently, boost customer value. Lean manufacturing originated with the "Toyota Production System" (TPS). Its goal was to "do more with less" by eliminating waste (*muda*) and making continuous improvements. While guaranteeing that the finished product meets customer expectations, lean concepts seek to reduce a variety of wastes, including overproduction, waiting, transportation, inventory, and errors (Powell *et al.*, 2024). Value stream mapping, value identification, flow creation, pull establishment, and perfectionist ideals are the five pillars of lean manufacturing. The principles provide a reasonable framework for enhancing operational effectiveness, guaranteeing product quality, and cutting lead times. The general idea of lean is the establishment of customer-based value identification. The value is the one that the client is willing to pay, whereas any feature not directly related to that value should be seen as waste (AlBalkhy *et al.*, 2023). Lean manufacturing lays most emphasis on the customer needs and modifying production processes in line with the customer needs in a way that is effective.

Big data analytics (BDA) has transformed how firms operate in their "Customer relationship management" (CRM), and it has made the supply chain management much more efficient and stakeholders communicated (Iftikhar and Khan, 2020). BDA is simply the compilation, conversion, and generalization of huge and diversified data volumes in order to determine meaningful trends and revelations that can be applied to make decisions. CRM also has the benefit of BDA that helps businesses to advance a whole considerate of their consumer's wants, choices, and behaviour so that they can make the best decisions and keep the supply chain functioning (Ijomah, Idemudia, *et al.*, 2024).

Also, BDA in the supply chains and CRM systems has enhanced communication among the numerous players; manufacturers, distributors, retailers and suppliers.

Customer-Centric Approaches in Dealership Operations

Customer-centricity is one of the main factors that have helped car dealerships to distinguish themselves from their competitors in a very competitive market. Since the customers' expectations have increased, they have easier access to digital information, and more purchase options are available to them, dealers cannot rely on product offerings alone to create sales and loyalty (Leila, 2023). Implementing customer-centric strategies means discovering and dealing with customers' needs, likes, and even the way they behave during their buying and owning journey (Jain, J. N. Sheth, et al., 2023). To attain this goal, a company needs to interact with the clients in a more personalized way, give them honest information about products and services, provide them with different payment methods, and, most importantly, ensure that the experience is smooth from the moment the client steps into the dealership till after-sales support. If dealerships operate under the credo that the customer is the centre of their universe, they will be able to establish stronger connections, increase brand loyalty, and, most importantly, create a continuous flow of revenues which are not just one-off vehicle sales.

Besides, customer-centric practices enable the dealers to capture useful customer feedback in terms of their views on customer products, buying patterns, and service discussions that can be used subsequently in making business decisions and planning (Akbar, 2024). Dealers can monitor their previous client contacts, anticipate their needs, and offer them customized solutions that can boost their loyalty and retention through CRM systems, targeted marketing campaigns, and loyalty programs (Suarniki and Daud, 2024). A customer-centric approach not only enhances the "Customer Experience" (CE) but also synchronizes dealership operations with consumer expectations and market

trends, enabling them to react quickly to shifts in demand or competitive dynamics. Dealerships may benefit from higher customer satisfaction ratings, more repeat business, and positive word-of-mouth when they use customer-centric strategies at the sales, service, and support levels. These factors ultimately result in increased profitability and long-term sustainability in the fiercely competitive automotive industry.

Supply chains have always relied on merchants to promote their products to customers who are in need. Since consumers are the primary source of income for supply chains, retailers have been viewed as reliable stakeholders in order to better service and satisfy their demands (Kim, Jung and Park, 2015; Ayers and Odegaard, 2017). The stores have been managing the increasing numbers of customer transactions and keeping better stock levels of a greater variety of goods. Because they are able to physically visit, examine, touch, feel, and compare the products they are buying, merchants are frequently considered as one of the possible purchase options. Joshi et al. (2023) state that consumers who are frequently dubious about the products' quality would prefer to visit physical establishments and inspect them before making a purchase. Considering the rising worries about adulteration, consumers want to be certain that the products they purchase are of excellent quality. Therefore, retail locations give clients an edge over internet shopping in that they allow them to better inspect the items before making a purchase. Nonetheless, merchants are also choosing to participate in numerous distribution channels or sell through different channels (Zondag and Brink, 2015). Given the importance of retailers in supply chains, it is their duty to make sure that the appropriate items are put on the shelves so that consumers may make an informed choice (Anand and Grover, 2015). They must work to provide the appropriate stock keeping units (SKUs) in the suitable amounts at the suitable times for consumers to buy them. In order to ensure that shelf replenishment is done efficiently and that no shelves are left

empty, retail operations within retail outlets must also be set up in this way. This is one of the customers' top concerns during emergencies (Naeem, 2020). Moreover, there aren't many investigations that focus on how retail operations management could improve consumers' convenience and satisfaction.

Role of Customer Experience and Engagement in Driving Sales and Retention

Customer experience and engagement are the main deciding factors of the success of automobile dealerships. They are the primary ways by which the company-event-pliers influence purchasing decisions, brand perception, and long-term loyalty (O. Akaeze and Shaibu Akaeze, 2017). A good CE is what makes buyers get the feeling that they are valued, well-informed, and confident in the vehicle purchase journey. From the inquiries, test drives to financing, delivery, and after-sales support. Customers who are engaged will use the facility for the maintenance of their vehicles, tell other people about the dealership, and think of the same brand when they want to buy a new vehicle (Hashem, Ruiz and Curras-Perez, 2024). Dealerships that focus on proactive communication, personalized interactions, and seamless service touchpoints can set themselves apart from their competitors and build up a reputation as a source of customer trust and a company that puts its customers first. In such an industry where there are several options available to consumers, continuously giving a better experience can both be the main reasons for customer attraction and retention.

Besides, customer interaction should not be limited to the transactional stage only, but one should aim to establish deep, long-lasting relationships which will result in customer loyalty and their becoming brand advocates (Albérico and Joaquim A, 2023). Dealerships using methods like targeted follow-ups, personalized offers, loyalty programs, and CRM platform-facilitated digital engagement get the capability to know the customers' preferences, forecast their needs, and offer to them the most suitable

solutions in a timely manner (Nuseir et al., 2023). These consumers, also known as engaged customers, frequently exhibit high levels of happiness, make repeat purchases, and thus serve as a source of positive word-of-mouth marketing, which raises sales and further improves profitability. After incorporating well-defined engagement tactics in their routine, dealerships are then able to keep track of customer feedback, identify areas in which customers experience difficulties, as well as elevate the quality of the service they offer further in a continuous manner (Lim and Rasul, 2022). To sum up, concentrating intensively on CE and engagement does not only result in immediate sales growth but also builds up a competitive advantage which is sustainable and hence, secures the dealership's position in the market over time.

Consumer engagement, according to Merdiaty and Aldrin (2022), is the phrase used to characterize the emotional connection that a consumer forms with a firm via regular interactions. Product participation, recurring purchases, recurring administration encounters, types of interactions, online behaviour, referral behaviour, and velocity are some of the elements that make up customer engagement. Prior to India's widespread internet use, marketers used offline methods to interact with consumers and obtain a competitive edge. Customers are increasingly using digital media; therefore, they can no longer rely solely on offline methods to interact with them. According to (Dwivedi et al., 2021), social media applications such as Facebook, YouTube, Twitter, and others are utilized as tools to improve client engagement and interactions. Customer satisfaction is only one aspect of consumer involvement. Long-term relationships and brand loyalty are more likely when customers are satisfied. The concept of customer engagement as an important method of client loyalty has recently attracted the attention of researchers. Customer engagement is a mental process that consumers take to be able to have brand

loyalty. It is also important to build on client engagement and loyalty since the trend of increased consumer switching is making it harder to attract new customers.

CE and interaction as the variables affecting sales and retention, is becoming increasingly significant with the transition to marketing as a service-based approach (Ama, 2024). CE can have a great impact on the quality of relationships, behavioural intentions, brand perception, and the customer happiness. Similarly, interaction is also a very vital element that influences trust, loyalty and brand performance in general. On top of making repeat purchases, consumers who are actively engaged with a brand are also involved in the manufacturing of new products and facilities and value co-creation (Kumar, Kumar and Biswajit, 2020). These components when combined give corporations an upper hand by creating the opportunity to bond more closely and ensure sustainability. CE and engagement is hence necessary in order to drive sales, retention, and ensure gradual growth of the car dealerships within an environment that is highly competitive.

In any retail industry, the capacity to provide a comprehensive and seamless customer experience is critical to the overall operation of the firm, and CE is especially important (Bascur and Rusu, 2020). The interactions between customers and service providers are crucial in opinion formation, customer happiness increase, and their contribution into the brand identity formation. According to (Roza Aulia Abidin, Yudistria and Ramli, 2025), a satisfying CE generates a profound emotional relation amongst the firm and its customers, increasing the likelihood that they would trust it, encourage future business, and even remain loyal over the long term. This linkage enhances consistent growth in sales and retention rates and makes the customer relations better. Even though CE and interaction are universally important in the retailing process, more empirical research is still required to understand how certain store characteristics

and service procedures affect these variables and in what way they interact to affect client loyalty and business performance.

The store characteristics are generally considered to be major factors influencing customer loyalty, store equity, patronage, and purchase intentions (Peng, Hassan and Basit, 2018). Nevertheless, the current research on CE in the retailing environment does not shed much light upon the comparative impact of various store qualities on customer views and interactions (Mohd-Ramly and Omar, 2017a). Customer engagement researches are still young and have not been empirically proven in a massive sense, most of the studies are quite conceptual. Because every store feature has the potential to have an impact on long-term customer retention, repeat business, and overall business performance, customer experience and interaction with the store are crucial factors that must be understood (Pires et al., 2024). This emphasizes how crucial it is to conduct research on the synergistic effects of store characteristics, customer satisfaction, and interaction in order to increase long-term sales and foster customer relationships.

The importance of the shop features is widely considered as the other variable that influences patronage, customer loyalty, store equity and intention to purchase (Peng, Hassan and Basit, 2018). Nevertheless, the recent researches on the CE in retail store lack significant data on the impact of various shop characteristics on customer perception and involvement (Mohd-Ramly and Omar, 2017b). Since most studies on consumer engagement are still in their early stages, the conceptual research on the topic has not been well evaluated empirically. In order to understand the longstanding effects on client retention, repeat business, and company performance, it is crucial to understand how shop attributes affect consumer knowledge and engagement. In order to enhance long-term sales and build client relationships, it is necessary to evaluate the combined effects of engagement, CE, and retail features.

Integrating Compliance into Dealership Processes

Embedding compliance into the processes of the dealership is not only a legal requirement but also a strategic move that helps in maintaining openness, accountability, and profitability in the long run throughout all areas of the business (Doyle, McGovern and McCarthy, 2014). Dealerships are considered important middlemen in the highly controlled automobile ecosystem of the present-day, as they all are focus to numerous sets of directions, and in which manufacturers, financial institutions, and customers are the participants.

Government of Australia taxation regulations, “Goods and Services Tax” (GST), motor vehicle registration laws, environmental and emissions legislation, the consumer protection legislation, and employee welfare legislation are applicable to dealerships (Agrawal, 2021). The most appropriate response to such a complicated regulatory environment is to make compliance measures their part of the daily operation rather than performing some regular inspections, or relying on manual control.

This possible integration means that dealers will need to set standard operating procedures of sales documentation, vehicle delivery, issuing insurance, and claims of services so that all interactions and transactions with customers will have to be legally acceptable and ethically transparent (Jain, J. Sheth, et al., 2023). Thus, it is twice rewarded when the dealerships make compliance a component of its process design: the threat of non-compliance is reduced, and the disciplined organizational culture is built, which is identified by such traits as accuracy, accountability, and integrity.

To add to it, compliance embedded into the dealership operations affects the development of a network of trust and operational resilience not only directly but also contributes, in its turn, to profitability and a promising future of growth (Alioğulları et al., 2024). Employees that have learned to view compliance as an important performance

indicator will have an increased capacity of being more conscious, accountable and maintaining good moral standards, thereby committing fewer errors and increasing the confidence of consumers.

With the technological-based compliance tools, such as online monitoring systems, electronic document management, and automated audit tools, the productivity, traceability, and accuracy of data increase as well (Afadzinu, Lóránt and Fayah, 2024). As an illustration, compliance dashboards and workflow automation enable car dealers to monitor the approvals required effortlessly, identify irregularities, and develop real-time compliance reports, therefore, making control effortless and data-driven.

Besides ensuring regulatory compliance, this strategy also helps to strengthen relationships with manufacturers and financial partners as a result of operations being continuously in line with corporate and legal expectations (Akang, 2024). Simply put, the planned and thorough integration of compliance into dealership management turns the management from a dire, rule-bound organization into a governance model that is future-oriented and at the same time, it is able to maintain a balance between operational excellence and ethical responsibility thus, it is securing profitability, reputation, and customer satisfaction over time.

Chemical regulation inside the European Union has grown and improved substantially during the last fifteen years. The EU-POP Regulation was added to the legislative framework in order to better categorize, label, and package chemicals and to incorporate international substance use conventions like the Stockholm Convention on Persistent Organic Pollutants¹. The REACH Regulation, which attempts to guarantee a high degree of safety for both people and the environment, is a crucial component of the regulatory framework that oversees the entire chemical supply chain, from manufacturers to consumers (Winkler-Portmann, 2019).

Ensuring Legal and Operational Compliance for Sustainable Operations

Moreover, a proactive compliance plan will be in fact more efficient in terms of the operations since it will involve the systematization of the workflows, processes, and decision-making structure according to the evolving regulatory requirements. Dealerships are empowered to engage advanced compliance management tools, electronic reporting, automated notices and internal audit processes to maintain a check on compliance in the different branches, track any changes in regulation and take corrective action which is current (Beken *et al.*, 2024).

Comprehensive staff training, effective standard operating policies, and frequent audits will, without any doubts, enhance the awareness and responsibility of employees, therefore, staffs will be less prone to making operational errors and violations (Zaidy, 2024). When compliance with laws and operations are taken care of first, dealerships can reduce the risks and enhance customer confidence as well as maintain the service level constant and this is very significant in a very dynamic and competitive automotive market.

Furthermore, a good compliance system will be important to support strategic growth strategies since it ensures the implementation of expansion, process reengineering and technology integrations within the framework of the established legal and ethical boundaries (Abolo, Economic and Centre, 2023). Eventually the legal and functional compliance leads to the dealerships being in a status to provide a balance between risk management, operational excellence, and long-term profitability, hence, they are the industry players that may be relied and counted upon.

In the modern business environment, corporations are charged with the duty that goes beyond profit making, the main objective of the corporations. More and more, organisations are now expected to answer to their environmental footprint, the social

consequences of their activities and the way they contribute to creating a sustainable future (Chenavaz *et al.*, 2023). The concept of company environmental accountability is predicated on the notion that businesses should contribute to bettering society while lessening their detrimental influence on the environment. Social norms and the focus on corporate responsibility have changed as a result of international initiatives like the “Sustainable Development Goals” (SDGs), which were created by the UN and permitted by all affiliate states in 2015 as part of the 2030 Agenda on SDG (Chijioke, Ifeatu and Onyemaechi, 2021). The 17 SDGs could lead to a prosperous, democratic, and sustainable society by 2030. Poverty, hunger, inequality, health, education, renewable energy, clean water, economic development, and environmental protection are among issues that the SDGs aim to address. Due to their effects on the environment, SDGs 7 and 12—inexpensive and spotless energy, accountable production and consumption, and climate action, respectively—are particularly important to businesses. According to the SDGs, corporations, governments, and civil society must work together to achieve sustainable development. In addition to their ability to advance social justice and sustainability, corporations are therefore viewed as agents of economic advancement.

In the case of corporations, the importance of SDGs is obvious: opportunities and responsibilities are offered by harmonising business strategies with the SDGs. Companies are supposed to incorporate sustainable practices in their practices in a fast-evolving world where environmental degradation, shortage of resources, and climate change pose a high risk (Nguyen *et al.*, 2023). Through this, businesses can help attain the global goals besides ensuring long-term profitability and reduction of risk. Nevertheless, this congruence is not just motivated by ethical requirements, but also by the need to fulfil an increasing number of environmental laws and regulations (Naseer *et al.*, 2025). The environmental compliance environment has been changing a lot in the past decades with

governments worldwide receiving more stringent regulations in an attempt to prevent environmental abuse. Such laws make sure that the corporate activities go hand in hand with national and global initiatives of protecting the planet to the future generation. Legal compliance is of paramount importance as a tool that helps business navigate the complex world of environmental duty. The rules and regulations of the local authorities define the principles by which companies are supposed to operate, in which transparency, accountability, and honesty are encouraged in the operations of the companies (Bag *et al.*, 2024). The Paris Arrangement on weather change, the Green Deal of the European Union, and other national environmental regulations are some of the laws that are relevant in shaping the corporate behaviour. By trying to comply with these laws, businesses are actually playing a role in the general agenda of the sustainable development, which assists in the achievement of the SDGs. The legal experts are therefore crucial in helping the corporations to decide how it ought to interact with the environmental laws, mitigate risks and plan the tactics that assist the firms to combine corporate operations with the global sustainability vision.

Sustaining Profitability through Integration

The holistic management of automobile dealerships requires an integrated and comprehensive model that incorporates both operational procedures, customer-based strategies and compliance systems into a unified structure in order to generate profitability (Kim, Im and Gim, 2025). The dealerships will be faced with issues like changing demand in the market, inefficiency in operating, rising cost and stiff competition, which may lead to drastic profit margins should they not manage them effectively. Combining process optimisation, customer engagement, and regulatory compliance allows dealerships to develop a coordinated ecosystem in which resources could be used efficiently, workflows could be simplified, and gaps in operations could be

avoided. Integration enables management to monitor performance in various functions, identify bottlenecks and determine corrective measures that improve operational efficiency, satisfaction and financial performance (Chavez *et al.*, 2015).

Future corporations will be recognised for their sustainable business practices, which align with profitability and development while also taking social and environmental responsibility into account. By sustaining business model sustainability, companies may stay viable in spite of the ever-changing business ecosystem and achieve long-term goals by maximising profits at the lowest feasible cost. The digitisation process, which is essential to the implementation of sustainable corporate plans, makes this feasible (Ali *et al.*, 2019).

Establishing and developing sustainable company practices that limit growth, profit, social responsibility, and the environment are all part of being a sustainable corporation. When the concept of sustainability is included in the company strategy and serves as the foundation of the organisation, all stakeholders gain, and this is what propels performance. "Multiple criteria decision-making" (MCDM) approaches, particularly the stable record tactic, are critical in healthcare organisations and financial decision-making because they enhance the dimensions of strategic performance and decision-making procedures (Ali *et al.*, 2019).

The integration also facilitates the integration of the internal processes with the changing customer demands and industry standards, and it will offer a value addition, smooth experience, which will be sought by loyalty, recurring business, and a favourable brand image (Yum and Kim, 2024). The dealerships have an opportunity to leverage real-time information on the market trends, customer behaviour and operational performance through workflow systems, which are unified digital platforms and analytics tools to

coordinate sales, service, finance and customer-engagement functions and inventory management.

This comprehensive approach not only results in a more efficient decision-making and strategic planning process but also leads to improved resource allocation, minimisation of redundancy in operations and the diversification of the sources of revenues related to many business channels (Abayomi Abraham Adesina, Toluwalase Vanessa Iyelolu and Patience Okpeke Paul, 2024). By connecting procedures, people, and technology, dealerships can achieve operational synergy, assist compliance, improve the quality of customer interactions and at the end of the day, achieve greater profitability.

In fact, integration enables dealerships to develop a robust and scalable business model that balances efficiency, customer satisfaction, compliance, and strategic development, thereby giving them an advantageous role to succeed in the long-term in the volatile and competitive automotive market (Agarwal and Seth, 2024).

In today's fast-paced corporate world, sustainability has changed from a peripheral concern to the primary driver of innovation and competitive advantage. Businesses are being forced to implement green practices in response to the growing awareness of the significance of these practices for long-term profitability and market leadership, as environmental issues such as pollution, resource depletion, and climate change become more pressing due to regulatory pressure (Hermundsdottir and Aspelund, 2021). The shift in outlook is indicative of the broader realisation that sustainable business practices can lead to a reduction of costs, as well as a reduction in operational risks, and the introduction of new sources of revenue. Business owners, stockholders, and even lawmakers are considering the concept of sustainability more seriously as they seek ways of integrating environmentally friendly practices into corporate models. This radical

way of balancing sustainability and profitability is opposed to the long-standing belief that environmental responsibility is a cost to economic growth (Lüdeke-Freund *et al.*, 2020). As Telukdarie and Munsamy (2024) note, the idea of the “triple bottom line”, which focuses on business success, the environment, and people, shows the relationship between environmental governance and business success.

Leveraging Processes, Customer Focus, and Compliance to Achieve Long-Term Growth.

The long-term planning to keep the automobile dealership profitable contains a strategic plan which, among others, will include the effective optimisation of processes, customer-based operations, and legal compliance. The dealership operations would not be as efficient without efficient processes. They also ensure that sales, service, inventory control, financing, and the after-sales processes work smoothly and do not have any mistakes (Borchardt *et al.*, 2018). Upon optimisation of processes, the dealerships will be in a position to reduce their operations cost, eliminate redundancies, enhance use of their resources, and enhance their productivity. When these operational efficiencies are paired with a high customer orientation, then they will translate into improved customer satisfaction, retention rate, and positive word-of-mouth, which will translate to the long-lasting growth of revenue (Rane, Achari and Choudhary, 2023). Incorporating compliance into this model further promotes that activities are legally binding, ethically obligatory, and in line with industry standards; as a result, risks are decreased, and confidence among stakeholders (including consumers) is enhanced. Processes, customer focus, and compliance all work together to provide the groundwork for the long-term growth and profitability of the automotive sector, which is characterised by intense competition.

When these operational efficiencies are paired with a high customer orientation, then they will translate into improved customer satisfaction, retention rate, and positive word-of-mouth, which will translate to the long-lasting growth of revenue (Oluwaseun Peter Oyeyemi *et al.*, 2024). The fact that compliance is incorporated in this model also promotes that the operations are legally binding, ethically obliging, and in accordance to the industry standards, hence the risks are reduced and the trust is strengthened among customers, employees and other stakeholders. These three factors are processes, customer focus, and compliance combined, which contribute to a solid base of sustainable growth and profitability of the automotive marketplace that remains a hallmark of the highly competitive automotive market in the extended route.

The use of sophisticated digital tools and management systems also makes it easier to monitor, analyse, and optimise the processes, customer interactions, and compliance adherence, thus providing the managers with practical insights for them to make strategic decisions (Naim, Rajuddin and Ansyori, 2024). By placing a strong emphasis on social media, corporate reputation, customer engagement, service quality, brand loyalty, customer happiness, and trust, this research study will address efficient methods for enhancing customer loyalty (Tahir, Adnan and Saeed, 2024). Customer loyalty is mostly dependent on customer happiness, and this article will examine how to assess it, how important staff satisfaction is, and how to increase it. Furthermore, the paper discusses how customer satisfaction influences profitability, implication of customer satisfaction and dissatisfaction as well as how quality of service influences customer satisfaction. Another aspect discussed in this paper is the importance of technology and, specifically, artificial intelligence-based services in improving customer satisfaction. The other key element of customer loyalty is CE, which is addressed in this paper concerning CE measurement, technology involvement, and interdependence

between customer value and customer behaviour (Daqar and Smoudy, 2019). The influence of social media in CE is also discussed in this paper.

Customer loyalty is significantly impacted by CRM. In this article, I will outline a framework for CRM and discuss how CRM activities affect customer retention (Diah, Fahrizal and Herdiansyah, 2025). The paper will conclude by examining how customer value and customer value initiatives are interpreted. According to Rane, Achari and Choudhary, (2023), Businesses may improve customer loyalty in a number of ways by providing high-quality service. Understanding customer expectations, training and empowering staff, personalising the CE, keeping consistency across touchpoints, communicating efficiently and quickly, concentrating on continuous improvement, building emotional connections with customers, successfully resolving complaints, measuring and monitoring customer satisfaction, anticipating customer needs, encouraging and responding to feedback, and investing in technology are some of these. Businesses need to boost client loyalty by excellent service if they want to stay competitive. Organizations who implement CRM, customer value, and customer satisfaction/CE programs see an increase in customer loyalty, which in turn boosts customer retention, profitability, and competitive advantage.

Customer Relationship Management (CRM) in Dealerships

CRM has become one of the key areas of the operations of the modern automobile dealership as it is a strategic tool of managing interactions, customer satisfaction, and building a long-term base of loyalty. With a highly competitive automotive market, dealerships must go beyond selling cars, as they must focus on creating long-term relationships with customers during the ownership process (Zhu, 2023). CRM systems allow the dealerships to accumulate, store, and analyse customer data, including information like purchasing records, service preferences, customer feedback, and

interaction patterns. With the help of such knowledge, dealerships can make personalised communication, specific marketing campaigns, and even customer-tailored services attractive to the CE and offer them.

Such a model of data-based information does not only contributes to strengthening relationships with the current customers, but also results in new leads, enables the business to predict their future needs, and enhances the efficiency of both sales and service operations, which, in turn, results in further growth in revenues and brand loyalty (Ijomah, Nwabekee, *et al.*, 2024). With the ability to have all customer information centralised, the dealership can ensure that the sales, service and support teams are operating with the most current and updated information, hence being able to coordinate effectively and deliver a uniform experience across all touchpoints. CRM systems also allow the dealership to stay a step ahead in their engagement to the customer by, e.g., maintenance alerts, offering relevant promotions, or following up after sales or service interaction, and thereby creating the impression that the brand is always willing to be there to the customer and he/she is a vital part of the brand community (Borchardt *et al.*, 2018). Moreover, advanced analytics that is integrated into CRM applications can be used to determine the motivations behind customer behaviour and preferences as well as their satisfaction levels, thereby providing the management team with the appropriate information to make strategic decisions and enhance business operations. When applied adequately, CRM tools have the potential of becoming the driver of transforming customer information into the appropriate insights that subsequently result in customer relationship enhancement, retention, and the development of a sustainable, modest benefit in the fast-evolving automotive industry.

These days, CRM is the focus of all other experts and scholars. To keep up with the customer-focused market, a growing number of businesses are using the CRM idea in

their operations on an everyday basis (Fernando *et al.*, 2023). In order to improve their relationship with their clients, they are progressively becoming more and more frantic for a thorough understanding of their behaviour. The development of very effective algorithms and platforms has changed how businesses interact with their clientele, improving the state of their marketing, sales, and customer support departments. According to professionals, CRM helps one fully understand the wants and demands of their clients and create user-friendly platforms that help them strengthen their bonds with businesses (Saha *et al.*, 2021). This essay presents a thorough analysis of customer relationship management (CRM) and its analytical applications in many corporate contexts. In today's thriving sector, all business groups prioritise building long-term relationships with clients (Saha *et al.*, 2021). Today's consumers demand the best goods and services as well as personalised attention where they can count on prompt delivery of just what they require.

Leveraging CRM for Enhancing Customer Engagement and Loyalty

Use of CRM systems is becoming more and more a strategic requirement of car dealerships that want to attract more customers and keep them loyal for a long time (Ijomah, Nwabekee, et al., 2024). In the highly competitive automotive market of today, customers have continuously changing expectations, and they want personalized experience, quick communication and hassle-free service from different channels. CRM equips the dealer network with the technology and the data-driven means to deliver service to every customer contact, which is witness to the flow of inquiries and test drives, car purchases, and service appointments, plus after-sales support.

Based on the customer data they collect from each individual customer—purchase history, preferences, service habits, feedback, and engagement—they can create highly personalised value propositions, anticipate customer needs, and customise

communications. Tactics like customised call-backs, special discounts, loyalty, and reminders will keep the customers convinced that they are appreciated and they have a long-term connection with the brand, therefore, buying again and becoming a promoter of the brand (Nasir, 2024).

When dealers make CRM the heart of their everyday operations and even marketing processes, they can significantly enhance their relationships with the customers and as such, gain retention rates and be capable of maintaining customer loyalty - the key to their long-term competitive edge in today's rapid automobile industry. Besides, CRM systems assist the dealerships to undertake progressive, intelligence-based engagement programmes that go beyond the transactional point of contact and, rather, devotes its efforts to the creation of the long-term relationship (Nethanani et al., 2024). Advanced automation of communication processes, behavioural customer segmentation, real-time analytics, and predictive modelling assist dealerships in forecasting customer behaviour, preventing possible problems before they occur, and offering an identical and quality experience in sales, service, and support processes (Sehgal, 2024).

Client relationship management, or CRM, is the process of using a specific technique to determine which services a client has historically preferred and will require in the future. This leads to consumer satisfaction, which in turn promotes client loyalty and long-term privacy with the bank. According to (Khond et al., 2020), CRM is the bank's final option for continuing to offer the same services consistently in a competitive market. The CRM enables banks to make the best decisions regarding service quality and timeliness by providing a range of automated techniques, technical tools, and an abbreviation for CRM. Maintain profitability and market expansion while achieving customer satisfaction and retention (Khond et al., 2020).

A turnover rate of 30% might be disastrous in the fiercely competitive telecom industry (Khan et al., 2024). The article discusses the complex relationships between CRM, knowledge management, and commitment, as well as how they collaborate to effectively manage customer satisfaction, profitability, and loyalty. One of our main priorities is data synchronization, and we can offer a thorough understanding of how to connect clients in this dynamic business. Customer happiness and brand image are also very important. Now, we'll concentrate on the profitable and loyal connection, which is managed by the committed trinity of CRM, knowledge, and commitment (Gazi et al., 2024). Among these issues include globalization, the growth of the distributed economy, the need for personalized products, the increase in the responsibility for overall quality, and the intensifying competition between institutions (Vargas-Hernández, 2022). According to the writers, CRM is a crucial strategy tool for addressing these problems. Numerous authors have discussed the numerous advantages of customer relationship management. Increasing their adoption is the main objective of customer relationship management procedures, which will impact how frequently a business communicates with its clients. Gains in client satisfaction, loyalty, and profitability go hand in hand with a successful business.

1.2 Research Problem

The Indian automobile dealership sector is subjected to competition and changes happening at a high rate, and at the same time, dealer experiences, technology, and market forces keep on getting stronger. The digital tools, the CRM platforms, the automation systems and the analytics-based decision-making have been increasingly adopted by the dealerships, but still, many of them face the same issues as before: declining profit margins and inconsistent performance plus operational bottlenecks. This paradox depicts that technology does not have the ability to provide sustainable

profitability. The issue at hand is primarily due to the disintegrated or loosely integrated dealership procedures whereby customer management, compliance, cost control, and human resource functions are mostly perceived as distinct areas rather than being incorporated in a single mutually profitable model. This means that the process discipline is not exploited by the dealers to use as a weapon towards financial stability.

Sales volume, market share, the achievement of incentives, and customer satisfaction measures are the main criteria in the evaluation of dealership performance according to the current academic and industry sources. Such indicators are worthy; however, they provide superficial information and do not take into consideration deeper structural factors of the long-term performance. The automotive retail is re-modelling significantly, with electric vehicles, online retailing, altered customer purchase behaviour, and performance metrics set by the OEM. In this case of change, the dealers will not only need to get in line with the internal processes, but also achieve the immediate sales targets to survive. Conversely, the scarcity of empirical studies on the interaction of process excellence, customer focus, regulatory compliance, cost management, and workforce skill in determining the profitability of dealership is a hitch in the Indian market.

Hence, the main research issue arises from the lack of a complete, process-integrated opinion of the aspects that effect the profitability of an automobile dealership. Even though a variety of tools and systems are in place, the dealership still does not have a unified framework that is able to link the efficient operations and the financial performance. The lack of this framework prevents them from being able to do all the things that are necessary for a business to stay competitive: using their resources more effectively, getting customers to come back more, complying with regulations, and having more productive employees. Thus, the research that will need to be done to

identify, quantify, and certify the connection between dealership processes and dealership profits is very urgent. One way to conquer this problem is to allow dealership managers, OEMs, and governments to rely on data-based strategies to boost productivity, secure profits, and make the Indian automotive retail sector sustainable in the long term.

1.3 Purpose of Research

This investigation purposes to discuss the way automobile dealerships operated in India can boost and maintain profitability by actively utilizing a combination of well-defined operation processes, customer-centric operations, compliance, and expense management systems, and human resource development. As the changing consumer preference, digitalization, and changes in OEM expectations in the fast-changing automotive environment continue to challenge dealerships, a deep insight on how these internal factors interact to affect financial and operational presentation is essential. This research aims at offering empirical information and a systematic structure that will help dealership owners, managers, and policymakers make effective and informed decisions that would propel them towards sustainable performance and competitiveness in the long term. The sub-objectives of the investigation, in particular, are:

- **To examine the influence of operational processes on the profitability of automobile dealerships.**
- **To evaluate the role of customer centricity in driving dealership performance.**
- **To analyze the consequence of compliance with regulations and manufacturer guidelines on dealership operations.**
- **To investigate the influence of expense and investment control on sustainable dealership profitability.**

- **To assess the contribution of human resource management and workforce competency in enhancing dealership performance.**

1.4 Significance of the Study

This study is very important to the Indian automobile dealership industry which plays a central part in the supply chain as between the automotive manufactures and the final consumers. The dealerships have already felt the pressure to a large extent in terms of trying to stay afloat in their complex operations as the industry undergoes the digital transformation process, and emerging mobility solutions and shifting customer expectations. Majority of the dealerships despite their modernized digital equipment continue to experience deteriorating earnings, inconsistency, and uncoordinated procedures. The analysis is based on the position of how a combination of formal processes, consumer-based strategies, discipline, and control of expenses, as well as human resource development, affect profitability and, therefore, present a wholesome viewpoint that transcends the conventional performance metrics of sales and customer satisfaction scores. The general view is critical in revealing the underlying success motives of the long-term achievement in a extremely competitive world.

The study is also practically useful to dealers, GMs, and executives who are interested in enhancing the internal structure and creating business models that are difficult to kill financially. In a scenario where the customer loyalty is weak, the operational costs are escalating and the OEMs are insisting more, dealers are forced to re-evaluate their entire sales strategy grounded on high sales target or bonuses in order to maintain their profit margin. The reverse would be the assimilation of the well pronounced procedures within and between the departments: sales, service, parts, finance, HR, and administration; this is how it should be to enhance productivity, reduce wastage and nurture the CE. The study identifies the need to have a process management

approach, and gives the way each area of the functions contributes towards the realization of the performance uplifts. This kind of information may lead the executives to put some stringent operations in action, training the employees, enhancing the control and supervision, and eventually enabling the business to remain healthy.

Practical value of the research includes dealers, GMs and execs seeking to make business models that are difficult to kill financially and which entail improving on the internal structure. When customers are not very much loyal, operational costs are increasing and OEMs are extending their demands, dealers must reconsider their entire sales strategy with reference to high sale levels or bonuses to maintain their profit margins. The reverse would be the incorporation of the clear processes in the departments: sales, service, parts, finance, HR and administration; that would be the way to go to enhance productivity, eliminate waste and create the CE. The paper identifies the need to have a process management approach and gives an account of how each of the functions areas contributes to the delivery of the performance uplifts. The executives can use such knowledge in implementing strict operational practices in action, training the employees, strengthening the control and supervision and eventually helping the business remain healthy.

1.5 Research Purpose and Questions

The investigation is aimed at exploring the way car dealerships in India will sustain their profitability in the long run by taking a systematic and combined approach to handling their fundamental processes. The dealers need to enhance their internal systems in an environment with more competition, changing customer demands, alteration in technology, and tight legal controls rather than growing through sales only. The study is interested in the issues of how process excellence, customer-centric practice, compliance management, financial discipline, and workforce capability as a combination influence

the performance of dealers. Research intends to generate deeper insights into the factors contributing to dealership ecosystems improved operational efficiency and financial outcomes by investigating these dimensions together.

Moreover, the current investigation wants to contribute to the already existing knowledge by using a process-oriented and holistic approach to deal with the profitability of the dealership rather than relying only on traditional market-based indicators. The evidence-based recommendations are what the researchers want to provide so as to enable the above-mentioned parties to make informed choices. The study, by making it clear how internal processes impact profitability, intends to be the reason behind the situation of the development of more robust business models, the improvement of managerial effectiveness, and the establishment of a long-term competitive position for the Indian automotive retail market.

1.6 Research Questions

- **RQ1:** How does adherence to operational processes and process excellence influence the profitability of automobile dealerships?
- **RQ2:** What is the effect of customer centricity on the performance and profitability of automobile dealerships?
- **RQ3:** How does compliance with regulatory and manufacturer guidelines affect dealership operations and profitability?
- **RQ4:** How do expense management and investment control practices impact the sustainability and profitability of automobile dealerships?
- **RQ5:** What is the contribution of human resource management and workforce competency to the overall performance of automobile dealerships?

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction

The Indian automotive retailing system is a continual economic intermediary: the major contact point between the manufacturers of original equipment (OEMs) and the final customer and where repeated local employments and trade are created are the franchised dealerships and service outlets. Dealerships have several sources of revenue, such as new and used vehicle, spare parts and accessories, workshop labour, and finance/insurance intermediation, but due to large heads in the form of fixed cost (rent, interest and labour), stiff competition and changing consumer search and purchasing behaviours (that are increasingly exploiting digital channels) many are under a constant margin pressure. In the current competitive automotive market, the dealerships must be able to operate their sales, services, and parts affairs optimally - maintaining a close check on inventory, workshop time and costs - so that various sources of income are synthesized to produce consistent and sustainable revenues. (Gaiardelli, Saccani and Songini, 2007; McKinsey & Company, 2012).

This literature review analyses the roles of three related areas such as process design and operation control, customer-focused practices, and regulatory/compliance systems in influencing unit-level dealership profitability. Retail operations empirically demonstrate that relatively basic operational decisions (even the displaying principles and inventory breadth) could have counter-intuitive impacts on sales and customer decision-making, which suggests that efforts to design processes should be based on behavioural and market-based realities, as opposed to reading into the signs of intuitive expansions of inventory alone (Cachon, Gallino and Olivares, 2019). Meanwhile, the value of add-on sales (accessories and other dealer installed additions) and quality of after-sales service

are worth paying attention to, the under-scrutinized profit drivers capable of connecting brand equity, retention and dealer margins (Gaiardelli, Sacconi and Songini, 2007; Lehmann and Srinivasan, 2014). The contributions offered on the basis of these insights are that the chapter synthesises the theoretical and scholarly literature to determine the key drivers of cost and revenue, assess interventions that focus on processes, customers and both compliance in the determination of financial performance, and indicates gaps in the empirical literature, such as the absence of integrated, dealer-level studies that corroborates process, customer and compliance impacts across metropolitan and non-metropolitan environments, which the current study fill.

2.2 Theoretical Framework

Operations Management & Inventory Theory

Automotive dealerships are at the crossroads of manufacturing, regulated service and retail. In this sense, dealer profitability needs perspectives that would capture (a) what goes on inside the operations to create and capture value, (b) how service and customer relationships are part of a broader resource capable of creating enduring streams of revenue, and (c) the external regulatory/governance pressures that influence what the dealers are able or unable to do. This framework is thus based on three overlapping theoretical lenses, namely an operations/process lens, service-quality/customer-centric lens and institutional/compliance lens, each of which puts emphasis on a different causal route to profitability. They collectively provide a lean yet robust foundation to the design of empirical measures and hypotheses. The operations determine throughput and cost, the service quality contributes to retention and ancillary sales, and institutional forces change incentives, restrict the choice and the level of effectiveness of operational and service interventions.

Quality and Continuous Improvement Theories (TQM, Lean, and TOC)

The operations lens prefigures the physical, quantifiable processes that a dealership delivers products and services in. Some examples of these processes in the case of the dealership would be policies on vehicle inventory, policies on stocking spares, flow and repair order turnaround in the workshop, first-time-fix rates, and deployment of workers. Operations theory stresses that these process decisions affect the revenue (through availability, sales conversion and service throughput) as well as the costs (through carrying costs of inventory, rework, and labour used). Notably, modern empirical studies suggest that operations effects may be non-linear and counter-intuitive: e.g., simply increasing inventory may not necessarily raise sales; the effects of choice overload and scarcity perception upon assortment decisions may in some retail contexts counteract the response of raising demand (Cachon, Gallino and Olivares, 2019). To dealers, this suggests that mere heuristics like extra stock = extra sales can be deceptive; rather than well designed inventory breadth, replenishment and high spare-parts fill rates can be used to ensure better workshop throughput and sales of spare parts as well as manage interest and holding costs.

In the case of an empirical study, this lens implies a number of testable constructs and indicators. The operationalisation of process discipline may include objective KPIs based on the dealer records of inventory days (vehicle and parts), parts fill rate (percent), average repair-order turnaround time (hours/days), first-time-fix rate (percent), workshop labour utilisation (percent), and inventory interest cost (₹ or percent of inventory). With Likert items in a survey, managerial perceptions of process adherence and standard operating procedure (SOP) compliance may be obtained. The causal hypothesis that will be tested is simple: better process KPIs will minimise unnecessary expenditure and maximise capacity to handle services, and more capacity will maximise net margins on

spares and labour and then maximise free capacity to sell higher throughput. Due to the fact that the process of inventory and workshops is easy to observe and results are regularly updated in dealer MIS, these processes are best measured using mixed-method approaches that combine archival KPIs and cross-sectional survey sources.

Service-Quality Theory (SERVQUAL / SERVPERF) & Relationship Marketing

Dealerships provide a service, at least in the sense that they sell products to the general public. Beyond the initial purchase, customers enter into a lifecycle relationship that includes purchase, service, accessories, warranties, and trade-ins. This relationship includes a number of service-related elements, such as tangibles, assurance, responsiveness, and empathy. In the end, it results in behavioral intentions, loyalty, and satisfaction. Thus, service-quality theory, which establishes connections between behavioral intents, satisfaction, loyalty, and perceived service attributes (responsiveness, assurance, empathy, tangibles, and dependability), is the main hypothesis for comprehending long-term dealer revenue (Cronin and Taylor, 1992). Perceived high service quality raises the intentions to revisit, purchase additional services and extended warranty and chances of recommending the dealer, both of which pay off as increased lifetime value to each customer and a more predictable after sales earnings - a critical cushion in the face of slim profit in new vehicles.

Resource-Based View (RBV) and Dynamic Capabilities Theory

To operationalise this into empirical indicators, the framework suggests using both performance-oriented performance scale SERVPERF items (or modified version of SERVQUAL performance scale) to test performance-based metrics of service quality through a customer or manager perspective, and retention metrics (repeat share of service, number of visits per vehicle per year), use of accessories, and average amount of

after sales revenue per retained customer. The perceived responsiveness and reliability can be measured with the survey items, whereas the objective retention and attach-rate figures can be obtained through records of dealers. The following is the hypothesis: the impact of service quality on dealership profitability is mediated by retention and accessory/after-sales spending, which increase with better service quality scores. This mediation is important since it indicates effective instruments: investment in CE (training, redesigning of the working process in the workshop, open communication) may result in tangible financial benefits in terms of repeat business and cross-selling.

Institutional Theory (DiMaggio & Powell, 1983) & Regulatory Economics

The dealerships do not exist in a free field. The institutional theory describes the influence of external rules, coercive pressure and normative expectation on the organisational practices and restricts the strategic option. (DiMaggio and Powell, 1983). The regulatory interventions, e.g., regulating the sale of motor insurance, competition law restrictions on exclusive tying and discounts, vehicle registration and local municipal requirements, restructure the incentives and alter what is accessible or profitable to ancillary revenues among dealers. Institutional demands do not inherently impose compliance cost, but can radically change the form of dealer remuneration (e.g. by lowering insurance commissions or imposing common terms) and lead to convergence to industry standards, at times regardless of national or local optimum.

Boundary conditions or moderators - Institutional pressures can be viewed empirically as insiders. Measures of variables can be perceived regulatory burden (survey items), documented compliance cost (₹ per period), the presence of formal compliance functions/processes, and proportion of revenue impacted by a recent regulatory change (ex: pre- and post-policy insurance commission share). Two significant implications of the identified relationships under the operations and service lenses are achieved through

the decision made by the institutional lens. First, change in regulation can make or break the tie between process improvements and profitability (such as stricter regulation about insurance distribution would decrease the marginal utility of enhancing customer-facing insurance upsell process). Second, institutional isomorphism may decrease the observed variance in practices across dealers, and hence finding process effects may be difficult irrespective of the perceived and objective regulatory effects in any design built on empirics.

Bringing together the Theoretical Perspectives

It is brought together down to the three lenses to give an integrated conceptual model where the proximate determinants of dealer profitability are process excellence and service quality and the moderators are institutional pressures, which determine the extent and occasionally the direction of this effect. In plain words: good performance of processes such as high parts availability, high turnaround, and correcting mistakes in the first attempt can help dealers work more efficiently and save additional costs and boost additional income streams, but sometimes strict rules and compliance requirements can hamper these benefits by requiring an additional cost or a decline in additional sources of income.

Based on this model, can derive relatively few empirically verifiable propositions that can inform our data gathering:

- **P1 (Process → Profit):** The association between lower inventory days and higher parts fill rate and faster RO turnaround and higher first-time-fix, and dealership profitability, discussing the profitability measures, net margin, and return on assets, at the outlet level is positive.
- **P2 (Service can drive Profit through Retention):** The influence of facility value on profitability is moderated by the positive relationship amongst client

retention and accessory/after warranty spending, which in turn is connected to service quality.

- **P3 (Institutional moderation):** P1 plus P2 are likely to have diminishing impacts, especially when the regulations get more restrictive or the costs of compliance increase. Simply put, sufficient levels of regulatory pressure may curtail further revenue prospects that are expected to sustain or increase dealership profits.

The data to operationalise the framework on an empirical study hence would entail gathering (a) of objective KPIs of the dealer MIS, (b) manager and customer surveyed service-quality and compliance measures as perceived, and (c) outcome financial measures based on P&L statements. Mediation (service → retention → profit) and moderation (institutional burden × process/service → profit) can be tested by utilizing the standard path-analytic tools of open-ended questions with the help of mixed-methods approach (archival KPI data and structured questionnaires).

2.3 Conceptual Framework

Introduction and purpose

The large aim of the investigation, which is to understand the joint effect of processes, customer focus and compliance on the profitability of the dealership, requires a conceptual framework that will translate this into a specific set of testable relationships. The following model will group the key constructs found in the literature into direct and mediated pathways which will be tested empirically. Thus, it connects operational theories (process and inventory management), service-quality views (customer centricity) and institutional views (compliance) into one parsimonious schema that can be used in the measurement and analysis.

Overview of the conceptual model

In the framework, Process Efficiency, Customer Centricity, and Compliance Level are the key independent variables. These have a straight and indirect influence on the Dealership Profitability / Sustainability with three mediators; Employee Skills, Technology Adoption and Dealer OEM Relations. The mediators distinguish capability, digital enablement and relational capital respectively - each of which is a feasible channel through which the independent constructs can be converted into monetary results.

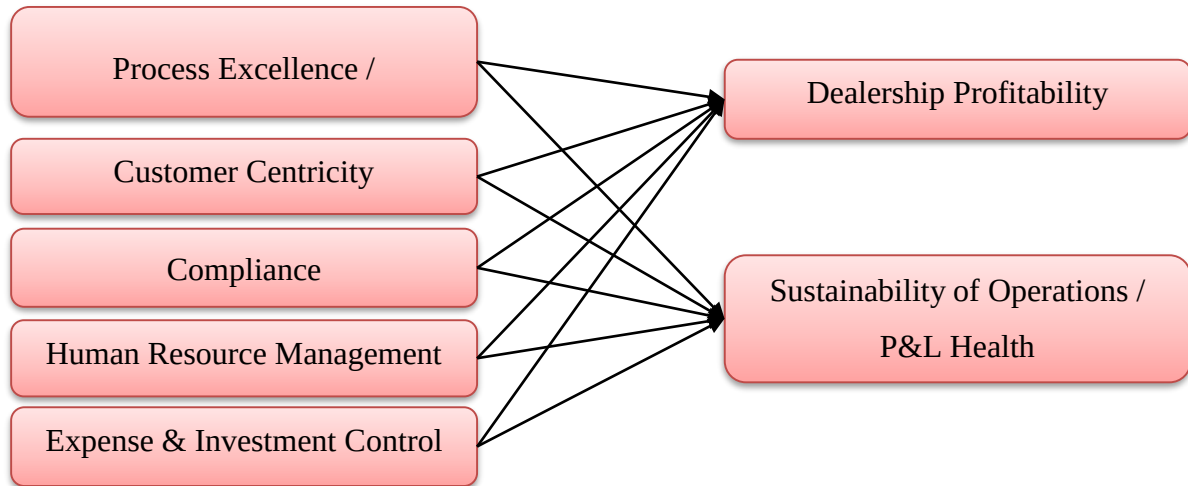


Figure 2.1

Layered Conceptual Framework of Inputs, Mediators, and Dealership Profitability

Source: Author

Operation logic and definition of variables.

- **Process Efficiency** - Extent to which key operational processes (sales funnel, spare-parts inventory management, service turnaround times, and warranty handling) are standardised, measured and optimised. The subsequent parts availability, limited cycle time, and reduction in the number of the rework all determine the sales and service throughput due to process efficiency (Cachon and Olivares, 2010).

- **Customer Centricity** - The orientation of the organisation and its ability to plan and offer better CEs along the purchase and ownership lifecycle. These encompass responsiveness, post-sale relationship management and systematic customer outcome measurement (Golara, Dooley and Mousavi, 2021b).
- **Compliance Level** - The degree of compliance of statutory, regulatory and contractual obligations (e.g., insurance distribution standards, consumer-protection regulations, OEM contractual terms and conditions). Compliance in this case is operationalised in the form of the presence of formal compliance systems and traces of compliance (audit records, frequency of breach).
- **Employee Skills** - Technical and interpersonal skills of sales employees, service technicians and managers: certification degree, working hours, and the range of skills required to implement the procedures and promises of service.
- **Technology Adoption** - The use of digital tools, including CRM, DMS, diagnostics, online lead management, and inventory optimisation, assists in automating the operations, enhancing the decision-making process with the black box data, and enhancing the interaction with the customers. These tools assist in the implementation of a business strategy into reality and in scale. (Hu and Basiglio, 2023).
- **Dealer–OEM Relations** - Franchise relationship quality and relational capital: joint promotions, training opportunities, special parts allocation and other assistance that befalls dealers by the OEM. Close relations minimise friction when it comes to supplying products and developing initiatives together.

- **Profitability / Sustainability, Dealership** - Composite outcome such as performance of short-term accounting (gross and net margin, share of parts and service revenue) and such sustainability measures (repeat revenue, customer lifetime value, survival probability).

Hypotheses and causal paths.

Various underlying hypotheses that this model will explore are supported in the literature:

- **H1. (Based on efficiency in the Processes)** - Efficient operations, including having lower inventory and enhancing the flexibility of production and delivery, can reduce costs per unit and utilise the available capacity better. (Cachon and Olivares, 2010).
- **H2. (Based on customer Centricity)** The customer management and after-sales improvement enhance retention, accessory/servicing attachment and referrals, enhancing lifetime revenue (Golara, Dooley and Mousavi, 2021b).
- **H3. (Based on Compliance Level)** Though conditional, even in the case of the compliance level rising and despite increasing the immediate costs, even in the situation where compliance systems are strong, legal and reputation risks are reduced, and there is an increase in the stable income and the enhanced long-term profits. (Gupta and Gupta, 2021).
- **H4. (Complementarity)** The high performance of process, customer focus and compliance will complementary, interaction of high performance will be greater than the sum of the parts.

Mediation hypotheses express the causal reasoning:

- **H5.** (Employee Skills Moderate Process Efficiency) Processes need to be well thought out to bring about gains, but only when the staff is able to perform them.
- **H6.** (Technology Adoption mediates Customer Centricity) CRM and analytics help customers focus on being transformed into repeatable revenue. The experiences of automotive companies indicate that CRM/BDA implementation enhances TQM and business results (Hu and Basiglio, 2023).
- **H7.** (Dealer-OEM Relations mediate Compliance) We believe compliance enhances dealer-OEM relationships (such as enhanced parts availability, training, and co-marketing) and these improved relationships, in turn, contribute to bringing compliance directly into real profit gains. (Golara, Dooley and Mousavi, 2021b).

Measuring and recommended analysis.

Latent constructs (Process Efficiency, Customer Centricity, Level of Compliance, Skills of Employees, Adoption of Technology, Dealer OEM Relations, etc.) must be measured through validated multi-item scales in a structured survey of dealers, which is supplemented by objective financial measurements (margins, share of parts revenue, service throughput, etc.). Examples of indicators are first-time-fix rate and parts fill-rate to process efficiency, Net Promoter Score or retention rate to customer centricity, audit frequency and documented breach to compliance, percentage of certified technicians to employee skills, CRM / DMS presence and online lead share to technology adoption.

Considering the latent structure and mediation hypotheses, Structural Equation Modelling (SEM), covariance and PLS-SEM are suitable to estimate direct and indirect

effects and to conduct tests to verify the overall model fit depending on the sample size and the distributional properties.

Contribution and closing note

The framework combines both operational (process/inventory) and service (customer centricity) and institutional (compliance) literatures into one single model, predictable within the follow-up of the dealership. The explicit modelling of capability (skill in employees), digital enablers (technology) and relational capital (dealer OEM relations) to mediate allows the study to go beyond bivariate assertions, and put forward a viable roadmap on where dealers and OEMs must invest. The resulting empirical tests will therefore serve the purpose of theory (converting process, service and institutional explanations) and practice (practical advice on how to sequencer investment and around developing capabilities).

2.4 Thematic Review of Literature

Automobile dealerships & OEM–Dealer relations

In a study by Bhalchandra and Shinde (2024), the importance of maintaining high-quality standards in automobile dealerships is described as the pillar of long-term business achievement. The proposed study concentrated on pinpointing the places where the relationship between Original Equipment Manufacturers (OEMs) and dealers are not satisfactory in terms of key business indicators, and thereby make reasonable suggestions to improve its cooperation. The study results are analysed using SPSS (t-tests, ANOVA, regression, and correlation) and Excel, based on the examination of the research question based on primary data, which includes structured interviews and random sampling of 141 dealerships in Pune in addition to secondary data. The findings demonstrate a considerable correlation amongst OEM market share and the “Dealer Satisfaction Index” ($r = 0.850$) and between OEM participation in policymaking and dealer satisfaction ($r =$

0.821). These findings demonstrate that the active OEM involvement in policymaking leads to increased satisfaction towards the dealers and enhanced partnerships. As a practitioner, this study supports the relevance of policy-making collaboratively combined with open communication as an essential tool of establishing mutually advantageous OEM-Dealer relationships and enhancing the overall business performance.

Research by Mohapatra (2024) explores the overall economic impact of automobile mergers, the results of which are looked at through the effects of their pricing structure, network of dealerships, and consumer welfare. The research forms a theoretical framework of the Belgian car sector in order to evaluate how companies adopt strategic choices regarding pricing and the dealership chain. Under analysis of the acquisition of PSA Group of Opel brand, the research results in the fact after the merger the price of the cars grew, at the same time, the merged company and its competitors managed to decrease the number of dealerships, as Opel lost 17 per cent of the networks, and Peugeot lost 8 per cent. These findings are indicative that mergers actually lead to inefficiencies in the market, which is detrimental to the consumer in terms of escalation of prices as well as distortion of the distribution environment. In the case of dealerships, operational risks associated with consolidation are pointed out in the results where the optimisation of the network can favour corporate strategy at the expense of dealership autonomy and market penetration. From a regulative view, the research also recommends that dealerships and consumer access has to be considered in the context of merger reviews.

A study by Singh, Kakkar and Mishra (2021b) looks at some of the pertinent issues that affect how well Indian car dealerships operate from the manufacturer's point of view. Using a mixture of qualitative and quantitative methodologies, the study attempt identifies dealership difficulties based on the knowledge of manufacturers with an average of 15 years of experience. It classifies problems that are relevant to the

dealership's performance using the Borda and Condorcet-Hare ranking techniques. The findings show that complicated managerial and operational problems can lead to important financial losses and endanger the viability of a corporation. The report emphasises the need for regular contact between OEMs and dealers in order to discuss bottlenecks and coordinate their strategic goals. It emphasises to practitioners the importance of proactively identifying dealership problems in order to develop a more responsive policy framework and a long-term improvement in network performance.

The study Yang and Wang (2018) examines the way the changing marketing environment in the digital age affects consumer buying behaviour and the reason innovation in dealership business models becomes necessary. The research examines the impetus behind the change in business model in automobile dealerships by using literature review and field studies. It determines how the internet technologies, evolving consumer expectations and competition forces have necessitated dealerships to be innovative in their operations. The research also has practical recommendations that dealerships can use to address their competitiveness using digital integration, and service differentiation. The implications of the findings to industry practitioners are that ongoing innovation and flexibilities are worth pursuing as a priority in ensuring they remain relevant in an ever-evolving market that is dominated by technology.

As well with the transformation of industries, Skinner (2018) examines the changes in the demographics of consumers as well as new disruptors, including Tesla, which are transforming the conventional process of buying a car. The study points out that a low percentage of consumers (17) who were surveyed are pleased with the traditional dealership model which is an indication that radical change is required. Through the examination of consumer preferences and market trends and historical structures of dealerships, the study suggests an omnichannel dealership prototype, which

integrates both physical or digital touchpoints to form a seamless and CE. The suggested model is expected to lead to an increase of both consumer satisfaction and the sustainability of dealerships. In the perspective of a practitioner, the research focuses on the fact that the adoption of digital innovation, openness, and personalisation can be essential to dealerships that want to succeed in the changing experience economy.

Dealership P&L Components & Financial KPIs with focus on profitability

According to a research by M G *et al.* (2025) The financial performance and operational efficiency of the automotive retail functions has been examined by case study analysis of a Mercedes-Benz showroom. The study uncovers the enduring issues of the conventional automotive retail system that included inefficient inventory management, no visibility of cash flow, and the poor correlation between customer satisfaction and financial performance. Based on a 12-month financial report that included revenues of 44.7 million spread among 15 types of vehicles, the research shows that the use of financial management systems and analytics could greatly improve the dealership's performance. The findings show that there was a 34-percentage point upward adjustment in working capital efficiency, a 23-percentage point growth in margin of profitability and customer satisfaction is 97.4%. In addition, client satisfaction is demonstrated to have a confident and direct effect on financial performances, where satisfied customers create enhanced lifetime value by 35%. In the eyes of practitioners, the study is solid evidence that a data-driven approach to aligning the financial management and service quality can bring practical business gains and allow dealerships to reconcile the profitability and the high-levels of CE.

According to a research study conducted by Tripathi and Talukder (2023) , the segmental performance of the supply chain in the Indian automobile industry is investigated and the effects it has on the entire profitability are also measured. Breaking

down the industry into commercial, passenger vehicles, and two/three-wheelers, the research compares ten years of performance measures in supply chain financial measurements and SCOR key performance indicators (KPIs) measurements. The study estimates the effect that a fixed aspects of inefficiency in fixed assets, turnover in inventory, and distribution systems was had on profitability through ANOVA and a fixed-effects panel data model (LSDV). The findings are that whereas two/three-wheeler segment is on the better side in terms of asset and inventory turnover, it has a significant distribution challenge. On the other hand, commercial vehicles are also characterised by inefficiency in the utilisation of both the fixed assets and the management of stock, whereas passenger vehicles are doing average but still poor in capital intensity. The research finds that in all of the segments, the greatest influencer of profitability is poor distribution efficiency. In the managerial perspective, these results have a significant role in establishing a more responsive and data-integrated supply chain to enhance the decision-making process and maintain a competitive advantage among the various car segments.

Cachon, Gallino and Olivares (2019) discuss the framework of the car business through the creation of a novel study of the United States' car dealerships and the connection between inventory levels and sales market performance. In most circumstances, dealers adjust the amount of stock in response to the expected demand, and the research covers the complicated endogenous link between inventory and sales. To address this problem, weather shocks in the upstream production plants are used to induce exogenous variation in the downstream stocks. The consequences specify that the sales influence of extra inventory is determined by the diversification of the available submodels: an expansion of variety in the submodels (adding a four-door model to a two-door lineup) has a optimistic sales influence, whereas the effect of adding duplicates of

the same sub model has a negative sales impact. The study also approximates that a strategy of maximising variety, minimising duplication would enable sales to improve by 4.4 without raising the overall inventory. To practitioners, this data shows that strategic inventory composition is important, and this time, it is necessary to maximise variety and not volume to increase efficiency in sales and customer satisfaction.

The case research Carmo, Neto and Donadone (2019) analyses the increased financialization of the automotive industry in the world with references to five major automakers: Toyota, Volkswagen, Hyundai, “General Motors” (GM), and Ford. The study explores how such companies are becoming more dependent on financial operations such as maximisation of shareholder value, dividend payouts and speculative investments as opposed to undertaking the traditional productive activities. Through financial and productive activities, they found that the differences between comparative profitability and shareholders' structure, executive compensation and wage trends, the study found that there is an ever-growing gap between corporate profitability and employee welfare. The results indicate that dividend distributions and compensation to executive are in tandem with the principles of shareholder value, whereas salaries of an average worker are relatively low. The difference in the salaries of the CEO and the worker is in the range of several hundreds to thousands of multiple salaries especially in the multinational environment. As a practitioner, the research is very educative on how financialization is transforming corporate priorities such that less biased forms of governance and ethics are put in place to guarantee long term industrial sustainability in addition to shareholder returns.

After-Sales Service, Workshop Productivity & Parts Economics

The study by Naru, Jain and Rai (2024) presents the strategic value of after sales service as a cornerstone in retaining customers in the luxury car market in India. The

assumption that dealerships do not just sell cars makes the research explore the efficiency of appointment systems that are handled by CRM application. The information was collected through structured questionnaires to the employees whose direct task was the appointment procedure, and the analysis of the factor was used to determine important factors on the customer retention. Results indicate that customer awareness of Internet booking systems and cost transparency of the services play a important part in motivating the booking of the workshops and satisfaction in general. Further, the study highlights the change in the marketing approach (where generic marketing has been used) to customer-based programmes and the creation of closed-loop online systems. As a practitioner, the study reveals that innovating CRM and appointment booking can positively contribute to service flow, customer convenience as well as client loyalty, in the long term, in the luxury car dealership.

A study by Lascu *et al.* (2021) examines risks and performance gaps in the operations of after-sales services of vehicles. Based on a comparative study of six key automotive brands, the study comes up with a model on which the variables contributing to global after-sales performance and information reliability are evaluated. The study noted a very high score of performance of 81 even though most companies had not totally implemented their performance management strategies or maintained them. The shortcoming was found in the organisational structure, activities, and service units management, which proved to influence employee and customer satisfaction, service quality, and turnaround time to repair. These results indicate that there is a need to have stronger performance management frameworks and ongoing process improvement. To the practitioners, the study has provided some urgency on the need to incorporate systematic evaluation and accountability systems to make sure that service excellence can be translated to customer trust and operational efficiency in the long run.

The research by Singh, Kakkar and Mishra (2021a) reveals a potential of after-sales services that have been undervalued to improve the profitability of dealerships in the Indian automobile industry. Most manufacturers and dealerships have always slightly focused on the new cars sale; however, this study focuses its research through a business process innovation lens to demonstrate how the after-sales performance may contribute to high revenue growth. Through the qualitative method of case study, the study unveils that the lifetime earnings from vehicle services is about 1.5 times of the time of purchase sales margin. This highlights the economic and strategic significance of streamlining the operations of the services. To dealership practitioners, the research results emphasise the fact that process innovation can significantly boost profitability, service capacity exploitation, and customer retention to build long-term competitive advantage.

Regarding the growing market of automotive maintenance in India, the research by James *et al.* (2021) recognises the obstacles encountered by the service garages during their formation and further operation. The study takes the form of a hierarchical framework of nine key challenges that are developed using “interpretive structural modelling” (ISM) and “analytic hierarchy process” (AHP) with the help of expert input, field surveys, or literature review. These encompass the development of new models of cars, technology, the increasing demands of better services, lack of skilled labour quartet, safety, conformity of environment and paperwork demands. The results differentiate between independent and dependent variables that have an effect on the performance of the garage so that the entrepreneur can focus on the interventions. Practically, the research would provide a guide to new players and other established garages in order to work on critical areas of operation, strengthen compliance, and create sustainable service frameworks in a highly unstable automotive setting.

As a research, Sabbagh *et al.* (2018) examines the impact of "total quality management" (TQM) strategies on the monetary and non-monetary outcomes of service centres operated by Malaysian car dealerships. The research integrates TQM dimensions and key performance indicators (KPIs) to find out how these two factors affect after-sales service performance, according to a quantitative survey study and data analysis utilising SEM and "partial least squares" (PLS) as a data analysis approach. The findings show that service performance is greatly improved by effectively implementing both the hard (process control, benchmarking) and soft (leadership, staff interaction) TQM components. The researchers also establish that the same principles of quality that have been especially used in the manufacturing industry can be effectively applied to service operations. In practice, this supports the fact that dealerships need to embrace TQM as a continuous improvement system to operate the balance between efficiency and a customer-focused service delivery in order to reinforce both financial performance and customer satisfaction.

Sales, Inventory Allocation & Lot/Stock Management

The study by Balasooriya, Dalkiran and Chinnam (2025) discusses the role of dealer franchise network in product-level configuration assortment planning of Original Equipment Manufacturers (OEMs) in make-to-stock (MTS) automotive markets. Whereas OEMs put substantial time and effort in maintaining large order catalogues, dealers more commonly have the practical limitation of having only a few available vehicle configurations that match the tastes of the local customer. Through a complex numerical simulation model, the study considers the influence of dealer density, network types and complexity of customer choices on assortment and inventory decisions. The analytical model formulated determines the best balance between product configurations and inventory at the dealer level such that it can be in-step with OEM product portfolios.

The results indicate that network characteristics have a very important influence on the ability of dealers to serve the customer demand successfully and still make profits. Practitioner-wise, this research highlights the need to have product availability optimisation, customer choice bundling and the increased efficiency of the entire supply chain through coordinated decision making between OEMs and dealers in competitive MTS markets.

One of such studies by NGATIA (2022) investigates the ways in which "supply chain risk management" (SCRM) can mitigate the devastating effects of the COVID-19 epidemic on Kenya's car sector. A total of 108 departmental managers from prominent Nairobi-based dealerships and assembly businesses, including Toyota-Kenya, Isuzu East Africa, and CMC Holdings, participated in the descriptive research-based study. According to descriptive statistics and correlation research, most companies failed to implement effective mitigation strategies throughout the crisis, even though they knew how important risk treatment, transfer, and tolerance were. Performance was also limited by the low distribution capacity and the logistical issues associated with the pandemic. The research has reached the finding that insufficient strength of SCRM strategies weakened the resilience in operations within the industry. In practice, it suggests systematic risk management strategies to be developed and digital supply chain systems to be implemented to enhance traceability, logistics coordination, and response to incipient disruptions, which are some of the important lessons in emerging automotive industries in the market where systemic shocks have occurred.

In a case study created by Ramos *et al.* (2020), they use lean management in enhancing the management of the spare parts in the automotive industry, where one of the most consistently challenging matters in the industry is balancing the availability of stock and controlled costs. The irregular demand patterns and uncertainty peculiar to the

spare parts were defined in the study as one of the biggest problems faced by distributors who tend to have excessively huge stocks to avoid service failures. The adoption of lean methodologies increased the sales by 22.49 percent using demand forecasting and inventory optimisation techniques in SKU categories, reduced stockouts and efficient purchase. The findings demonstrate that lean concepts, when applied to the spare parts logistics, may enhance service quality while reducing costs. This research highlights the practical benefits of data-driven demand forecast and lean inventory control for businesses, namely how they may improve operational responsiveness and profitability.

The research Chuang and Zhao (2019) It is one of the first empirical studies of dealership inventory policies in the automobile supply chain. Based on the data available on the dealerships of General Motors, the researchers construct two simultaneous equation modelling (SEM) models to examine the relationships of the demand level of sales, order quantity, and inventory demand as interdependent. The findings validate a bidirectional interaction between demand and inventory (the sales effect), inventory and demand (the demand stimulation effect) and vice versa. Yet, the research also concludes that the role of inventory on demand has a limit, which makes overstocking in a cyclic market dangerous. The results are useful in the development of balanced inventory policies, where the demand of the customer is considered and also the efficiency of the operation. On the managerial perspective, the study shows the significance of dynamic inventory management systems, which are able to regulate varying market circumstances and to prevent reduced returns of excessive stock keeping.

Customer Centricity & Omnichannel Retailing

The study by Banerjee (2025) is a comprehensive evaluation of the activities related to customer interaction at Bhandari Automobiles, a dealership that is known due to the diversity of models and competitive services. The consumer surveys, observations

of the showrooms, and employee feedback are fused in the survey, which involved participation of 40 sales and marketing employees in Gariahat, Kolkata, to examine the key aspects of the CE. The results show that although most visitors show their interest in purchasing new cars (75%), maintenance after the purchase (25%), some of the problems they face include the lack of professionalism and slow response, as well as low online presence of the dealership, hindrances its efficiency in managing customer relationships. The study acknowledges the fact that customers expect more and more immediate, digitally facilitated, and personalised customer service experiences, which explains the need to further reinforce online booking solutions, real-time feedback systems, and responsiveness in service delivery. In the perspective of practitioners, this study provides practical information on the matching of training to staff, digital applications, and marketing to make customers stay and remain loyal.

The studies of Singh, Sharma and Chanda (2023) are directed to the creation and verification of service quality (SQ) measurement scale, specifically within the industry of passenger car after-sales services in India. The literature analysis, exploratory interviews, and survey-based data gathering improve the conventional SERVQUAL framework by adding two new dimensions, service failure and service recovery, to the mix to accommodate the unique dynamics of the Indian automotive environment. A more detailed framework of assessing the quality-of-service delivery and customer satisfaction in after-sales setting can be achieved with the proposed scale of measurement. Practitioners can find this research important as a diagnostic resource to identify where the performance of services is failing and develop quality improvement initiatives. Through incorporation of recovery-based measures, it assists dealerships to build upon customer confidence and retention in a systematic and methodical manner after a service failure, which in the end results in brand loyalty.

The research by Ramya and Santhosh (2023) addresses the extent of customer satisfaction of Tata showrooms and service centres in Coimbatore as satisfaction is one of the key factors that can determine purchase intentions, loyalty, and business development. Using feedback concerning 65 interviewees, the research is able to mention that effective service delivery and customer expectations accomplishment are front and centre on maintaining competitiveness in the automotive industry. The results rephrase the fact that customer satisfaction does not just stop at product performance but also at quality of the services, communication and relationship management. In a practical sense, the research confirms the necessity of dealerships to quantify and track the measure of satisfaction on an ongoing basis and this way, each service engagement can serve as a long-term loyalty and mouth-to-mouth towards a more competitive market.

The study by S. Praveenkumar (2020) investigates consumer experience and satisfaction within the automobile sector in Madurai and evaluates the quality of service and CE among various automobile firms. The research cites that satisfaction is dependent on various parameters that are both psychological and functional such as product quality, comfort, brand reputation, mileage, and after sales service. Customer empowerment and industry growth have been boosted by economic and legislative trends such as rising disposable income, market liberalisation, and the expansion of automobile finance. Even while most people are moderately satisfied with the results, many dealerships still fall short when it comes to meeting customers' expectations for service. In order to close this expectation gap and gain a competitive advantage, the report recommends that businesses, particularly smaller dealerships, use customer feedback systems and regularly evaluate their service standards.

Digital Engagement and the Automobile Sector

The study by OWUOR (2022) offers valuable information on the influence of digital marketing strategies on clients' intentions to purchase cars, specifically looking at the Nairobi City County market. The 131 participants in the study were all licensed car dealers, and it used a descriptive methodology to look at how SEO, social media marketing, and website marketing affected them. One of the digital marketing tools had a negative impact on customer purchase intention, but overall, there was an optimistic and statistically significant association. This illustrates the complexity of digital strategy efficacy. Both mean and factor analysis showed that digital marketing was far spread across the industry with inconsistent results. To the practitioners, the study supports the need that is evidently gaining force among dealerships and automotive companies to optimise their digital marketing mix, in terms of visibility, engagement, and effectiveness of conversion, to stay afloat as consumer behaviour is converting swiftly towards online platforms.

This research Shah (2021), provides an Indian dimension of understanding how customers and dealers of the brands have adopted digital marketing and digital tools during the post-pandemic period. This research was carried out with the help of the Federation of Automobile Dealers Associations of India and the findings included the input of interviews with the customers and dealers in different regions. Virtual and augmented reality, digital displays, and voice-assisted technologies have all recently grown popular, according to the data. This was particularly true during the COVID-19, when customers relied heavily on digital channels. Statistical testing confirmed the products' value in terms of consumer engagement and revenue potential, but there was a significant gender gap in terms of comfort of usage and adoption. In the case of dealerships, the practical implication of the study is connecting its investment in new

technologies to the readiness of the customer where digital touchpoints to buyers are supportive rather than substitutes to the personal buying experience which is an essential part of high involvement purchases as in the case of cars.

Another technologically oriented approach, Jena (2020) applies advanced deep learning algorithms to capture and analyse the consumer sentiment with regard to electric vehicles (EVs) in India. Due to the necessity of identifying the perceptions associated with environmental sustainability and government programs stimulating EV use, the study fed two years of social media data (2016 -2018) through algorithms such as Doc2Vec, RNN, and CNN. The discussion demonstrated that the convolutional neural networks excelled over other models in deriving subtle emotional and attitudinal tendencies in online conversations. The consequences of the investigation are quite useful in the context of the implications that can be made on the marketers and manufacturers: knowing the drivers of sentiment, they was able to create more effective campaigns and shape the product features that was correspond to the expectations of their consumers. In practice, this method can show how evidence-based decision-making can be incorporated into the acceptance of big data analytics and deep learning in the shift to eco-friendly mobility.

The study by Dahiya (2018) gives an all-encompassing view of how digital marketing communication influences the Indian market's passenger automobile buyers' decision-making process. The investigation used a mixed-method method to evaluate the hypothesis and relied on statistical tests like chi-square, binomial, and Wilcoxon Signed Rank to back up its findings. It also surveyed 784 residents of Delhi. The majority of respondents (75%) relied on some kind of online resource while making a purchase; websites were the most popular, followed by social media and cell phones. Interestingly, the digital marketing has affected all processes of the consumer decisions making, need

recognition to the post purchase behaviour with the most impact being the evaluation stage. Although this was a large amount of digital interaction, the customers still wanted to do purchases in-store. To industry practitioners, this indicates a significant disparity between digital influence and transaction behaviour- and is suggestive that although digital communication creates awareness and trustworthy relationship dealerships need to concentrate on the combination of online experiences with offline delivery to transform digital interest into actual sales.

Dealership Finance, Incentives & Cost Control (payroll, rent, incentives)

The study conducted by Arumugam, M. and R. (2022) presents a detailed quantitative analysis of the determinants of profitability in the Indian automobile market that remains a critical source of economic growth and export market. This research examined 16 auto firms in terms of 21 financial variables in the multiple correlation analysis and the stepwise multiple regression analysis. The findings indicated that, the Operating Ratio was the most powerful force that affects profitability and explained 93.40% of changes in Return on Sales (ROS). This observation highlights a fact that effective cost management and performance effectiveness constitute the core of profitability sustainability in this industry. To practitioners, the research contains sound evidence that keeping lean operations lean, optimal resource allocation, and balanced operating structure would go a long way in enhancing profitability in a highly competitive market.

The primary solvency, profitability, liquidity, and efficiency ratios of the five major Indian automakers over a six-year period were suggested in the comparative financial study by Simlai and Guha (2019) in order to determine their long-term viability. Secondary data pertinent to the business report and other financial publications were used to examine indicators like "gross profit" (GP), "net profit" (NP), the ratio of "return on

capital employed" (ROCE), and "earnings per share" (EPS). The results show that companies vary in their levels of solvency and efficiency, which is reflected in their capital management techniques and cost structures. Achieving efficiency and appropriate capital structures is vital for organizations to preserve their resilience and financial health in the long run. The study's comparative characteristic provides investors and managers with significant benchmarks to work for in this regard.

Another approach, which was investigated in Kamma and Mohan (2017), described the development of the notion of risk management in the Indian automobile industry, especially in the framework of the Indian two-wheeler insurance. Generally speaking, risk management in India was limited to the areas of insurance budgeting and the negotiations of policies; but, in this work, emphasized diversification, avoidance, and a strategic assessment of risk detection. It grouped risk management into five broad approaches, namely, the management of outcomes, diversification, collective insurance, exit of commitments and avoidance of risks. Through discussing customer awareness and how insurers choose customers, the study found a high level of service quality differences and interaction issues with customers in the case of two-wheeler insurance. On the practitioner perspective, the research locations the significance of integrating the proactive risk management and customer-focused service provision in the organisational structure to improve the consumer confidence and organisational resilience.

The Hiran (2016) empirical study aimed at investigating the correlation between liquidity and leverage ratio, and the measures of different profitability in relation to 25 automobile firms listed on NSE at the CNX500 Index, using the 2011-2015 data. The analysis confirmed the premise that there is a optimistic association amongst quick ratio and operating and net profit and a negative correlation between inventory turnover and operating profit. Regression, ANOVA, and correlation are examples of descriptive and

inferential analysis techniques that were completed using SPSS. Net profit, in contrast, has a negative relationship with current ratio. Also, in contrast to combined leverage, which had no effect on profitability, operational and financial leverage both had significant negative effects. The results imply that overreliance on leverage can lead to profitability decline, supporting the necessity of a moderate liquidity policy and debated debt policy in the industry.

Dealership Compliance, Regulations & Governance

The study carried out by Kumar (2025) is a deep-quantitative investigation of the correlation between the “Environmental, Social, and Governance” policies and the worth of businesses in the Indian car division. The findings show a clear positive correlation between enhanced financial performance and strong ESG performance, particularly in the areas of social responsibility and environmental sustainability. Firms which engage enthusiastically in the production of electric vehicles, cutting down of emissions, and the welfare of their employees are likely to be capitalised in the market and perform well in their stocks. This study evidences that the integration of ESG frameworks has ceased to be exclusively an ethical/regulatory requirement but has turned out to be a viable competitive/cost-effectiveness approach to even enhancing long-term profitability in international markets. As a practitioner, this highlights the increased relevance of embedding ESG principles in the operations of Indian automobile companies, and the role played by the policymaker in the matter is to assist in this transition through favourable incentives and guidelines on sustainability reporting.

This research, Srivastava *et al.* (2022) investigates the complex effects of “Goods and Services Tax” (GST) reform in the automobile sector of India and outlines it as a transformative yet difficult one. GST was implemented based on the principle of the single nation, single tax and simplified the system of indirect taxation in the country, but

at a cost which brings with it various operational and administrative challenges. The analyses of the research studies both benefits, including reduced tax structures and enhanced efficiency of the inter-state trade as well as the downside, including transitional complexities and technical problems by the manufacturers to dealers. By providing a balanced opinion, the study emphasises the fact that, although GST has had a long-run effect of rationalisation of costs and increased transparency, many companies are still struggling to cope with procedural and technological changes. In practice, the results teach automotive stakeholders to develop the capacity to comply with taxes and to invest in the digital system that may effectively operate with the GST-related operations in the changing regulatory environment.

Human Capital, Organisational Culture & Dealer Leadership

In the article, Kesavan and S. (2022), Emotional intelligence (EI) in relationship managers was studied in four-wheeler retail showrooms in Erode District of India. Based on a multistage sampling of 100 managers, the study established that the ability of the employee to identify and apply their individual feelings as well as those of others is very important in terms of improving customer relations and overall dealership outcomes. Most of the dealership employees were found to be disengaged, mistrusted, and undeterred in their levels of creativity. The research identified that increasing EI by enhanced targeted training and self-awareness has the capacity to enhance empathy, communication and teamwork which then lead to greater morale and satisfaction by customers of employees. This study highlights to the practitioners that selling techniques alone are not sufficient to determine the success of the dealership: emotional competence of frontline managers, who influence the CE starting with the initial encounter, is also critical.

The research by Singh, Mishra and Singh (2021) worked on the creation of something new in terms of the incentive scheme of automobile dealerships in India to increase its performance and enhance motivation among its workflow. The study took into account that an organisation is made of sales teams as the backbone of the dealership's operation and thus a qualitative action research approach combined with analysis of documents was used to next-value the impact of various incentive designs on employee retention and earnings per vehicle sold. It was found out that the application of incentives can be directly tied to the retention per vehicle sold to make people be accountable and increase their performance. The new structure also motivated the sales staff to own their sales performance to make individual goals work in tandem with the profitability of the dealerships. Management-wise, the research is a practical way of structuring rewards to motivate employees in the long run and dealership profitability in a very competitive retailing environment.

In another article, Singh, Kakkar and Mishra (2021c) conducted a qualitative multiple case study that sought to reveal the key reasons behind the failure of dealerships in the Indian auto industry, even though the industry was going to grow with the Automotive Mission Plan 201626. In the thematic and document analysis, the study has found that there are three major problem areas that comprise poor manpower management, limited expansion of workshop and body shop services, and excessive inventory and stock costs. Such operational inefficiencies affected even well-known companies all around the world, such as General Motors as they pulled out of India. Its results accentuate that the financial soundness, effective human resource management, and diversification of services are interdependent elements of sustainable dealership operations. In practice, the study has indicated that there is an urgent requirement for

OEMs and dealerships to re-engineer their operating models and enhance dealer-OEM partnerships to absorb systemic inefficiencies.

Lastly, the study of Parvathi and Venkadesh (2021) is a case study of the human resource practice of Hyundai in Chennai, which is regarded as one of the largest industrial centres in India. The research placed human resources as a major element in the 5M of industrial success, which includes Man, Money, Machine, Material and Management, whereby it is noted that the most important aspect of organisational development is the Man. Drawing attention to the ongoing HR improvement process, the research showed that the systematised HR procedures within the automobile-producing industry can lead to employee satisfaction, higher output, and the competitiveness of the industry. To practitioners, the lesson of this case is that strategic investment in workforce training and development is a long-term efficiency and innovation facilitator and sustainable organisational growth in the automotive industry.

Dealership Digital Systems, DMS & Analytics

According to the Industry 4.0 paradigm, the study by Madhavan and Mohankumar (2025) provides a thorough examination of the prospects and difficulties related to the implementation of AI-based automation in India's rapidly evolving automotive sector. The study, based on the quantitative survey, as well as qualitative interviews with professionals who worked in the automotive, IT, manufacturing, and logistics sectors, revealed that AI is progressively being introduced into practice, especially in making real-time decisions, predictive maintenance, and process coordination. Lowered downtime, increased productivity, and better product quality are some of the clear benefits of adoption. However, there are still major obstacles to overcome, including high implementation costs, a lack of technical know-how, insufficient infrastructure, and the ongoing problem of data privacy. Strategic

investments in training and digital infrastructure are crucial, according to the findings, which are connected to the learning theoretical frameworks (TAM, DCT, and the Digital Transformation Capability Framework), which are the product of a research effort that bridges theory and practice. As a practitioner, it highlights the notion that effective AI implementation is not only about the adoption of technology, but also an organisational culture that make it more digital, and develops digital capabilities on a continuous basis.

The study of Raja (2025) is about the Indian heavy vehicle market, where the intersection of the quality of after-sales services, customer expectations and technological innovation is considered in a more digital and sustainability-based environment. Focused on major producers, like Tata Motors and Ashok Leyland, the study assesses the changes in the service operation brought by regulatory activities, such as the Bharat stage VI (BS VI) standards. With dealer feedback and market research in mind, this study ushers in an era of predictive maintenance, remote diagnostics, and automated care made possible by the IoT, AI, and AR. Uptime, maintenance costs, and customer loyalty may all be improved with these kinds of advances. Problems like patchy coverage in rural areas and the need for specialised education and training persist, though. In order to make the after sales process effective, sustainable, and customer-oriented, the research recommends practical structures that may be implemented, such as scalable infrastructure, modular training, and dynamic pricing. It places technological integration as one of the means of sustaining competencies in an ever-global competition with environmentally conscious market.

The study by Llopis-Albert, Rubio and Valero (2021) uses the qualitative comparative analysis subtype known as "fuzzy-set qualitative comparative analysis" (fsQCA) to describe how digitalisation and Industry 4.0 have transformed business models in the automotive industry. The study, which was led in Spain, looks at many

facets of digital transformation, including big data, HDD self-driving and mobility-as-a-service, digital customer engagement, and the uptake of electric vehicles among various stakeholders, including manufacturers, service providers, governments, and consumers. The results suggest that, although disruptive, digital transformation can help manufacturers increase their productivity, profitability, and competitiveness, and enable consumers to access and be satisfied. This change can further be enhanced by environmental policies that encourage electrification. As a management perspective, the research indicates that companies that take the first steps towards digital preparedness and an adaptive business model are most likely to gain the strategic benefits with a long-term perspective, and laggards may end up being marginalised amid the changing of the technological environment that redefine the global automotive ecosystem.

According to the research conducted by Almohri, Chinnam and Colosimo (2019) , it is pictorial of an analytical framework supported by data, the aim of which is to positively impact the performance benchmarking and decision-making aspects of operation in automotive dealership networks. The study uses a model-based clustering method by employing Finite Mixture of Regressions, competitive learning, and must-link type constraints to classify dealerships according to common dynamics in their performance. Coupled with an optimisation framework, the model generates customised recommendations that increase the profitability of each specific store and adherence to the objectives of the manufacturers. This methodology was tested and confirmed by means of synthetic tests and a real case study of the retailing network of one of the world automobile manufacturers which is a chief. Its results show that the data-driven segmentation allows even more accurate managerial decision-making and better matching of the dealers and OEMs. Practically, the research offers a scalable framework that can be adopted by automotive companies exploring the opportunities of using data

analytics to improve their performance and localize strategies and sustainable competitive differentiation as part of the dealership business.

Benchmarking, Integrated Dealer Performance Models & Research Gaps

The research conducted by M and Rajan C S (2025) is based on the customer satisfaction drivers among the owners of Volkswagen vehicles in Chennai which has turned out to be one of the major urban markets in the automobile business of India. Based on the 100 respondents through structured questionnaire and statistical analysis, performance, driving experience, and brand perception are rated as key sources of satisfaction, whereas there are concerns on the availability of services, mechanical reliability, and expenses of maintenance. These findings place the CE at Volkswagen in the wider SERVQUAL framework accommodated to emerging markets and toward the significance of localised service strategies in boosting consumer trust. To the automotive marketer and dealerships, the research indicates that the enhancement of after-sales infrastructure and enhancing the level of transparency in the maintenance services is highly important in maintaining loyalty in a price-conscious market. It equally offers a premise to future investigations of brand-specific consumer behaviour pattern within various cities in India.

The study given in the journal by Mishra, Mahanty and Thakkar (2021) deals with the underexplored field of servitization in India's automotive sector, which refers to the change from product-based to service-based business models. Using graph model as a framework, the researchers in this investigation developed a “Critical Service Quality Index” (CSQI) to compare and contrast three of India's most prominent car companies in terms of service quality. In addition to confirming the methodology, this quantifiable and methodical approach paves the way for comparison study across firms, yielding actionable recommendations to improve servitization quality. The research has a

theoretical contribution based on developing a conceptual framework to solve the sovietisation issues and a practical contribution in terms of providing insights on managers aiming to improve their competitiveness by implementing integrated product-service delivery. It highlights the fact that proper sovietisation has to be measured systematically and improve service performance on a regular basis, and the CSQI can be a potentially useful diagnostic instrument in Indian automotive companies that want to change their value propositions into service-based.

This research by Sinha, Garg and Dhall (2016) relates how well businesses in India's automotive component sector have implemented TQM practices and how it has affected their bottom lines. The study does regression and correlation analysis using information from surveys of 120 quality heads regarding the effect of TQM components on performance results. The research indicates that the "hard" TQM components most significantly linked to enhanced organisational performance include the procedure approach, factual method to decision-making, and mutually helpful supplier relations, as opposed to more ambiguous terms like leadership and customer focus. Such findings also highlight to practitioners the need to make decisions and work closely with suppliers based on data to enhance quality. The study also identifies a necessity to support the soft facets of TQM with cultural and leadership development efforts to make performance excellence in SMEs more balanced in the ecosystem of the auto component sector, which should serve as the foundation of the auto component market.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

In this regard, the dealerships find themselves in an environment that is both complex and dynamic, and therefore, to a large extent, their success or failure would be determined by how well-coordinated and efficient they are internally. As mentioned earlier, the activities of the dealerships could be grouped into selling, servicing, relationship, finance, and compliance; nevertheless, even after all that, their performance might not be equally admirable. Moreover, this problem is worsened by challenges like non-compliance to SOPs, inconsistent CEs, high operating expenses, and regulations, among others. On the Indian automobile market, the competitive landscape is becoming more challenging because of increased customer expectations, digitalisation, and manufacturer requirements that are hard to meet. The dealerships have to manage operational excellence, customer satisfaction, compliance, staff competencies, and cost efficiency in an exemplary manner if they wish to ensure sustainable profitability. Regrettably, many of the dealerships lack data insights to understand how these interacting elements affect performance results. In consequence, performance disparities are not limited to metro and non-metro dealerships but extend to different vehicle brands and organisational types.

The role played by process alignment, customer focus, and compliance in service-oriented business fields has been acknowledged in literature. However, what is yet unknown is the nature of those factors and their effects on the profitability of automotive dealerships. Conversely, there aren't many investigations that look at in what way all of these elements—the operational process, customer service focus, compliance system, cost control measures, and HR policies—combine to affect the performance of car

dealerships, particularly those in India. By examining the connection between dealership procedures and profitability, this investigation objects to close this gap. Additionally, the study will look at how the financial sustainability of the businesses being examined might be impacted by process efficiency, customer orientation, compliance, cost management, and HR management. The outcome of this kind of study will provide insightful information that will enable dealership managers to boost the effectiveness of the firms in question and, thus, guarantee their financial success. In order to accomplish these research purposes, a mixture of qualitative and quantitative approaches has been used.

3.2 Operationalisation of Theoretical Constructs

The conceptual foundation of this study has been converted into empirical variables that can be analyzed systematically in terms of their impact on dealership profitability and sustainability. Process excellence, customer focus, compliance, cost and investment control, and human resource management are examples of independent variables. Conversely, sustainability and profitability are the dependent factors. A 5-point Likert scale is used to evaluate each of these factors. It enables the respondents to quantify the scope, efficacy, or influence of certain dealership operations.

Process Excellence can be illustrated in several measures, and some of them are as follows: adherence to standard operating procedures, effectiveness of the workflow process, accuracy of the services provided, and introduction of the internal controls in the sales, services, and after-sales departments. In contrast, provision of customised service, increase in customer satisfaction level, handling of complaints efficiently, and engaging the customers via different mediums are all part of Customer Centricity measure. The third construct, which is Compliance, consists of meeting the criteria laid down by regulators, manufacturers, auditors, and compliance to legal and ethical standards to ensure proper business processes and risk-free transactions.

Expense and Investment Control can be evaluated based on how well the managers are controlling the efficiency in relation to the major expenses within the organization; they include salaries, rents, interest, and inventory expenses. This is related to financial control and the ability of the organization to restructure its cost structures in order to make profits. Human Resource Management is based on skills of the dealership's staff members, effectiveness of training programs, and overall performance of the personnel. The above independent variables represent internal drivers of results in the dealership.

Dealership Profitability and Operational Sustainability, the dependent variables, are assessed by the criteria of revenue generation through all business verticals, gross margins, financial strength, and the long-term stability of the profit-and-loss (P&L) performance. Each construct has been converted into unambiguous measurable indicators, thus providing a way for the abstract ideas of process excellence or customer centricity to be recognised as variables that can be measured. Operationalisation opens up the possibility of carrying out a thorough statistical analysis and providing evidence for the research on the role of these internal practices in dealer performance and sustainable growth jointly.

3.3 Research Purpose and Questions

The goal of this investigation is to identify in what way the profitability and long-term viability of Indian car dealerships are influenced by internal operating procedures, customer-focused strategies, compliance systems, cost management techniques, and human resource capacities. If the performance outcomes of dealerships functioning in a highly competitive and process-oriented way are to be exposed, it is necessary to understand both the collective and individual influence. The authors, therefore, plan to develop a data collection strategy that would enable dealer principals, managers, and

policymakers to not only improve dealership operations but also to deliver more customer value and thus, enhance the financial health of the dealerships.

The investigation pursues to address the gaps in the literature by doing a comprehensive analysis of a dealership's performance across many dimensions. These dimensions include operational efficiency, CE, regulatory compliance, cost control, and human resources competency. The investigation used a mixed-method approach to measure the interactions among the selected characteristics and to obtain a feel for the context and practical knowledge from the experts working at the dealerships. In the end, the research aims to unveil the full picture of the organisational factors that determine the income and encourage the dealerships to operate in an eco-sustainable way.

To attain this purpose, the following investigation questions guide the inquiry:

Research Questions:

- **RQ1:** How does adherence to operational processes and processes Does excellence influence the profitability of automobile dealerships?
- **RQ2:** What is the effect of customer centricity on the performance and profitability of automobile dealerships?
- **RQ3:** How does compliance with regulatory and manufacturer guidelines affect dealership operations and profitability?
- **RQ4:** How do expense management and investment control practices impact the sustainability and profitability of automobile dealerships?
- **RQ5:** What is the contribution of human resource management and workforce competency to the overall performance of automobile dealerships?

3.4 Research Design

In order to get a complete knowledge of dealership operations and practices, as well as interactions that impact profit and sustainability, a mixed-methods research

design technique was employed in this investigation (Dawadi, Shrestha and Giri, 2021). In addition to the measurable factors which reflected the performance of the dealership, the contextual factors that are difficult to measure numerically were also relevant in this particular study. This research approach, therefore, seemed appropriate. Numerical and qualitative approaches were integrated in the current study such that the answers to research questions would be discussed from a deep and broad perspective (Ahmed, Pereira and Jane, 2024).

The quantifiable aspect of the design entailed obtaining data through questionnaires administered to the employees in all the departments of the dealership (Taherdoost, 2022). Sales, customer service, accounting, customer relationship management, and human resources were among the departments covered. Participants used a five-point Likert scale to score each variable. We had to go through this procedure to prove that there was a statistical connection between the independent factors and the longevity and success of the dealership. Regression models, correlation, validity and reliability tests, descriptive statistics, and other statistical tools were used to ascertain the extent to which the variables were influencing the outcome.

However, the qualitative dimension of the investigation was not based on individual interviews, but incorporated into the structured survey. Three open-ended questions were designed to elicit respondents' perspectives and insights on operational issues, successful strategies, and other factors affecting the dealership's performance. The qualitative information was subjected to thematic analysis, enabling the detection of underlying trends and patterns that would enrich the quantitative findings. Therefore, the qualitative data did not require a separate technique of information gathering, which would be an interview.

As a result, a concurrent mixed-method research design was employed for the present investigation, wherein the two types of information were collected and analyzed at the same time using one tool.

3.5 Population and Sample

The target audience of the research included car dealerships within India, and the participants were people working in various departments including but not limited to sales, services, finance, compliance, and HR. This choice was made since these individuals were considered to be the primary actors whose decisions had an effect on the performance of the companies by means of their dealings with clients, the compliance of business processes, as well as employee management. Thus, the research intended to show the cumulative picture of how the influence of internal practices could impact the sustainability and profitability of businesses, as well as to collect views from both metro and non-metro dealerships with different hierarchical levels within organizations.

As a consequence of the quantitative part of the investigation, a structured survey was conducted among 300 participants using the convenient sampling approach (Nikolopoulou, 2022), and the sample size chosen ensured ease of access for conducting interviews among dealership employees (Vandever, 2020) while also offering a wide range of opportunities for further statistical analysis (Senthilnathan, 2019; Das and Gary, 2025).

Qualitative research methodology employed by the researcher was part of the same questionnaire. This means that no separate technique had to be used for qualitative sampling since the qualitative data were collected through the same 300 respondents.

Open ended responses enabled the researcher to collect more information about operational issues, successful practices, and the factors affecting performance of dealerships. The use of large number of respondents helped increase reliability of

research findings and their statistical significance. Considering that both qualitative and quantitative data were collected from the same group of people, it was easier to combine both techniques for more comprehensive findings.

Combination of the two techniques made it possible to confirm the results and also understand drivers of dealership performance.

3.6 Participant Selection

Purposive and convenience selection techniques were combined to choose study participants who were easily accessible and highly relevant. The primary technique for identifying employees who were most informed about and had the most influence on the dealership's operations—such as department heads, customer service representatives, finance managers, HR, and compliance officers—was purposeful sampling. Therefore, the input of the most knowledgeable and experienced individuals was assured in the research. This implied that the answers were outputs from a well-informed understanding of internal operations and performance, receiving both valid and invalid reasoning. In the quantitative study, convenience sampling was adopted to ensure the inclusion of workers from all levels of hierarchy, from the executive, managerial, to function lead levels; hence, the researcher was able to gather a sizable amount of qualitative data effectively. For the qualitative research, purposive sampling was adopted as the technique that would help to find people who would have been at senior positions and could provide some insights on the core functions of the organization as well. The application of both techniques of sampling helped to create a basis for auditing of the profitability and sustainability of the dealership that would be based on the information from the operations and management levels.

Criteria Type	Specific Criteria	Detailed Description / Justification
Inclusion Criteria	Employment in an automobile dealership	The study considered only those employees working currently at the certified car dealerships as only they can provide firsthand information regarding the operations process, customer-related, and financial aspects involved in the study.
	Direct involvement in key dealership functions	Participants must be engaged in at least one of the following areas: sales, service, after-sales, finance & insurance, HR, CRM, compliance, or general management. Their roles allow them to provide firsthand insights into process effectiveness and profitability drivers.
	Minimum one year of experience	The preference was given to the individuals who had at least one year of employment, as they were well informed about the dealership processes, seasonal business cycles and performance trends. Thus, the responses will be richer and more reliable.
	Awareness of dealership operations and performance indicators	Those people having one year of work experience in the organization were preferred because they had sufficient knowledge regarding the processes in the dealerships, their performance, and trends in different seasons.
	Willingness to participate voluntarily	To uphold ethical research standards and data authenticity, only people who gave informed consent and consented to participate in an open manner were included.

Exclusion Criteria	Applicable to both survey (quantitative) and interview (qualitative) participants	Respondents selected for either method needed to meet these criteria to ensure consistency and comparability of perspectives.
	Individuals outside the automobile dealership sector	People from other industries were excluded because they lack relevant contextual knowledge, which could compromise the study's validity.
	Employees with less than six months of experience	New hires or trainers might still be unaware of dealership systems, process efficiency, compliance rules, and customer service practices, which would restrict their capacity to give knowledgeable answers.
	Interns, temporary staff, and outsourced personnel	These roles often involve limited responsibilities, shorter tenure, or non-core functions, making their insights less reliable for evaluating operational and performance aspects.
	Employees not directly involved in operational or customer-facing roles	Individuals such as housekeeping, security, or vendor personnel were excluded as they do not contribute to core operational or financial processes.
	Unwilling or unavailable participants	Anyone refusing to participate or lacking the time or interest was excluded to uphold ethical considerations and ensure data integrity.
	Individuals unable to understand the questionnaire or interview questions	Participants with language barriers or limited familiarity with dealership terminology were excluded to avoid misunderstandings and inaccurate responses.

3.7 Instrumentation

The entire required data in performing the research was gathered using a organised questionnaire that contained both qualitative and quantitative elements. The main constructs of the research, including process excellence, customer orientation, compliance, cost and expense management, human resource management, profitability of the dealership, and sustainability, were covered in the structured questionnaire. Several statements for each of the constructs were offered and the respondents had to answer according to their ranks based on the five-point Likert Scale, with a response of one signifying strongly disagree to five being strongly agree (Koo and Yang, 2025). All the questions in the structured questionnaire were borrowed from measurement scales developed from previous organisational and service management literature that was relevant to an auto dealership business.

Reviewing the survey questionnaire by academic advisers and individuals working in the car sector became vital to strengthen the testing instrument's validity and reliability. In addition to making sure the questions were in line with the study goals, this also helped in understanding the questions better and getting rid of unnecessary questions. To help with comparison and descriptive analysis, new questions were added to the list of demographic information, which already included things like job titles, departments, length of service, dealership type, and geographic area.

The survey form included both Likert scale questions and three open-ended questions designed to elicit qualitative data regarding dealership operations. With these three inquiries, we hoped to elicit specifics on potential problems with dealership operations. In contrast to interview guidelines, which often demand a series of preset questions, open-ended surveys allow the responder to use his or her own words to

answer. No matter what, the numeric information from the Likert scale questions and the qualitative information from the open-ended questions would work together.

In order to make sure that the tool was understandable, relevant, and useful, the instrument was piloted on a small sample of employees.

3.8 Data Collection Procedures

Both quantitative and qualitative methods were employed in the highly structured and methodical data collection procedure for this study, which produced thorough information about the problems influencing auto dealerships' profitability. A highly organized questionnaire was given to 300 individuals chosen from different departments inside car dealerships as part of the quantitative data collection procedure. A preliminary round of questionnaire validity and reliability tests was conducted with a subset of the workforce before the full-scale study began. This manner, it might be modified to fit the study goal and then used. To make sure that everyone at the dealership could access it, the survey was sent out both online and in paper. The research's aims were communicated to participants, and they were also guaranteed confidentiality.

The qualitative information was gathered together during the same questionnaire through the use of open-ended questions that made it possible for respondents to provide their thoughts regarding operational problems, effective practices, and aspects influencing the performance of dealerships. Thus, by combining the two approaches, the researchers could gather both quantitative and qualitative data without conducting personal interviews with the respondents apart from the questionnaire itself. Responses provided in the questionnaire with the help of open-ended questions were recorded in writing.

To begin with, the researchers asked the participants to give their consent, informing them about the research goal, measures to protect their anonymity, and

freedom to discontinue participation in the research without any consequences. The data collection phase of the research was timed correctly; it lasted long enough to check the responses and make sure that all incomplete surveys were addressed properly. As for interviews, the researchers did not conduct any in this case, limiting themselves to survey completion and validation.

The use of quantitative and qualitative research strategies resulted in obtaining the complete dataset needed for the further analysis.

3.9 Data Analysis

This study employed a mixed-method research strategy, which included qualitative and quantitative approaches to data processing. Data analysis, coding, and input were performed using SPSS Rahman and Muktadir (2021) and Microsoft Excel (Manickam, 2023) for the quantitative data retrieved from 300 questionnaire surveys. Initially, descriptive statistical tools like frequency, mean and standard deviation were employed by the researcher to determine the general features of the survey participants and understand the central tendency of the main variables. This helped the researcher understand the general trend on operational process (process excellence), customer focus, compliance, expense and investments management, human resources practices and dealerships financial sustainability.

The presence and kind of correlations between the independent and dependent variables were determined using inferential statistics after the descriptive analysis. We were able to do this by analysing the possible relationships between the constructs we were studying using correlation analysis. Dealer performance, efficiency, profitability, and sustainability were examined using multiple regression analysis in relation to operational procedures, customer orientation, regulatory compliance, cost and capital controls, and human resource management. Statistics made it simpler to test ideas and

find out how each independent variable affected the overall performance of the dealers. The reliability analyses, including Cronbach's alpha, were also employed to ensure that the scales utilized in this study had consistent internal consistency. Thematic analysis was used to examine the qualitative data gathered from the questionnaire's open-ended questions. The responses were written rather than spoken during the interviews, and they were reviewed numerous times to look for themes and patterns connected to the research topics.

The coding process involved putting together responses that had similarities but also analysing what the theme had to do with any existing issues and practice regarding operations, factors affecting firm performance, and others. In addition, coding involved doing things manually with an attempt to capture the context for accuracy. Additionally, qualitative data and the output from the quantitative analysis were brought together to help gain a more insightful view of the study subject.

Overall, the use of descriptive, inferential, and thematic analyses ensured that the answers were comprehensive. Data analysis helped to increase reliability as well as giving a perspective about things dealerships need to improve to be successful.

3.10 Research Design Limitations

The methods used in this research served as an important strength in analysing the issues related to processes of operations, customer orientation, regulatory compliance, cost control, and human resource management concerning profitability in the car dealership industry. A deeper comprehension of the study problem was made possible by the gathering of both quantitative data via survey questions and qualitative data via open-ended survey questions. When analysing and interpreting the findings, it is important to take into account the methodological and situational limitations of any study that employs the empirical technique.

Key Research Design Limitations

- **Reliance on self-reported data:** The self-image of the respondents was the foundation of their responses, creating a possibility of biased responses. The respondents might have inflated the efficiencies of processes used in the company or downplayed any problems within the firm due to their need to showcase their dealership positively.
- **Convenience sampling and limited randomness:** While it was convenient to sample efficiently from many people, the use of this technique may have caused some selection biases. It is likely that certain individuals, like dissatisfied workers or workers less involved in the business, were not sampled. The results may thus not be generalised to all workers in the car dealerships.
- **Geographical, brand, and dealership-type differences:** The automobile dealers in India work in a variety of situations that could range from luxury to mass market, urban to rural markets. It is possible that the sample did not cover all these segments of the operation of dealers in India.
- **Cross-sectional nature of the study:** The information was gathered at one particular instance in time, hence giving only a glimpse of the dealerships' activities. The methodological design does not allow for analysis of trends and changes that occur seasonally and/or overtime, as well as shifting customer tastes and preferences. As such, causal links cannot be conclusively determined.
- **Limited depth of qualitative responses:** Due to the fact that qualitative information was obtained via open-ended questions, and not face-to-face

interviews, the quality of the responses might not be as deep and probing as those acquired from interviews.

- **Potential interpretation bias in thematic analysis:** Thematic analysis is done based on researcher's interpretations of the answers received from the respondents. Even when trying to eliminate biases, complete avoidance of subjectivity is very difficult in analysing and identifying themes in thematic analysis.
- **Time and operational constraints:** Since the study was carried out within a certain amount of time allocated by academics, follow-ups with the respondents could not be considered. Moreover, the respondents in this study belonged to staffs working in a hectic environment in automobile dealerships.
- **External factors not controlled for:** Several factors that have a role in the performance of the dealership may influence their responses. However, since there is no scope to consider those factors separately in this study, it is possible that some limitations may exist in drawing conclusions about the dealership performance.

3.11 Conclusion

As described in the chapter, this is the methodological approach that has been used in order to examine the impact of operational processes, customer orientation, compliance procedures, cost control, and HR capabilities on profitability and sustainability of car dealerships. This study has used the mixed methods strategy, which included quantitative analysis through a survey conducted among 300 participants, as well as qualitative analysis based on open-ended questions of the survey. Slowly, different parts of the research methodology have started taking shape, such as the

research design, theory development, instrumentation, respondent selection and data collection processes.

The analytical approaches utilised have also been detailed in this part; they include descriptive and inferential statistics for quantitative data as well as theme analysis for qualitative data. The first one used SPSS for descriptive statistics, a chi-square test, and regression analysis; the second one used a structured survey with three free-form questions to collect data, which was subsequently analyzed thematically. It has also been brought to light the shortcomings of the study's methodology, including problems with sampling, over-reliance on self-reporting, and data collected just once.

The framework adopted for the methodological approach facilitated consistency in terms of goals, hypotheses, and methods utilised in the research, which made it possible to analyse systematically how various constructs, such as operational processes, customer focus, adherence to regulations, cost containment, and human resource management, affect dealer performance, efficiency, and sustainability. The methodology proposed in Chapter 3 will serve as an appropriate basis for the following empirical study of the subject matter.

On balance, this chapter represents a methodologically well-founded starting point for Chapter 4 through specifying the data gathering and analysis methods to be used throughout the study.

CHAPTER IV:

RESULTS

4.1 Reliability Analysis

This section outlines results of analysis conducted to establish reliability of measures used for collecting data during this study. In this case, Cronbach's alpha has been used in order to determine the level of internal consistency among items making up a measurement scale to determine particular constructs.

Table 4.1
Reliability

Cronbach's Alpha	N of Items
.913	52

The scale's reliability analysis using the Cronbach's alpha approach, which produced a value of 0.913 for 52 items, demonstrates a very high degree of consistency across the variables used in the investigation. This shows that there are very important correlations amongst the variables when measuring the required constructs; hence, the measure used to get the information is quite reliable. Because the Cronbach's Alpha score is greater than the widely accepted threshold of 0.70, the scale has strong reliability and strengthens the validity of the study's findings.

4.2 Frequency and Percentage analysis

The next section gives the frequencies and percentages of the demographic and profiling attributes of the respondents. This serves to provide information on how the respondents are distributed across some selected variables like department, years of experience, etc.

Table 4.2
Frequencies and Percentages of Survey Variables

Variable	Category	Frequency	Percent
Type of Dealership	Commercial Vehicles	22	7.3
	Passenger Vehicles	197	65.7
	Two-Wheelers	81	27
Years of Operation	Less than 5	6	2
	5–10	70	23.3
	10–20	95	31.7
	More than 20	129	43
Average Monthly Vehicle Sales	Less than 50	5	1.7
	50–100	43	14.3
	100–300	177	59
	More than 300	75	25
Approximate % of Leads from Digital Channels	Less than 10%	45	15
	10–20%	176	58.7
	20–30%	40	13.3
	More than 30%	39	13

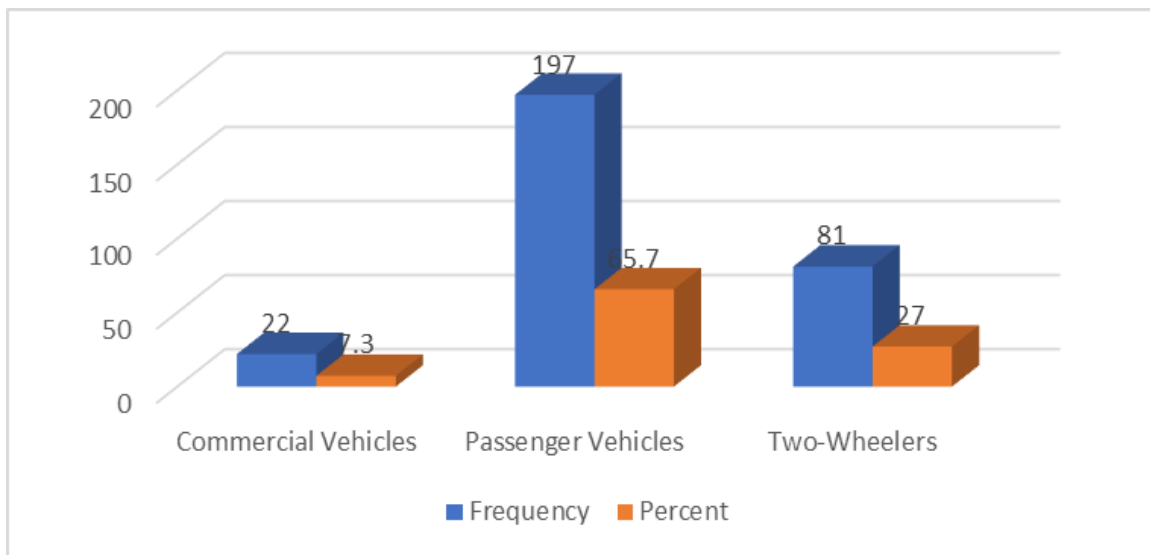


Figure 4.1
Type of Dealership

The circulation of the number of respondents with respect to their dealership types is presented in Figure 4.1 below. Passenger vehicle dealerships account for the highest percentage of respondents, which is 65.7% of the total respondents. The lowest is accounted for by commercial vehicle dealerships, which have 7.3%. Two-wheeler dealerships, on the other hand, have a moderately higher number, having 27.0% of the total respondents. Given this distribution and taking note of the relatively low proportion of commercial vehicle dealerships, it becomes clear that the research was motivated mainly by passenger vehicle dealerships.

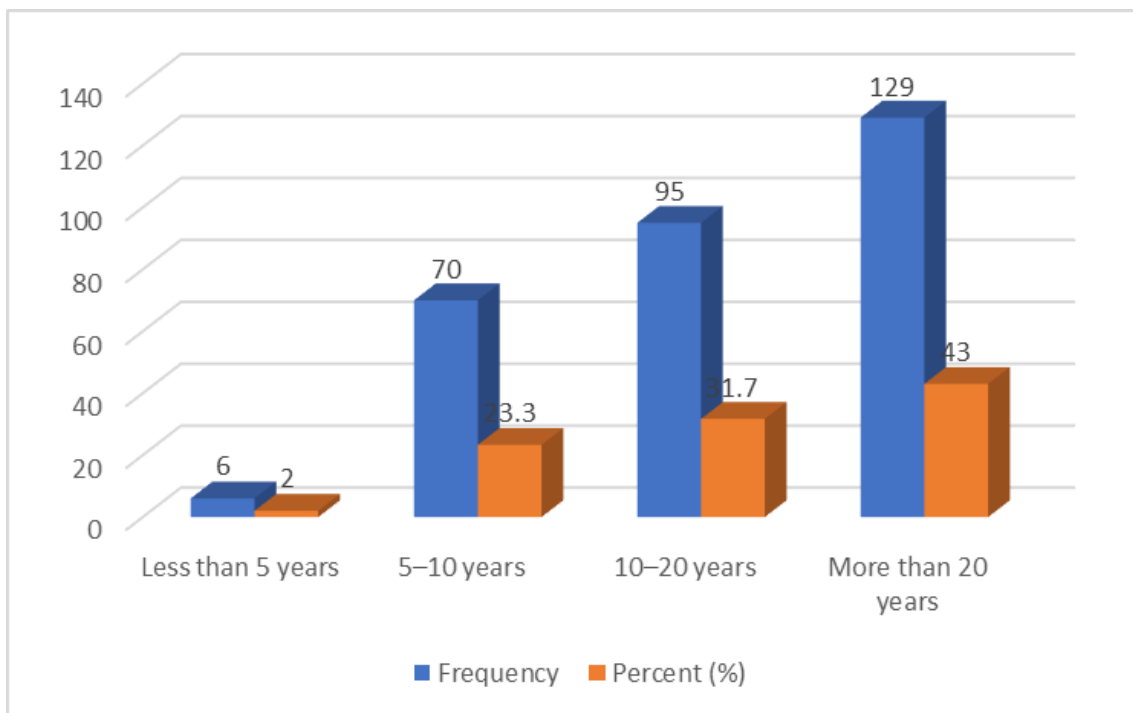


Figure 4.2
Years of Operation

The frequency distribution of responders based on the years in business for their dealerships is shown in Figure 4.2. The number of respondents (43.0%) who claimed their dealerships were in business for over 20 years was very high. This indicates that there are numerous reputable firms in the sample. 31.7% of dealerships operating

between ten to twenty years in business and 23.3% operating between five to ten years follow, while only 2.0% of respondents claimed their dealerships were in business for less than five years. These figures make it clear that most of the respondents in this research are experienced and reputable dealerships, which adds significant depth and reliability to the results due to their wide industry knowledge.

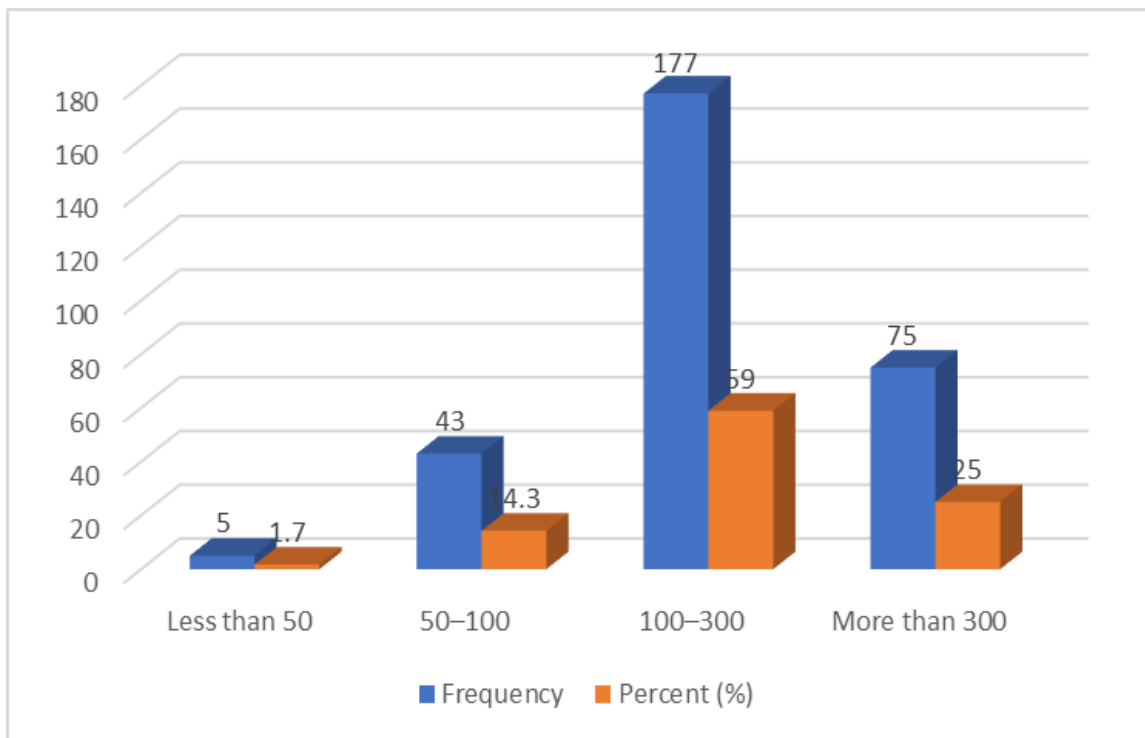


Figure 4.3
Average Monthly Vehicle Sales

The chart showing the frequency of responses based on the number of average monthly car sales is illustrated below (Figure 4.3). High business activities are suggested by 59.0% of dealerships that record the number of monthly car sales from 100 to 300. Next come 25.0% of dealerships whose sales volumes go beyond 300, which means they belong to the category of highly productive dealerships. Besides, there are only 1.7% of

dealerships with less than 50 cars sold monthly while 14.3% have sales volumes of between 50 and 100 cars monthly.

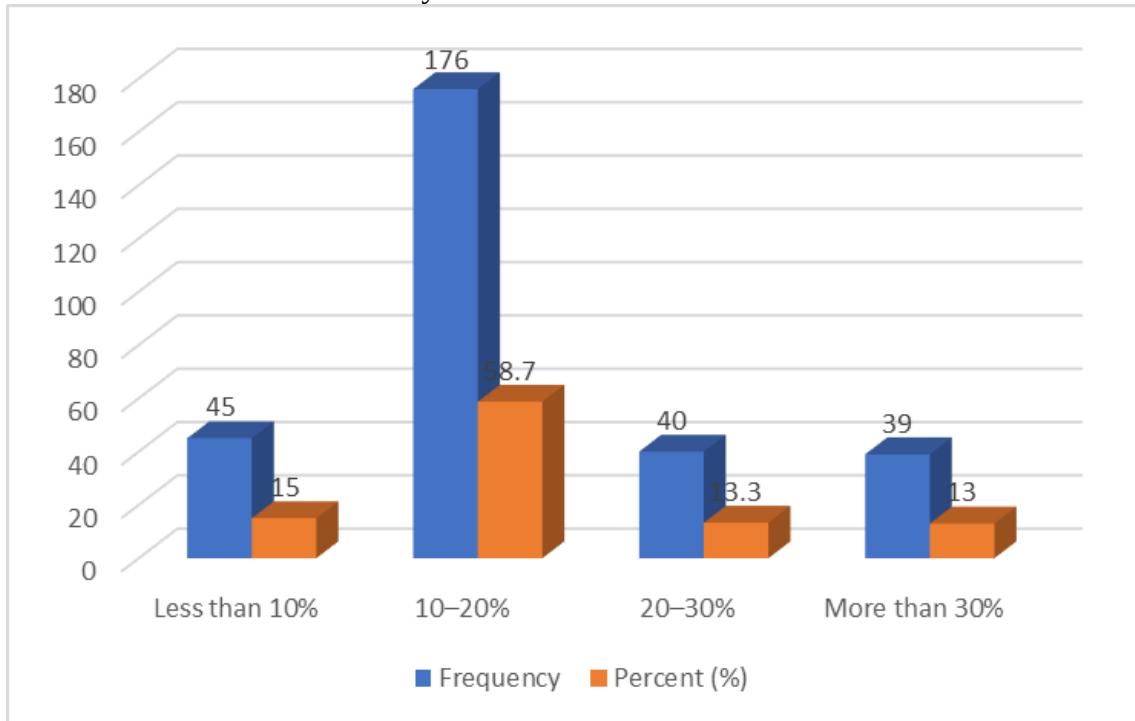


Figure 4.4
Approximate % of Leads from Digital Channels

The distribution of respondents according to the approximate percentage of leads produced by digital channels is displayed in Figure 4.4. A moderate degree of digital adoption in lead generation is shown by the majority of respondents (58.7%) who stated that 10–20% of their leads come from digital sources. Less than 10% of leads are produced online, according to 15.0% of respondents. A comparable percentage (13.0%) stated that more than 30% of their leads originate from digital sources, while 13.3% reported 20–30% digital leads. In general, the results show that traditional sources of leads still play a more dominant role among most dealerships than online sources despite being equally important.

Table 4.3

Key Challenges Affecting Dealership Sustainability & Profitability

S.No	Major Category	Challenge	Key Issues Identified
1	Manpower & HR Issues		High attrition, shortage of skilled manpower, high salary costs, difficulty in recruitment (especially rural areas), lack of retention strategies
2	Over-Dealerisation & Competition		Price wars, discounting pressure, intra-brand competition, multi-brand outlets impacting margins
3	Cost & Financial Pressure		High interest costs, rising operational expenses (rent, electricity), low margins, inventory carrying cost
4	Inventory Management Issues		Aging inventory, excess stock, supply-demand mismatch, delays in vehicle & spare parts availability
5	Compliance & Regulatory Burden		Frequent policy changes, multiple government regulations, GST impact, environmental compliance costs
6	OEM-Related Challenges		Low dealer margins, CI (Corporate Identity) costs, unrealistic targets, delayed claim settlements
7	Digital & Technology Gaps		Inefficient DMS/CRM, poor digital lead quality, lack of automation, high cost of digital tools
8	Customer Behaviour Issues		Price sensitivity, low retention post-warranty, preference for local workshops
9	Operational Inefficiencies		Poor process standardisation, low productivity, workshop inefficiencies, lack of coordination
10	Market & External Factors		Inflation, high marketing costs, EV transition challenges, economic uncertainty

Table 4.4

Functional Areas Contributing Most to Dealership Profitability

S.No	Functional Area	Contribution Insight
1	Sales (Vehicle Sales)	Primary revenue driver but heavily impacted by discounting and low margins
2	After-Sales Service (Workshop)	Stable revenue stream; critical for long-term profitability and customer retention
3	Body Shop	High-margin segment; major contributor when efficiently managed
4	Finance & Insurance (F&I)	Strong backend income source; improves customer lifetime value
5	Accessories & Value-Added Services (VAS)	High-margin add-ons; key for profitability enhancement
6	Spares & Parts	Supports after-sales profitability; affected by inventory inefficiencies
7	Integrated Operations (All Functions)	Many respondents indicated profitability depends on synergy across departments

Table 4.5

Priority Improvements for Long-Term Growth & Customer Satisfaction

S.No	Improvement Area	Key Actions Suggested
1	Process Optimisation	Standardised SOPs, lean processes, better workflow management
2	Manpower Development	Training, retention strategies, performance-based incentives, manpower optimisation
3	Digital Transformation	CRM/DMS implementation, AI usage, automation, data analytics for decision-making
4	Customer Centricity	Personalised services, improved CE, faster service delivery
5	Cost Control Measures	Reduce unnecessary expenses, optimised inventory, control discounting

6	Inventory Management	Real-time tracking, optimal stock levels, reduce aging inventory
7	After-Sales Strengthening	Focus on workshop efficiency, service quality, retention programs
8	Revenue Diversification	Increase focus on F&I, accessories, VAS, extended warranties
9	Compliance & Governance	Better financial controls, audit systems, regulatory adherence
10	Technology & Innovation	AI integration, predictive maintenance, digital customer journey
11	Infrastructure Improvements	Modern workshops, EV readiness, better customer facilities
12	Strategic Focus	Long-term profitability over short-term sales, sustainable growth practices



*Figure 4.5
Major Constraints Affecting Dealership Performance*

A word cloud depicting the main difficulties dealerships confront is shown in Figure 4.5, where the magnitude of each term indicates how frequently or how important it is. The most significant challenges are over-dealerization and a lack of manpower,

which implies that intense dealer competition and a shortage of human resources are the primary issues. There is stress on operational efficiency and profitability, and other important variables like costs, inventory, and discounts are highlighted. Additional issues like as technology, OEM (Original Equipment Manufacturer) influence, customer expectations, funding, supply concerns, regulation, and rivalry emerge as a reflection of the complex and multidimensional character of dealership operations. The graph clearly shows that dealerships face several challenges that impact their productivity and profitability, including financial, operational, and market-driven concerns.



Figure 4.6
Functional Distribution of Business Services

Figure 4.6 shows a word cloud that ranks the various company processes and service sectors in terms of how often or important they are. Evidently, "sales" is the most significant function, which means that it is the main operational and revenue-generating activity for the firm. Following this is "after-sales," which highlights the need of retaining customers, providing service assistance, and interacting with them after they have made a purchase. The frequent appearance of other notable departments such as workshop,

accessories, and finance suggests the important role they play in the overall operations of the organization. Smaller phrases, such as bodyshop, all-functions, and others, denote operational areas that are relatively lower but nonetheless important. All things considered, the figure shows a well-balanced corporate structure with a strong emphasis on sales and after-sales services, backed by crucial functional units that support efficient operational performance and client pleasure.



Figure 4.7
Drivers Influencing Organisational Optimisation and Performance

The key elements linked to performance enhancement and organizational optimization are shown in figure 4.7. The most common phrase, "optimization," denotes the primary emphasis on improving overall efficacy and efficiency in company processes. Other important phrases like "development," "process," "efficiency," "cost," and "technology" imply that process improvement, cost reduction, and technological integration are the main forces behind organizations. Additionally, the increasing significance of customer-centric strategies and data-driven decision-making is reflected

in buzzwords like "customer," "retention," "after-sales," and "analytics." Internal resource optimization is indicated by elements like "manpower," "management," and "inventory," but ongoing change and adaptation are shown by elements like "innovation," "adoption," and "infrastructure improvement." All things considered, the figure offers a thorough understanding of how companies concentrate on both strategic development and operational efficiency in order to attain sustained growth and enhanced performance.

Table 4.6
Dealership Profitability, Performance

Statement	Measure	SA	A	N	D	SD
Digital marketing is a priority marketing strategy for our dealership.	Frequency	157	93	48	1	1
	Percent	52.3	31	16	0.3	0.3
Digital Marketing helps to increase enquiries	Frequency	138	153	8	0	1
	Percent	46	51	2.7	0	0.3
The quality of leads better in digital marketing than in traditional media.	Frequency	14	117	76	73	20
	Percent	4.7	39	25.3	24.3	6.7
CRM/DMS integration with operations help in better conversion	Frequency	161	106	30	2	1
	Percent	53.7	35.3	10	0.7	0.3
The cost of marketing reduced with digital channels.	Frequency	110	118	58	12	2
	Percent	36.7	39.3	19.3	4	0.7
Accessories sales help increasing margin per vehicle	Frequency	191	100	8	0	1
	Percent	63.7	33.3	2.7	0	0.3
Insurance sale improves the customer lifetime value of a customer	Frequency	199	49	51	0	1
	Percent	66.3	16.3	17	0	0.3
Ethical practices in finance and insurance strengthen customer trust & confidence	Frequency	261	39	0	0	0
	Percent	87	13	0	0	0
In-house finance helps in faster conversion	Frequency	229	65	4	2	0
	Percent	76.3	21.7	1.3	0.7	0
	Frequency	80	185	30	4	1

Value-added services like PPF, Engine protection etc. improve long-term sustainability	Percent	26.7	61.7	10	1.3	0.3
Inventory decisions are data / analytics driven	Frequency	152	132	13	2	1
	Percent	50.7	44	4.3	0.7	0.3
Excess inventory affect working capital	Frequency	264	35	1	0	0
	Percent	88	11.7	0.3	0	0
Inventory is aligned with market demand	Frequency	72	181	21	25	1
	Percent	24	60.3	7	8.3	0.3
Adequate availability of spares helps workshop operations	Frequency	244	43		13	0
	Percent	81.3	14.3		4.3	0
Delays in job allotment reduce workshop efficiency	Frequency	240	59	1	0	0
	Percent	80	19.7	0.3	0	0
Availability of trained technicians improves bay utilisation	Frequency	279	21	0	0	0
	Percent	93.0	7.0	0	0	0
Proper scheduling improves workshop output	Frequency	254	45	1	0	0
	Percent	84.7	15	0.3	0	0
Body shop operations contribute to a major part of revenue	Frequency	190	47	62	0	1
	Percent	63.3	15.7	20.7	0	0.3
An efficient in-house insurance team helps in faster work in the body shop	Frequency	183	98	19	0	0
	Percent	61	32.7	6.3	0	0
Exterior & interior body coatings and protection services improve margins in the body shop	Frequency	187	50	61	1	1
	Percent	62.3	16.7	20.3	0.3	0.3
Skilled manpower play an important role in Bodyshop operations	Frequency	276	19	5	0	0
	Percent	92	6.3	1.7	0	0
A structured recruitment process reduces inefficiencies	Frequency	169	109	21	1	0
	Percent	56.3	36.3	7	0.3	0
“Strongly Agree” = SA, “Agree” = A, “Neutral” = N, “Disagree” = D, “Strongly Disagree” = SD						

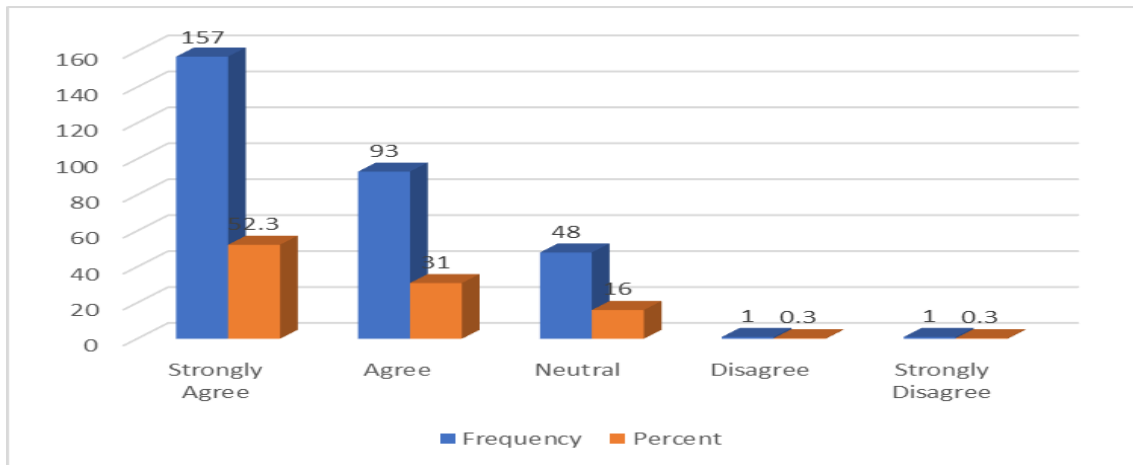


Figure 4.8

Digital marketing is a priority marketing strategy for our dealership.

As shown in Figure 4.8, the overwhelming majority of respondents think that the dealership's primary strategy should be digital marketing. Specifically, 52.3% of respondents SA and 31.0% of respondents A with the statement showed a significant inclination for the use of digital marketing. Very few people disagree with the assertion (D = 0.3% and SD = 0.3%), while 16.0% have no strong feelings about it. It is evident that, in the current marketplace, digital marketing is widely regarded as a crucial instrument for connecting with customers and achieving success.

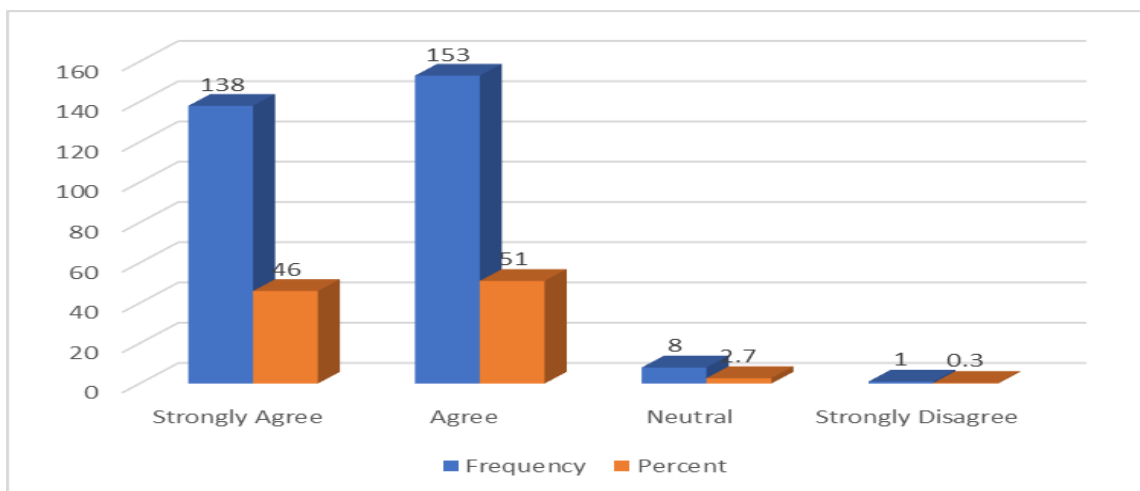


Figure 4.9

Digital Marketing helps to increase enquiries

A large number of respondents believe that digital marketing helps in making more client inquiries as shown in Figure 4.9. This is because 51.0% of the respondents believed that it was true while 46.0% strongly believed that it was true; hence, there is a very positive perception regarding its effectiveness. It is almost impossible to find someone who SD (0.3%) or remains N (2.7%) about digital marketing helping make client inquiries but does not select "D." It clearly shows that digital marketing is highly effective in creating inquiries.

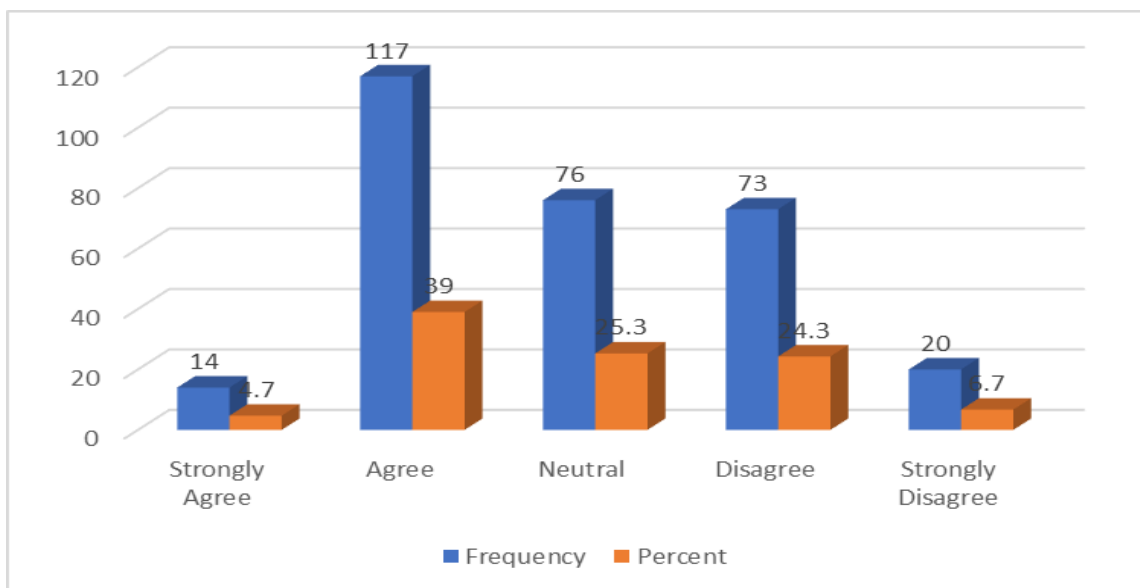


Figure 4.10
The quality of leads better in digital marketing than in traditional media.

The views held by the respondents concerning whether digital marketing produces better quality leads as compared to traditional means can be seen from Figure 4.10. Most respondents are undecided (25.3%) or D (24.3% and 6.7% SD). However, it should be noted that there are more respondents who A (39.0%) and SA (4.7%) with the given assertion. This clearly indicates that whereas there is a significant portion of people who believe that digital marketing is capable of producing better quality leads, a number of other people are not convinced of the same.

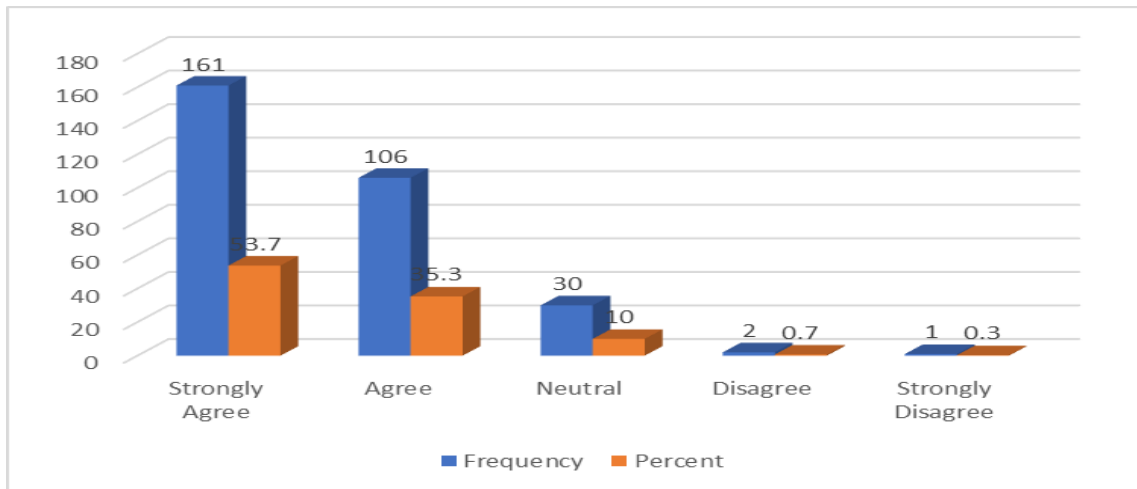


Figure 4.11
CRM/DMS integration with operations help in better conversion

Almost all participants surveyed, as demonstrated by Figure 4.11, believe that the integration of CRM/DMS into the operations helps enhance conversion ratios. For instance, 35.3% of those who took part in the survey felt strongly that the statement was true, whereas 53.7% SA with the statement, thus reflecting a highly positive attitude towards the importance of integration. Only 10% of those surveyed are undecided about whether or not the statement is true, 0.7% D with the statement, while 0.3% SD.

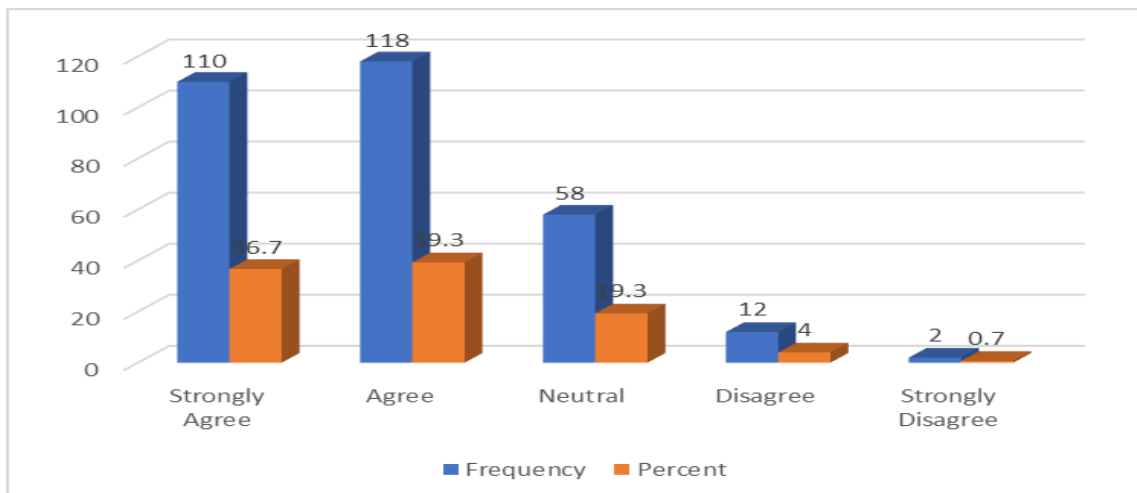


Figure 4.12
The cost of marketing reduced with digital channels.

According to Figure 4.12, most respondents think that using digital platforms has decreased marketing expenses. In particular, 39.3% of respondents A with the statement, and 36.7% SA, demonstrating a very favourable opinion of cost effectiveness in digital marketing. A tiny percentage of respondents disagree (4.0% D and 0.7% SD), whereas 19.3% of respondents are indifferent. This distribution indicates that digital marketing is frequently viewed as a more cost-effective alternative to traditional marketing techniques, increasing resource efficiency and return on investment.

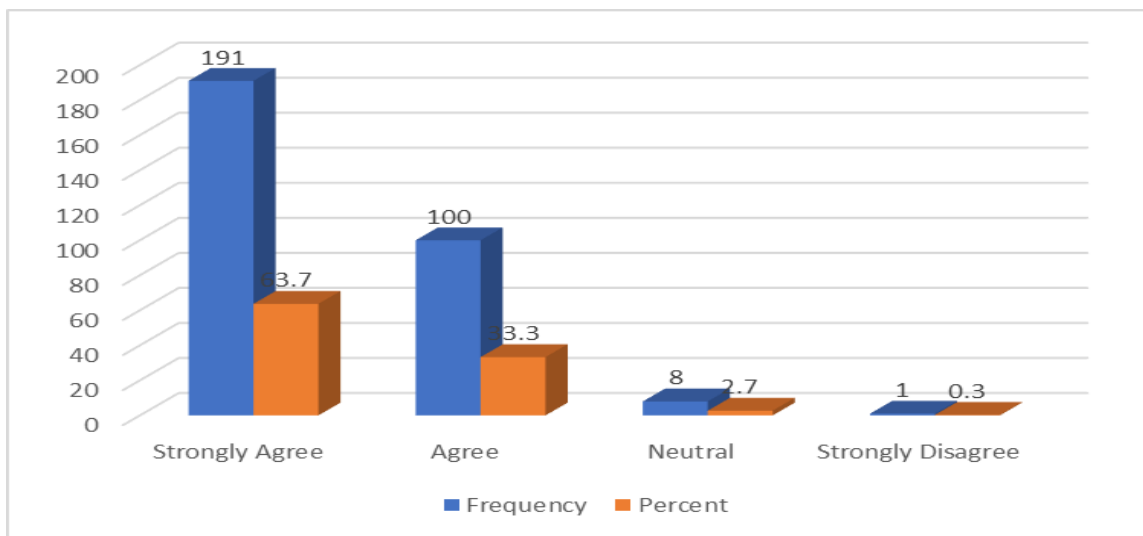


Figure 4.13
Accessories sales help increasing margin per vehicle

The vast majority of respondents, as shown in Figure 4.13, think that sales of accessories contribute to a higher profit per car. In particular, 33.3% of respondents A and 63.7% SA with the statement, indicating a very good view of accessories' contribution to profitability. With no respondents choosing the "D" option, only a small percentage of respondents are indifferent (2.7%) or SD (0.3%). This demonstrates unequivocally that sales of accessories are a key factor in raising total margins and are a successful tactic for raising revenue per vehicle.

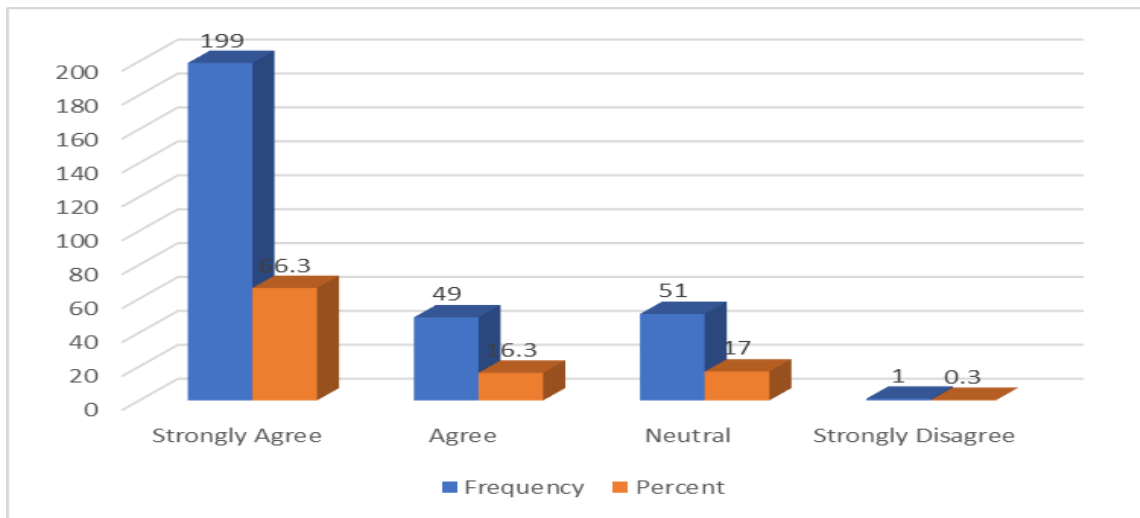


Figure 4.14
Insurance sale improves the customer lifetime value of a customer

A sizable majority of respondents think that insurance sales increase the client lifetime value, as seen in Figure 4.14. In particular, 66.3% of respondents SA and 16.3% agree with the statement, demonstrating a highly favorable opinion of insurance as a service that adds value. Just 0.3% of respondents SD, while 17.0% of respondents are N. According to this distribution, insurance offerings are generally seen as a successful tactic for enhancing long-term client connections and raising total customer value.

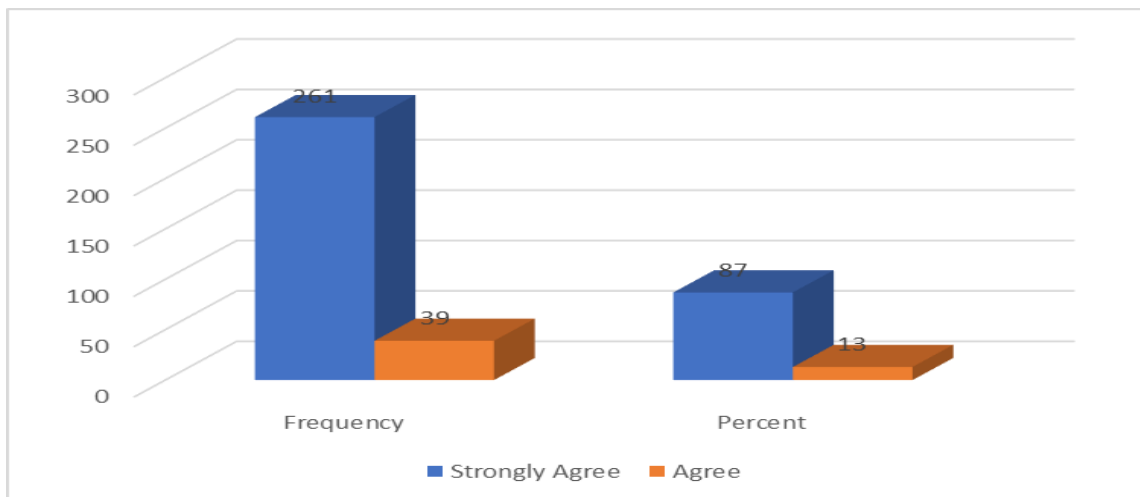


Figure 4.15
Ethical practices in finance and insurance strengthen customer trust & confidence

Figure 4.15 makes it abundantly evident that every respondent has a favourable opinion of how ethical business and insurance operations contribute to the development of consumer confidence and trust. There are neither any neutral nor negative responses, and 87.0% are in complete agreement while the rest of 13.0% are in agreement with the response. The above response stresses the significance of having good ethics to ensure loyalty, enhance customer relationship, and develop trust. It clearly suggests that maintaining ethical and transparent practices in finance and insurance is very essential to retain the customers' trust and reputation.

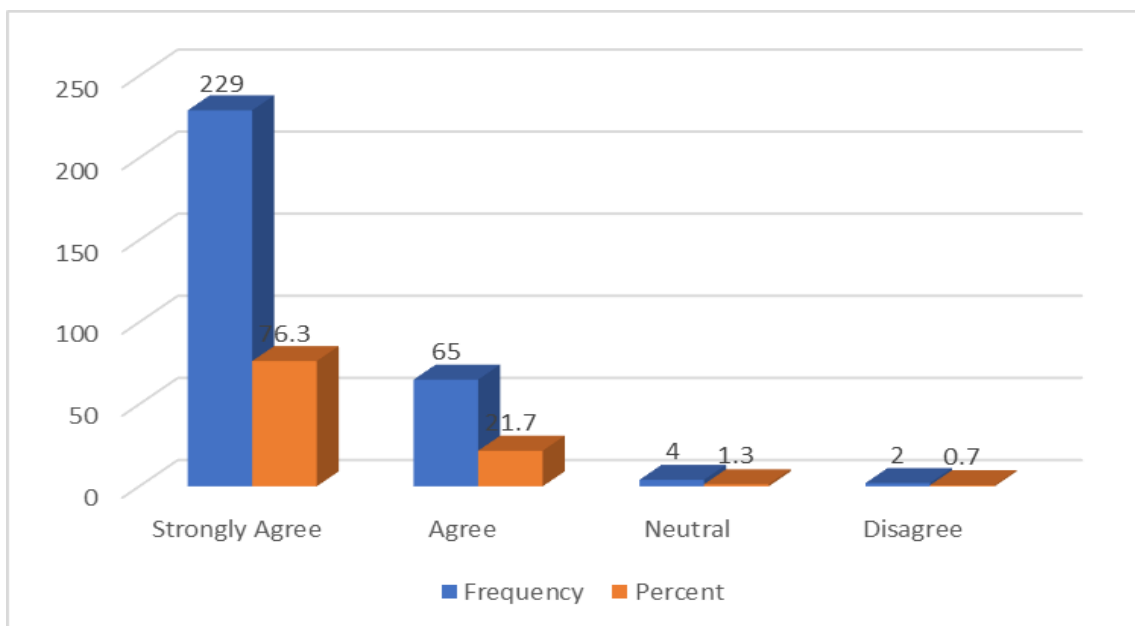


Figure 4.16
In-house finance helps in faster conversion

According to Figure 4.16, the vast majority of respondents think that in-house financing facilitates quicker conversion. In particular, 76.3% of respondents SA and 21.7% agree with the statement, indicating a highly favorable opinion of in-house financing's ability to expedite the sales process. Just a tiny percentage of respondents D (0.7%) or remain N (1.3%). This distribution makes it abundantly evident that by

streamlining the purchasing process and giving clients quicker financial solutions, in-house finance greatly increases conversion efficiency.

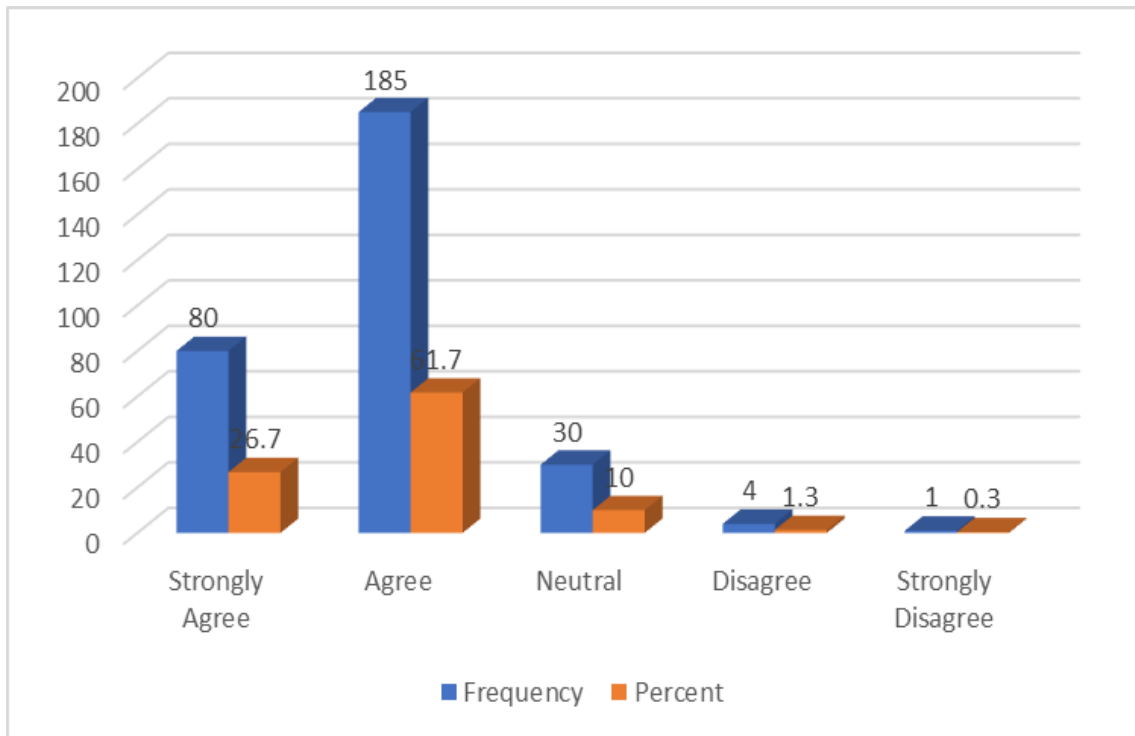


Figure 4.17

Value-added services like PPF, Engine protection etc. improve long-term sustainability

It can be clearly seen from Figure 4.17 that most respondents believe that added-value services such as PPF and engine protection play an important role in promoting sustainability. For instance, the respondents' extremely positive attitude towards added-value services is reflected in the result that 61.7% of the respondents tend to agree with the statement while 26.7% of them completely agree. Very few respondents disagreed with the statement (1.3% D while 0.3% SD), but 10% of the respondents were N about it.

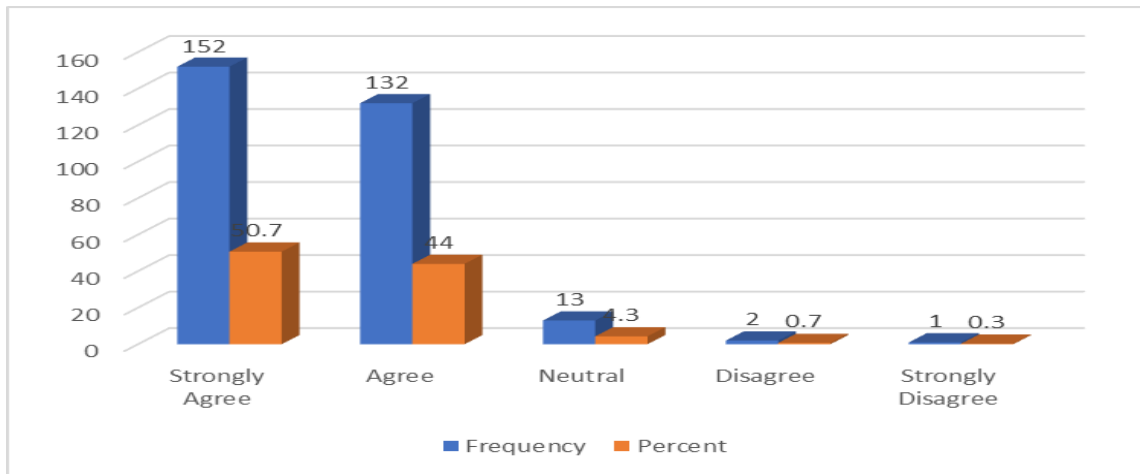


Figure 4.18
Inventory decisions are data / analytics driven

The great majority of respondents, as shown in Figure 4.18, think that data and analytics play a substantial role in inventory decisions. In particular, 44.0% of respondents A with the statement and 50.7% SA, indicating a very favourable opinion of data-driven decision-making in inventory management. Just 4.3% of respondents are N, while just 0.7% D and 0.3% SD. This distribution makes it abundantly evident that the use of analytics in inventory decisions is generally acknowledged and is essential to increasing productivity, accuracy, and overall operational effectiveness.

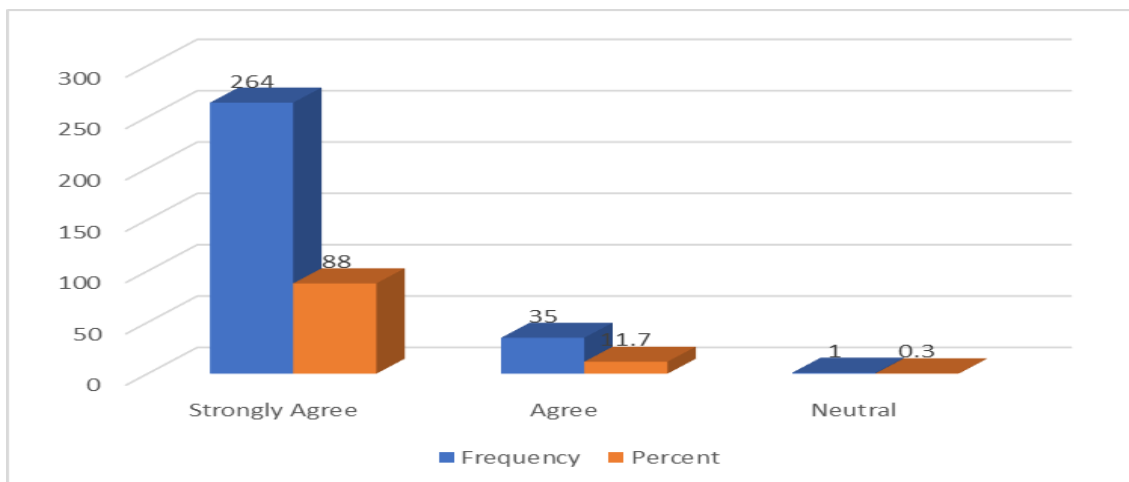


Figure 4.19
Excess inventory affects working capital

The vast majority of respondents think that excess inventory has an impact on working capital, as Figure 4.19 demonstrates. In particular, 88.0% of respondents SA and 11.7% A with the statement, suggesting that the financial consequence of owning extra shares is almost universally acknowledged. Just 0.3% of respondents are N, and none of them D or SD. This distribution makes it abundantly evident that the organization's overall financial stability and healthy working capital depend on efficient inventory management.

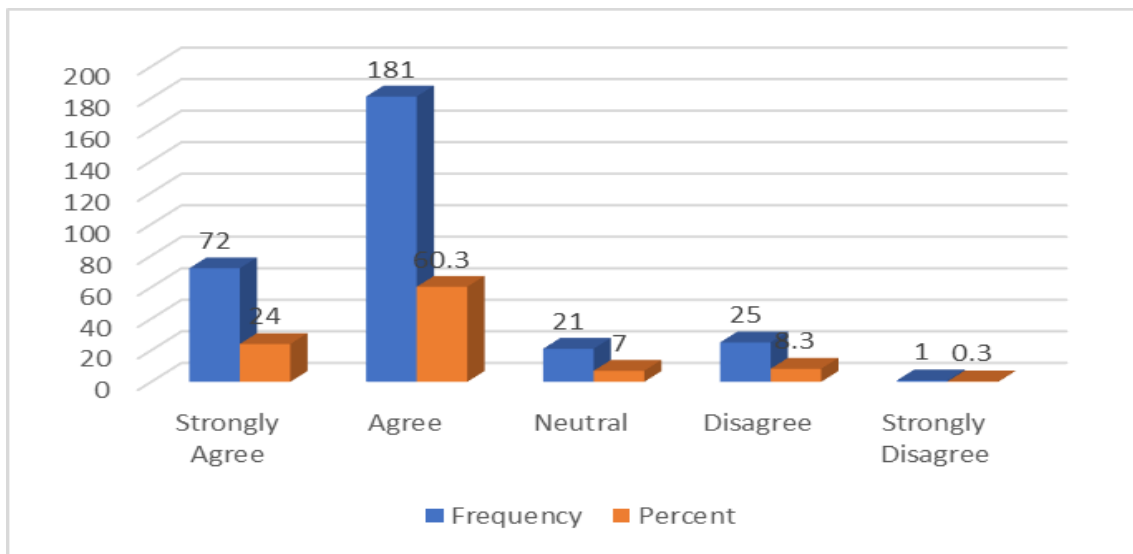


Figure 4.20
Inventory is aligned with market demand

The majority of survey respondents believe that inventory matches market demand, as illustrated in Figure 4.20. Demand-oriented inventory is considered positive since 60.3% of survey participants A with the statement and another 24.0% SA. Despite this positive result, it is notable that the number of survey respondents who D with the statement was substantial at 8.3%, while 0.3% SD. Moreover, an additional 7.0% of survey respondents were uncertain regarding their response to this particular survey question.

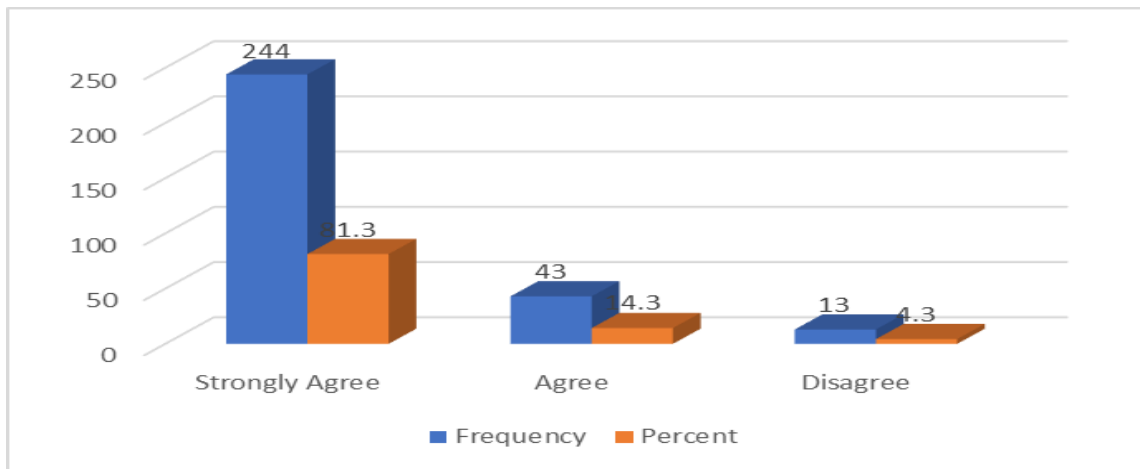


Figure 4.21
Adequate availability of spares helps workshop operations

From the results depicted in Figure 4.21, it is clear that the vast majority of people believe that maintaining sufficient availability of spare parts will help to ensure effective operation of the workshop. In more details, 14.3% and 81.3% of people A and SA respectively, showing a highly positive attitude towards the importance of spare parts availability. No N answers were recorded, and only 4.3% of people D. From the figures presented above, it is clear that having sufficient spare parts available is extremely important to increase efficiency of operations within the workshop.

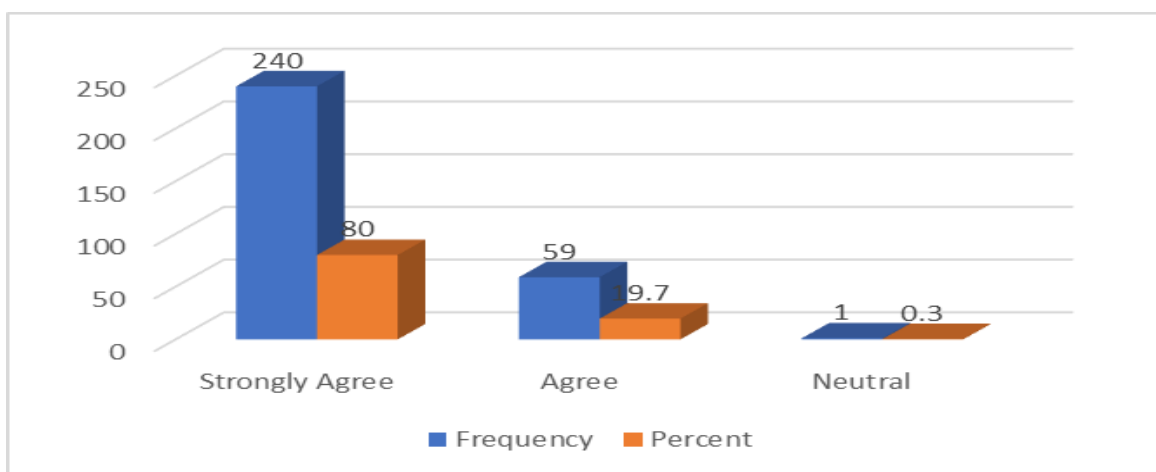


Figure 4.22
Delays in job allotment reduce workshop efficiency

As shown in Figure 4.22, most survey respondents think that job allocation delays will have a detrimental impact on workshop productivity. In particular, 80.0% of participants were SA and 19.7% were A, indicating a consensus on the detrimental effects of such delays. There is nobody who D, and just 0.3% of people are unsure. This makes it evident how important it is to guarantee prompt task allocation in order to preserve workflow effectiveness and increase productivity.

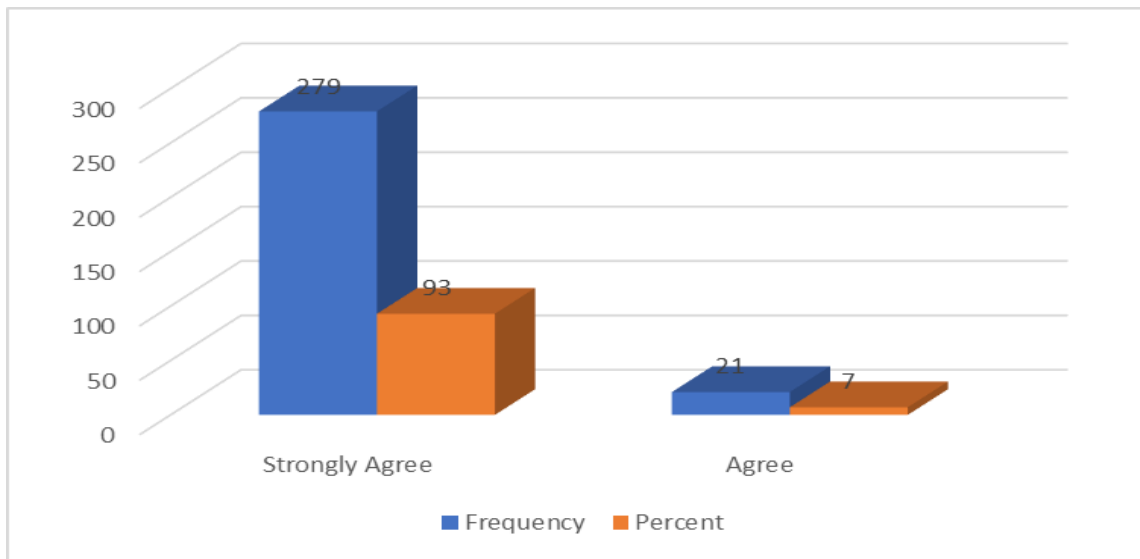


Figure 4.23
Availability of trained technicians improves bay utilisation

It can be observed from Figure 4.23 that all responders agree that the availability of skilled technicians will improve the efficiency of the bay. There was not a single response that was N or negative towards the statement. Instead, there was a high percentage of responders, 93.0%, who were SA while the other 7.0% were A to the statement. This unanimous response highlights the significance of trained technicians in ensuring the efficient use of the workshop bay.

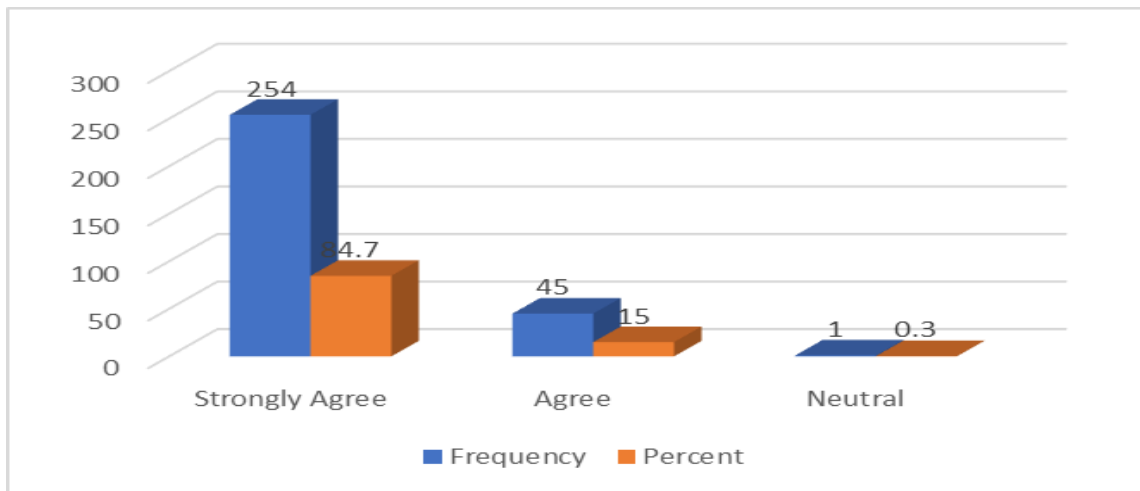


Figure 4.24
Proper scheduling improves workshop output

The great majority of the respondents agree that good scheduling will result in increased productivity in workshops, as illustrated in Figure 4.24. Specifically, 15.0% A, while 84.7% SA with this statement, thus reflecting a highly positive opinion about the importance of good scheduling. Only 0.3% of the respondents remain N, while not a single respondent D or SD. This clearly shows the immense importance of good scheduling for increased productivity and efficiency in workshop management.

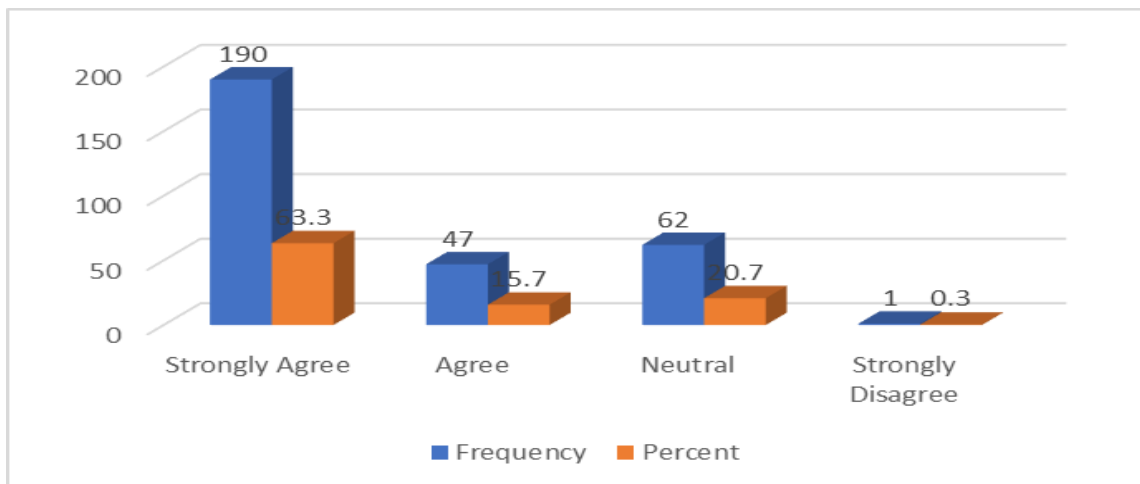


Figure 4.25
Body shop operations contribute to a major part of revenue

The majority of respondents think that body shop activities make a substantial contribution to overall revenue, as shown in Figure 4.25. In particular, 63.3% of respondents SA and 15.7% A with the statement, demonstrating a highly favourable opinion of body shop services' ability to generate revenue. Nonetheless, a sizable portion of respondents (20.7%) are N, and a very tiny portion (0.3%) SD. This distribution indicates that there may be room for more awareness or performance improvement in this area, even if the majority of respondents acknowledge the significance of body shop operations in generating money.

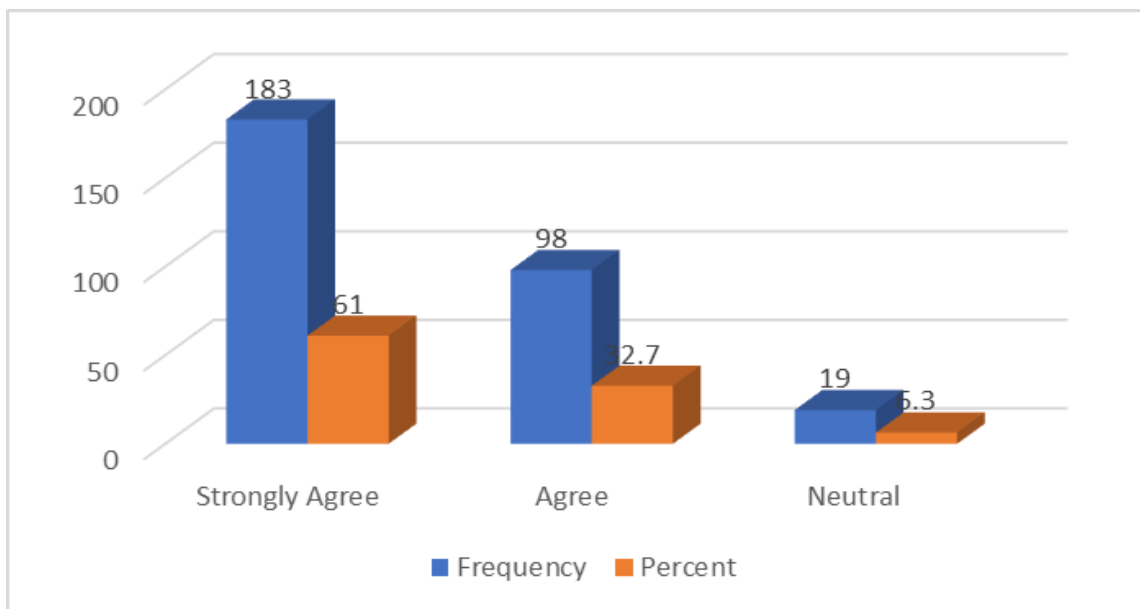


Figure 4.26
An efficient in-house insurance team helps in faster work in the body shop

The vast majority of respondents, as shown in Figure 4.26, think that a productive internal insurance team facilitates quicker work in the body shop. In particular, 61.0% of respondents SA and 32.7% A with the statement, indicating a very favourable opinion of insurance teams' contribution to increased operating speed. There are no responses who D or SD, and 6.3% of respondents are N. This distribution makes it abundantly evident that

having a strong internal insurance team greatly speeds up the processing of claims, cuts down on delays, and increases the effectiveness of body shop operations.

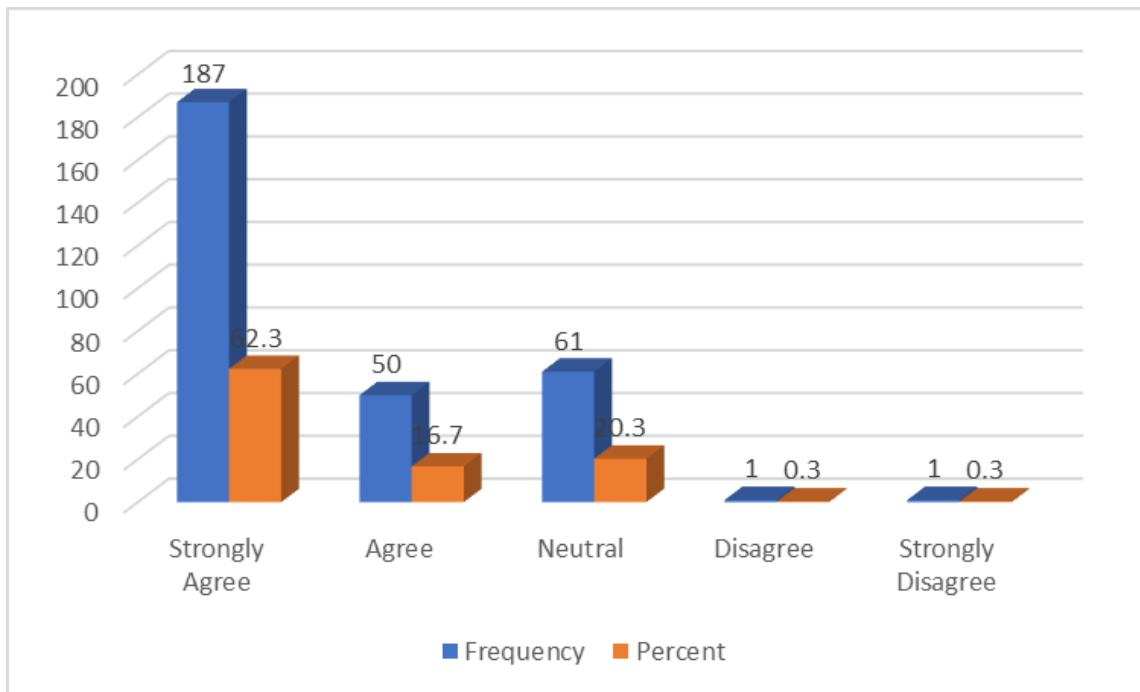


Figure 4.27
Exterior & interior body coatings and protection services improve margins in the body shop

The majority of respondents, as seen in Figure 4.27, think that protection services and exterior and interior body coatings increase body shop margins. In particular, 16.7% of respondents A and 62.3% SA with the statement, demonstrating a very favourable opinion of these services as revenue enhancers. However, only an extremely small percentage disagrees (0.3% each for D and SD), while 20.3% are N. This clearly indicates that while most respondents are aware that coatings and protection have high profit margins, many are uncertain, indicating that more awareness could be created about these products.

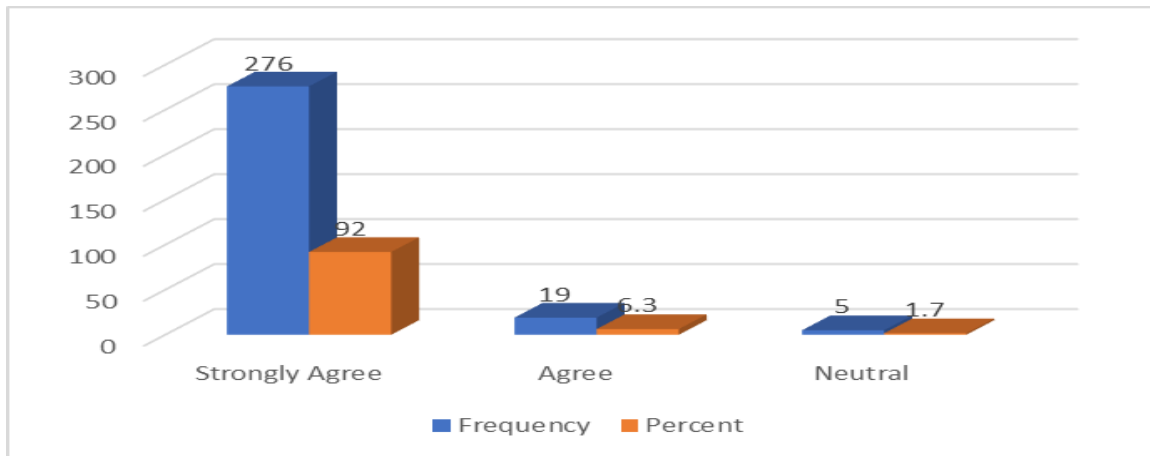


Figure 4.28
Skilled manpower play an important role in Bodyshop operations

As seen from Figure 4.28 below, the overwhelming majority of people believe that the importance of a well-trained staff cannot be overlooked at all for running a successful body shop business. In fact, 6.3% of those interviewed A while 92.0% SA with the idea that the importance of a qualified staff in making sure that operations run smoothly cannot be overlooked. Only 1.7% of respondents were indifferent, whereas no one was against the above-mentioned. Thus, the fact that skilled staff is a must becomes obvious.

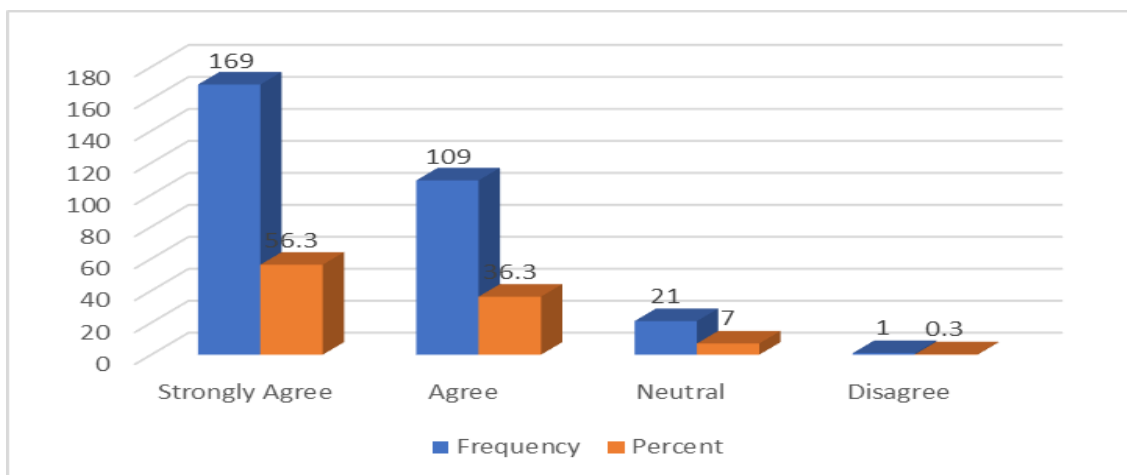


Figure 4.29
A structured recruitment process reduces inefficiencies

It is evident that most participants believe that an effective hiring process reduces inefficiencies, as shown in Figure 4.29 below. More precisely, 56.3% of the participants SA with the notion while 36.3% A with the idea. On the other hand, 7.0% of the participants were N on the issue, while a minimal number D (0.3%). It is therefore imperative to conclude that having an effective recruiting strategy is essential for enhancing organizational efficiency and selecting suitable employees.

Table 4.7
Compliance with regulations & manufacturer guidelines

Statement			Measure	SA	A	N	D	SD
A	Structured sales	process help improve conversion	Frequency	194	102	3	1	0
			Percent	64.7	34	1	0.3	0
Proper documentation helps in the speedy delivery of a vehicle			Frequency	208	90	1	1	0
			Percent	69.3	30	0.3	0.3	0
Digital documentation help faster & clearer communication to customers.			Frequency	199	72	28	1	0
			Percent	66.3	24	9.3	0.3	0
Coordination between sales, RTO, and accounts improves delivery timelines			Frequency	250	49	1	0	0
			Percent	83.3	16.3	0.3	0	0
Accessories and F&I are critical to dealership profitability in today's scenario.			Frequency	201	78	20	0	1
			Percent	67	26	6.7	0	0.3
Timely tax compliance reduces regulatory risk			Frequency	248	50	1	1	0
			Percent	82.7	16.7	0.3	0.3	0

& risk from penalties &
litigation costs.

Internal audits improve	Frequency	255	44	1	0	0
financial discipline &	Percent	85	14.7	0.3	0	0
compliance						
Automation with DMS	Frequency	205	84	10	1	0
& other software help in	Percent	68.3	28	3.3	0.3	0
accounting accuracy						

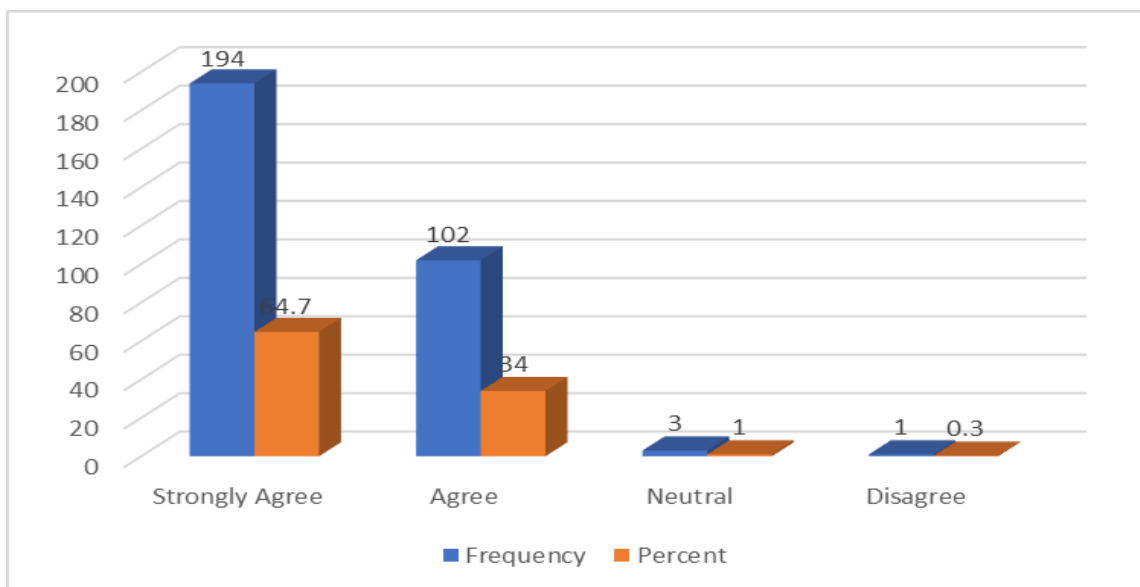


Figure 4.30
A Structured sales process help improve conversion

Most of the participants feel that having a structured sales process helps to achieve conversion, as shown in Figure 4.30. Specifically, 34.0% A with the question, while 64.7% SA with it, meaning that there is a high level of significant perception regarding the importance of a structured sales approach. There is only a minimal number of participants who either D (0.3%) or were N about the issue (1.0%). Clearly, from the above figures, it can be observed that developing a well-defined sales process leads to high levels of conversion.

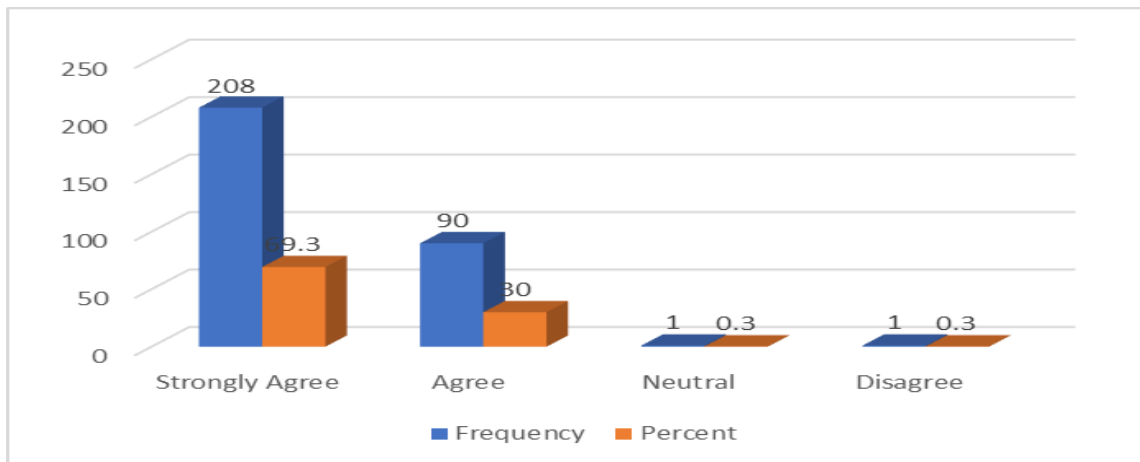


Figure 4.31
Proper documentation helps in the speedy delivery of a vehicle

The majority of respondents, as shown in Figure 4.31, think that appropriate paperwork facilitates a vehicle's prompt delivery. In particular, 30.0% of respondents A with the statement and 69.3% SA, indicating a very positive view of the importance of timely and accurate documentation in the delivery process. Just a small percentage of respondent's voice D (0.3%) or remain indifferent (0.3%). This distribution makes it abundantly evident that effective documentation techniques are essential for reducing delays, optimizing processes, and guaranteeing a prompt and seamless vehicle delivery experience.

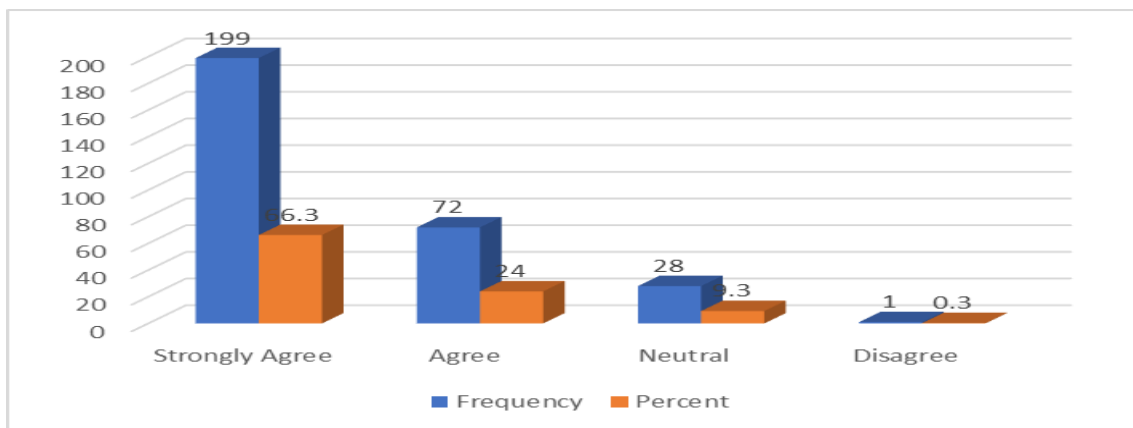


Figure 4.32
Digital documentation help faster & clearer communication to customers.

As can be seen from Figure 4.32, almost all participants believe that digital documentation enhances the speed and clarity of interactions with clients. Indeed, 24.0% of participants A and 66.3% SA with the assertion. The data suggests a highly positive attitude towards the effectiveness of digital documentation. Conversely, only a minority of participants (0.3%) D with the assertion, while 9.3% of participants are N. It becomes quite clear from the above analysis that digital documentation is imperative to enhance communication effectiveness, transparency, and customer satisfaction.

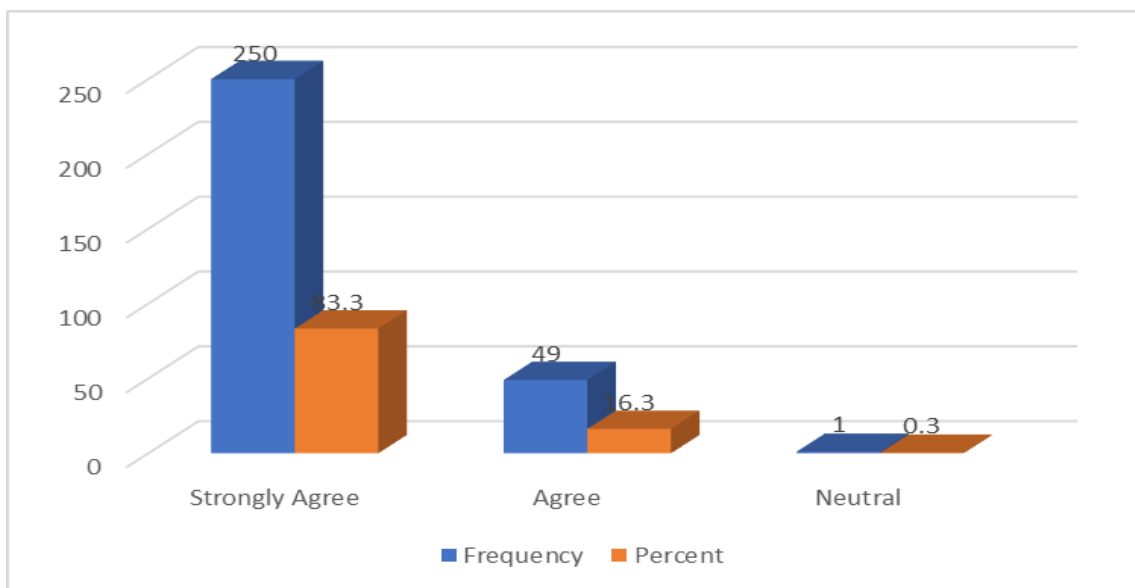


Figure 4.33
Coordination between sales, RTO, and accounts improves delivery timelines

An overwhelming number of the surveyed believe that coordination among sales, RTO, and accounts positively affects delivery scheduling, as illustrated in Figure 4.33. Of the total participants in the survey, 16.3% were for the view presented while 83.3% SA with the viewpoint, thus giving a very positive perspective regarding cooperation among the departments. 0.3% of the people who participated in the survey were N to the issue at hand while no one D or SD.

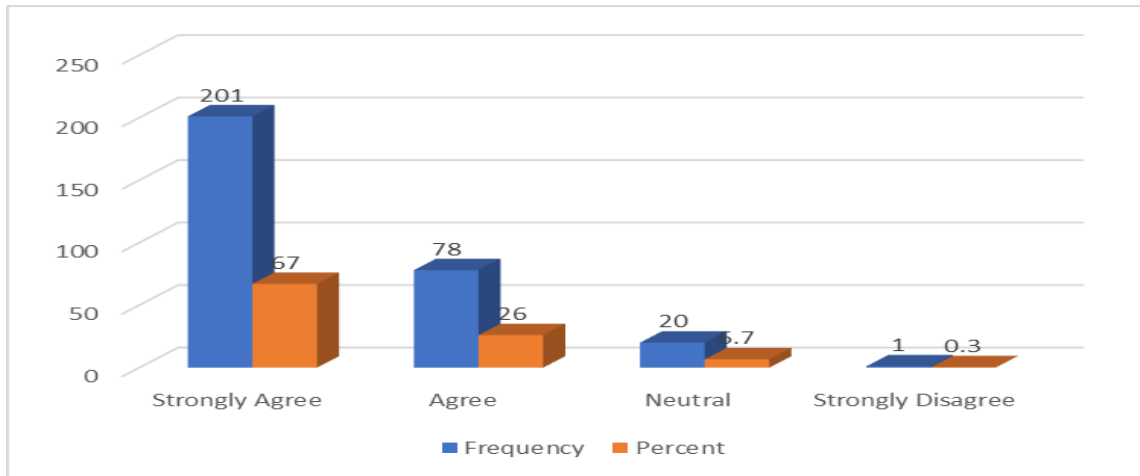


Figure 4.34
Accessories and F&I are critical to dealership profitability in today's scenario.

According to Figure 4.34, the vast majority of respondents think that F&I and accessories are essential to dealership profitability in the current environment. In particular, 26.0% of respondents A with the statement and 67.0% SA, indicating a very favourable opinion of their significance in generating income. Just 0.3% of respondents SD, while 6.7% of respondents are N. This distribution makes it abundantly evident that accessories, finance, and insurance services are essential for boosting profitability, fostering general business expansion, and bolstering dealerships' financial performance.

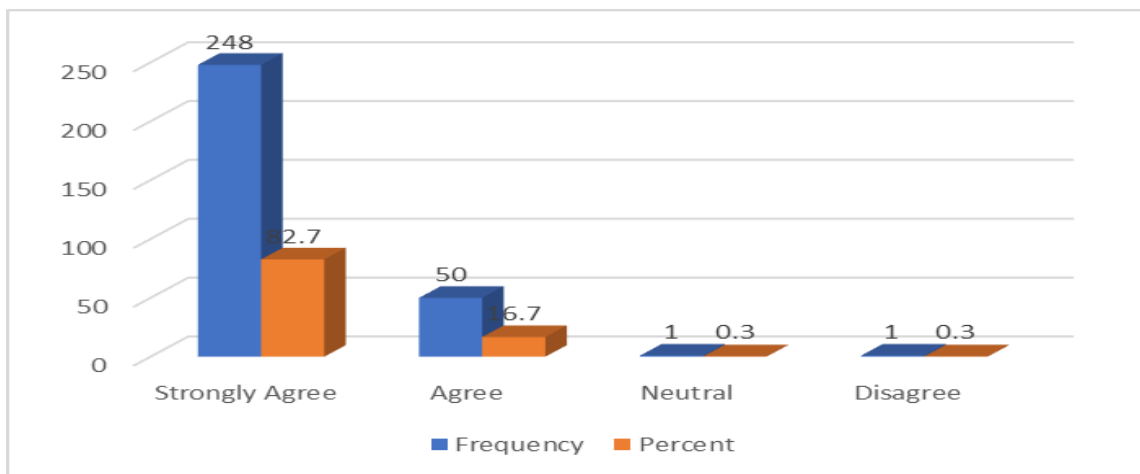


Figure 4.35
Timely tax compliance reduces regulatory risk & risk from penalties & litigation costs.

The overwhelming majority of the respondents, as indicated in Figure 4.35, believe that early compliance reduces regulation risks, fines, and litigation costs. More specifically, 16.7% of the respondents were in A with the statement while 82.7% were SA, thereby giving a very clear impression regarding the importance of compliance practice. Only a negligible number of the respondents D (0.3%) or are N (0.3%) to the statement. It is quite clear from the above data distribution that early compliance with tax regulations is crucial for reducing risks and fines.

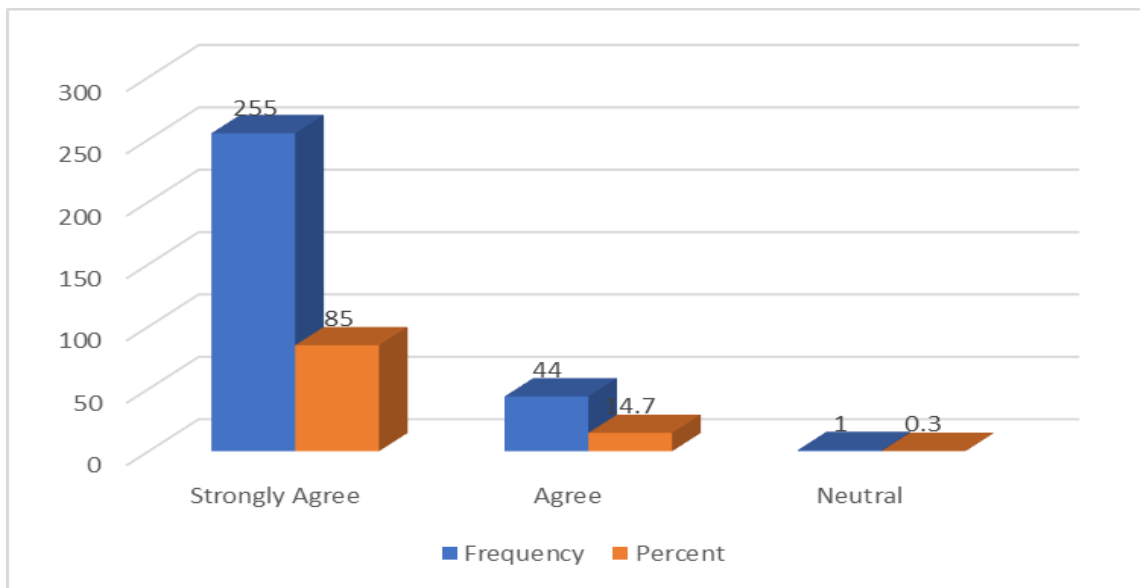


Figure 4.36
Internal audits improve financial discipline & compliance

Indeed, as shown by the results presented in Figure 4.36, most participants consider that internal auditing helps increase financial compliance and discipline. Specifically, 85.0% of the participants are SA with the statement, while 14.7% are in A with the notion. Only 0.3% of the participants are N with the statement. These findings clearly show that internal auditing is considered essential to ensure transparency and improve compliance practices within the organization.

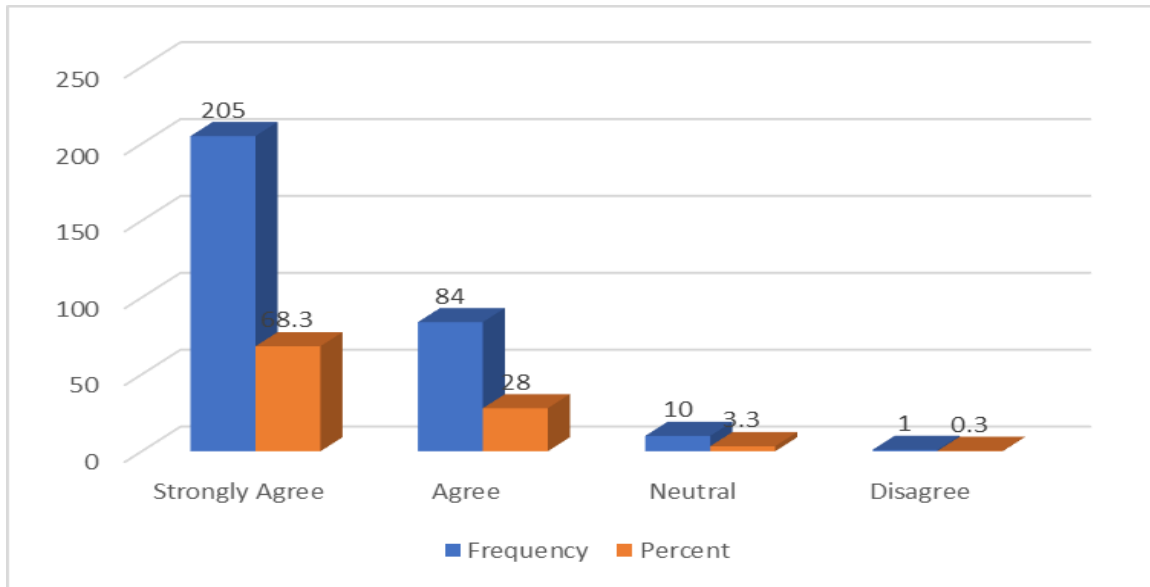


Figure 4.37
Automation with DMS & other software help in accounting accuracy

The vast majority of respondents, as shown in Figure 4.37, think that automation with DMS and other software improves accounting accuracy. In particular, 28.0% of respondents A with the statement and 68.3% SA, indicating a very favorable opinion of automation's function in financial processes. Only a small percentage of respondents D (0.3%), whereas 3.3% of respondents are N. This distribution makes it abundantly evident that using automated systems greatly improves accuracy, lowers errors, and promotes effective accounting procedures inside the company.

Table 4.8
Expense & investment control

Statement	Measure	SA	A	N	D	SD
A structured inventory SOP reduce operational inefficiencies	Frequency	237	27	35	1	0
	Percent	79	9	11.7	0.3	0
Inventory optimisation has a direct impact on profitability.	Frequency	197	80	22	1	0
	Percent	65.7	26.7	7.3	0.3	0
	Frequency	109	57	103	31	0

DMS provides real-time inventory visibility & related information.	Percent	36.3	19	34.3	10.3	0
Bay productivity actively measured with KPIs	Frequency	91	96	64	49	0
	Percent	30.3	32	21.3	16.3	0
Optimal workshop bay utilisation improves service revenue & profitability	Frequency	178	113	9	0	0
	Percent	59.3	37.7	3	0	0

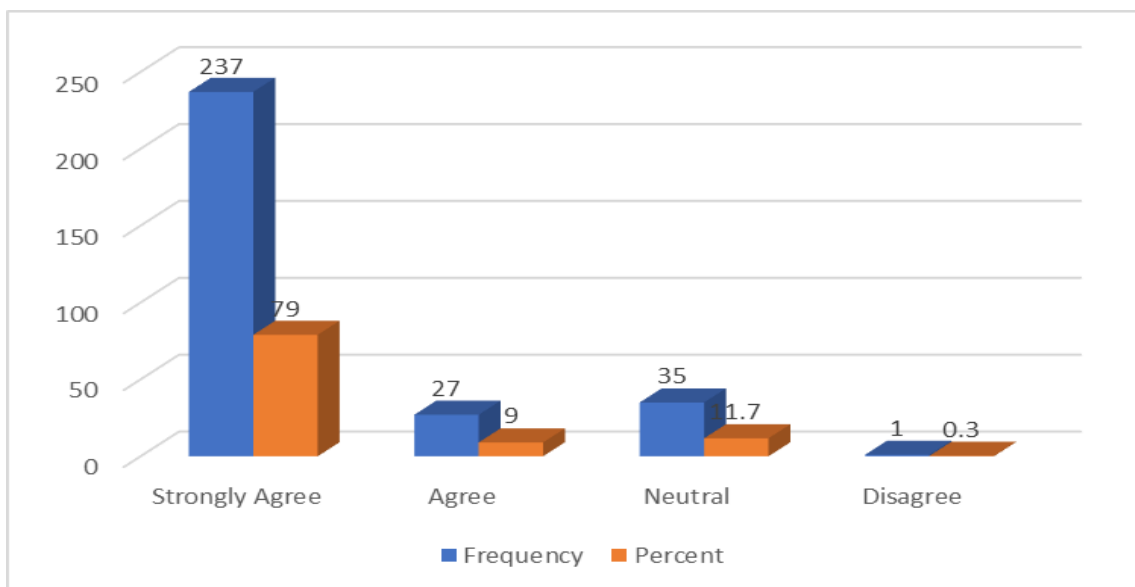


Figure 4.38
A structured inventory SOP reduce operational inefficiencies

A large number of the respondents believe that an organized inventory SOP reduces inefficiencies, as illustrated in Figure 4.38 below. Of the respondents, 79.0% SA, while 9.0% A to the assertion, suggesting that the significance of SOPs was highly valued by the respondents. 0.3% of the respondents D with the assertion, while 11.7% of the respondents had N attitudes towards the assertion. From the data presented above, it is evident that an organized inventory SOP should be developed.

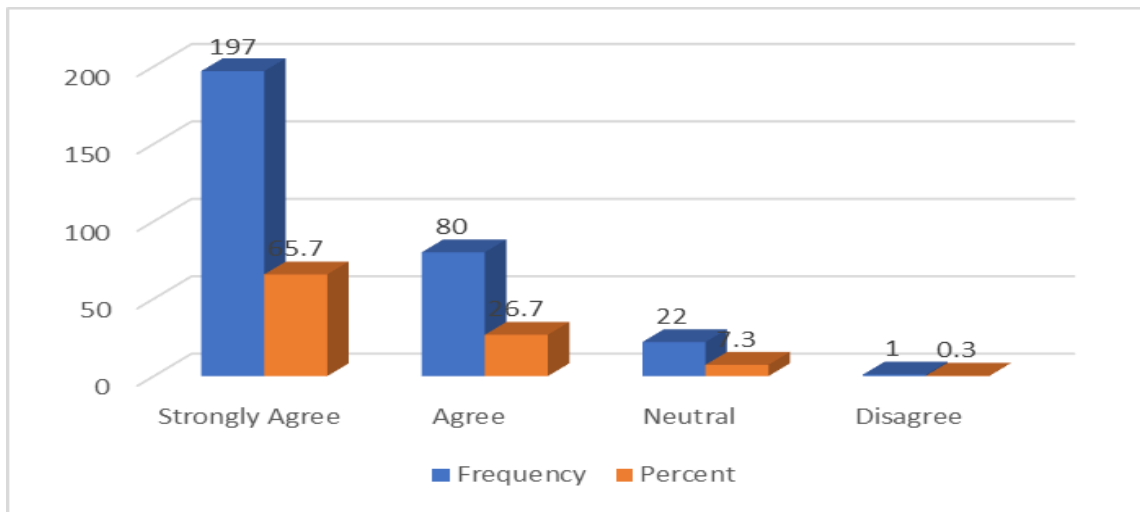


Figure 4.39
Inventory optimisation has a direct impact on profitability.

Most people feel that inventory optimization has an impact on profitability, as seen in Figure 4.39. For instance, 26.7% of people felt that the statement was A, while 65.7% were SA, showing that there was very much positivity towards the importance of inventory management. Only 0.3% of people are against this, while 7.3% are N about it. It clearly shows that inventory optimization is vital for profitability through cost reduction and wastage reduction.

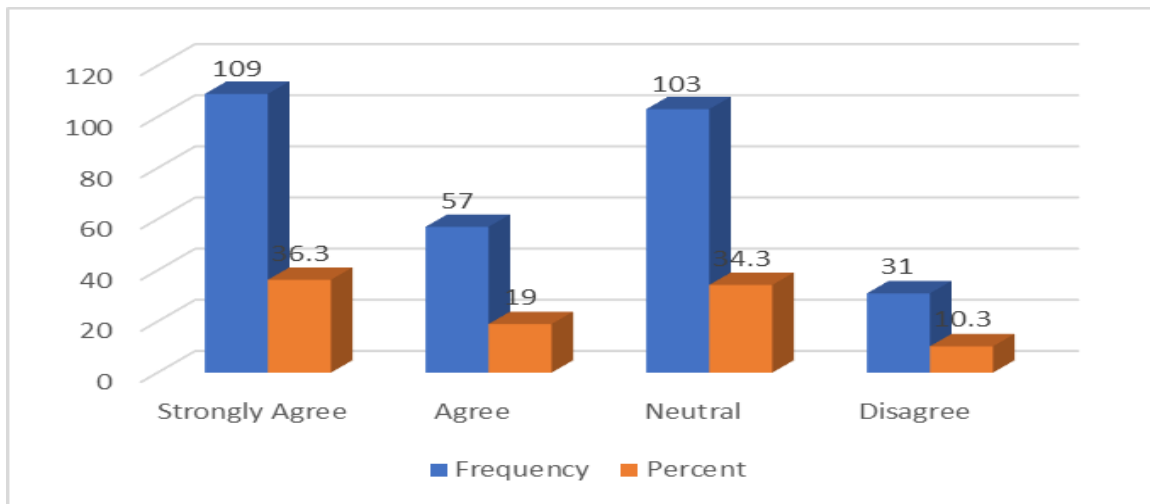


Figure 4.40
DMS provides real-time inventory visibility & related information.

The opinion of the respondents on whether the DMS provides real-time inventory data is varied as depicted in Figure 4.40. While 19.0% and 36.3% of the respondents SA with the statement respectively, it should be noted that a significant number are N (34.3%), as well as some respondents are in D with the statement (10.3%). From the above figures, it can be concluded that, although some respondents believe that DMS provides real-time inventory data, a substantial number are unsure or disagree with its capacity to do so.

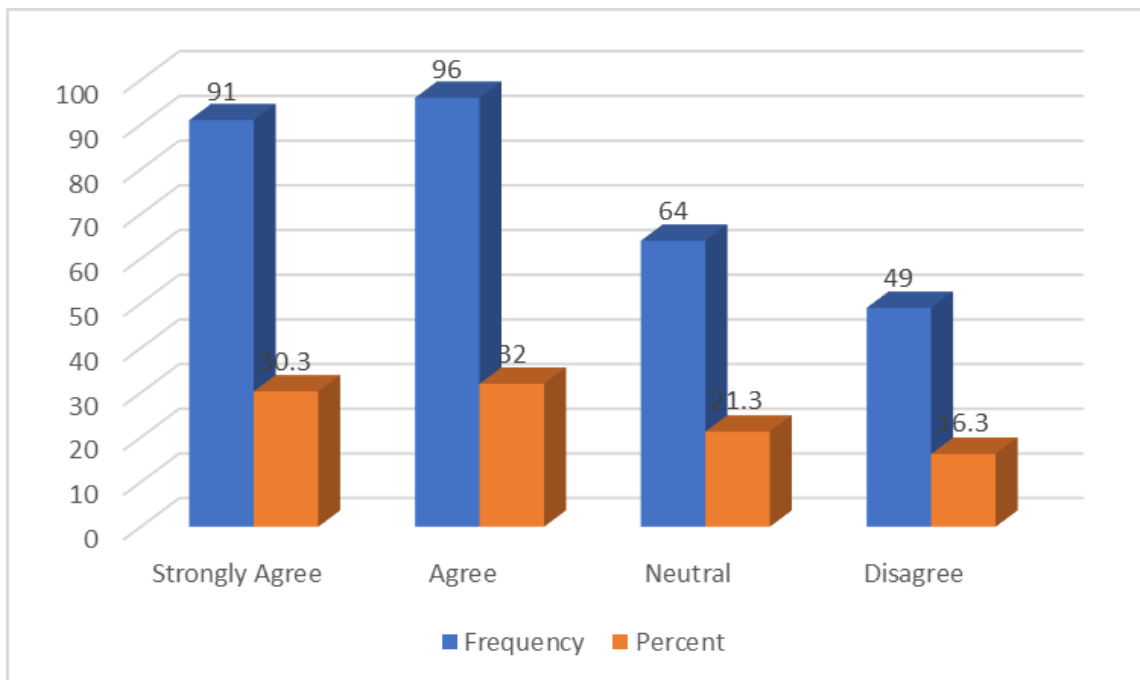


Figure 4.41
Bay productivity actively measured with KPIs

In terms of Figure 4.41, the attitude of the respondents towards whether bay productivity is measured through KPIs is moderately positive. Notably, the respondents recognize the use of KPIs in performance measurements, where 30.3% of the respondents SA with the assertion while another 32% A. On the other hand, 16.3% of the respondents D and 21.3% are N. Clearly, there is need to improve on the performance measurement

process in workshop operations although many respondents recognize the use of KPIs in performance measurement.

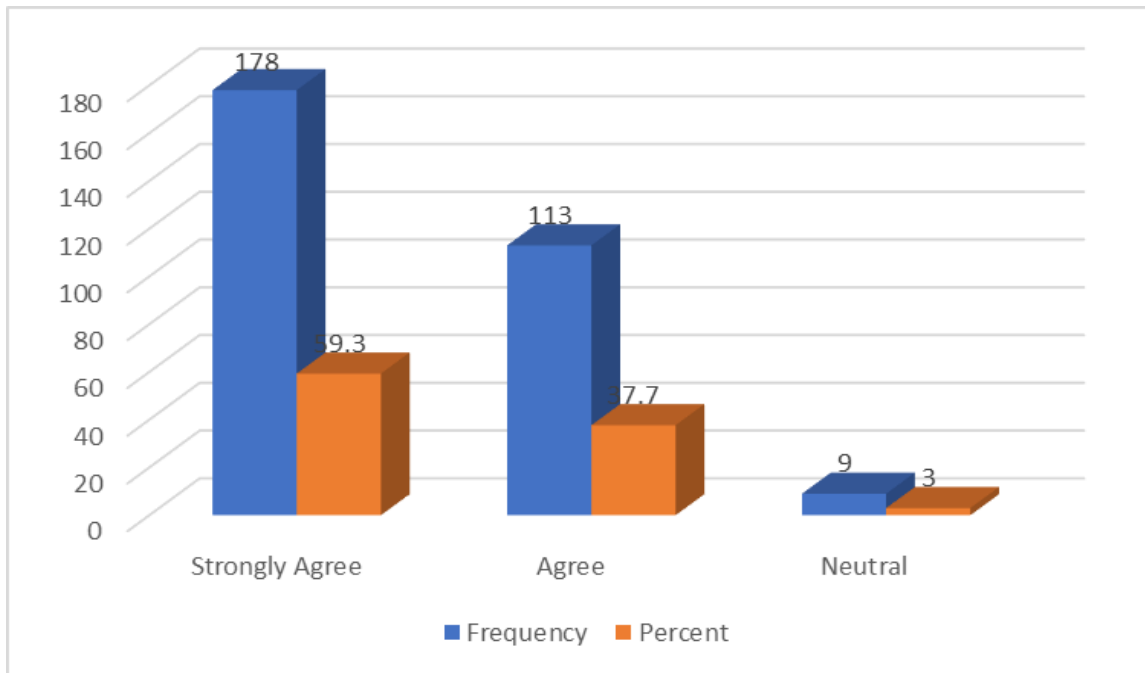


Figure 4.42
Optimal workshop bay utilisation improves service revenue & profitability

Most of the participants, as can be seen from Figure 4.42, feel that maximizing workshop bay use generates greater income for the business. In fact, 37.7% of the participants felt this way while an overwhelming majority of 59.3% were strongly inclined to believe that bay management plays a significant role. There is not any D or SD at all as only 3.0% of the participants had a N point of view. This clearly indicates that bay utilization is a major factor contributing towards increased production efficiency and profits.

Table 4.9
Customer centricity

Statement	Measure	SA	A	N	D
Improved bay productivity has a direct impact on customer satisfaction	Frequency	196	95	8	1
	Percent	65.3	31.7	2.7	0.3

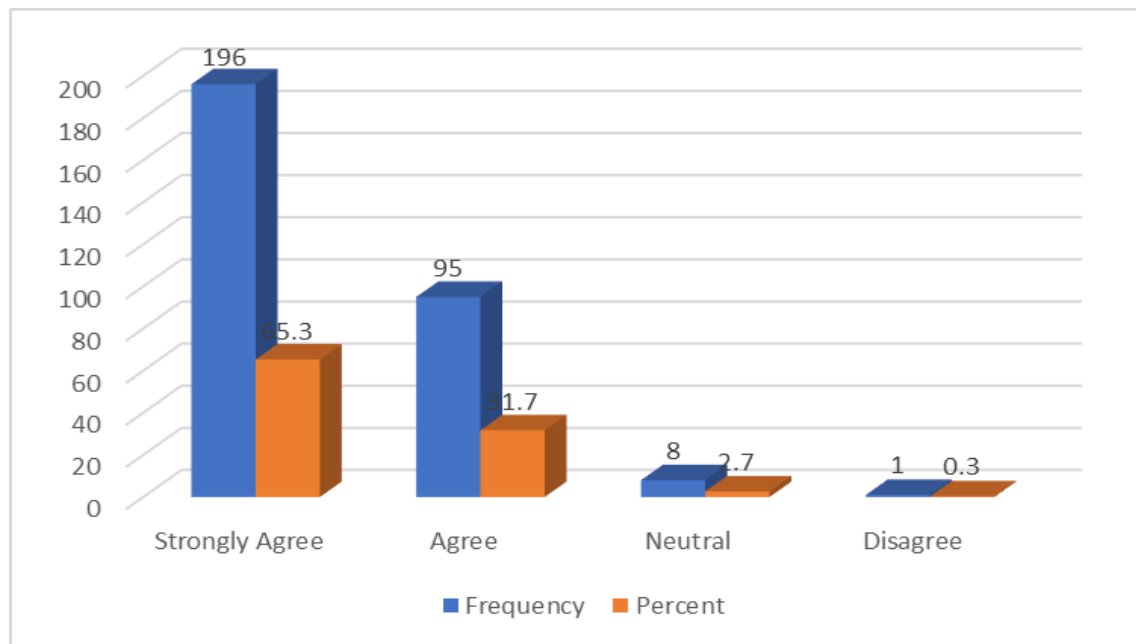


Figure 4.43
Improved Bay productivity has a direct impact on customer satisfaction

As shown in Figure 4.43 below, the vast majority of respondents think that an increase in bay output directly affects customer satisfaction. The percentages of respondents who SA and those who A with the statement are 65.3% and 31.7%, respectively, indicating very favourable opinions on the connection between CE and productivity. Just 0.3% of respondents said "D," whereas 2.7% said "N." It is evident that higher bay productivity results in quicker service delivery, which raises client satisfaction.

Table 4.10
HR Management & Workforce Competency

Statement	Measure	SA	A	N	D	SD
Body Shop performance of about 15% penetration improves dealership profitability	Frequency	256	36	7	0	1
	Percent	85.3	12	2.3	0	0.3
Regular training helps in improving employee retention & productivity	Frequency	164	119	1	16	0
	Percent	54.7	39.7	0.3	5.3	0
A positive workplace culture improves retention & employee satisfaction	Frequency	272	28	0	0	0
	Percent	90.7	9.3	0	0	0
High level of attrition disrupt day to day operations	Frequency	258	32	10	0	0
	Percent	86	10.7	3.3	0	0
Effective HR practices improve the profitability of the dealership	Frequency	153	98	48	1	0
	Percent	51	32.7	16	0.3	0
Performance-linked incentives improve motivation, retention & create a healthy competitive environment.	Frequency	278	21	1	0	0
	Percent	92.7	7	0.3	0	0
Strong accounting controls help increase profitability	Frequency	250	39	11	0	0
	Percent	83.3	13	3.7	0	0

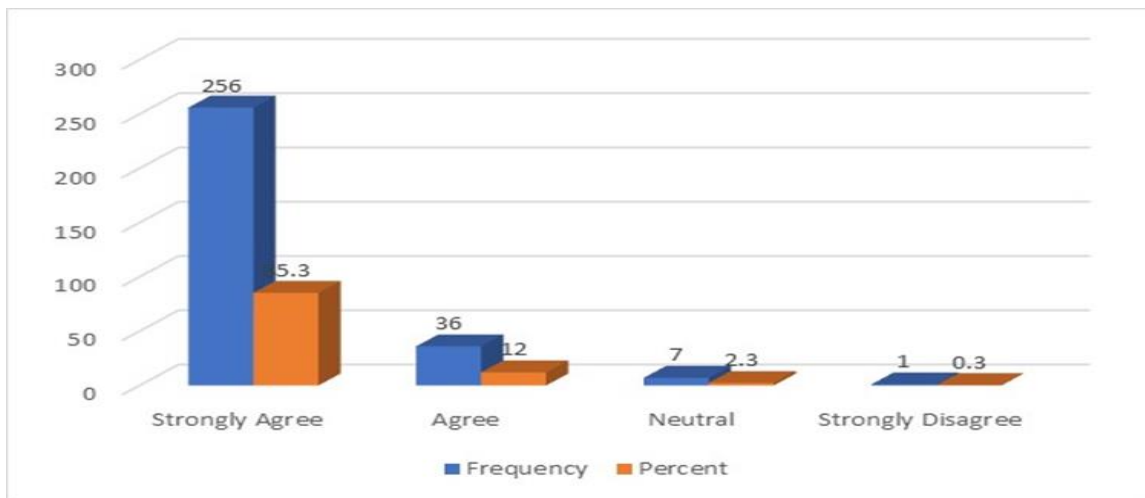


Figure 4.44
Body Shop performance of about 15% penetration improve dealership profitability

The vast majority of responders think that a Body Shop performance of roughly 15% penetration increases dealership profitability, as Figure 4.44 demonstrates. In particular, 85.3% of respondents SA and 12.0% A with the statement, demonstrating a very favourable opinion of Body Shop penetration's contribution to overall profitability. Just 0.3% of respondents SD, while 2.3% of respondents are N. This distribution makes it abundantly evident that increased Body Shop penetration is widely acknowledged as a key factor in revenue development and improved dealership financial performance through increased customer retention and service revenue.

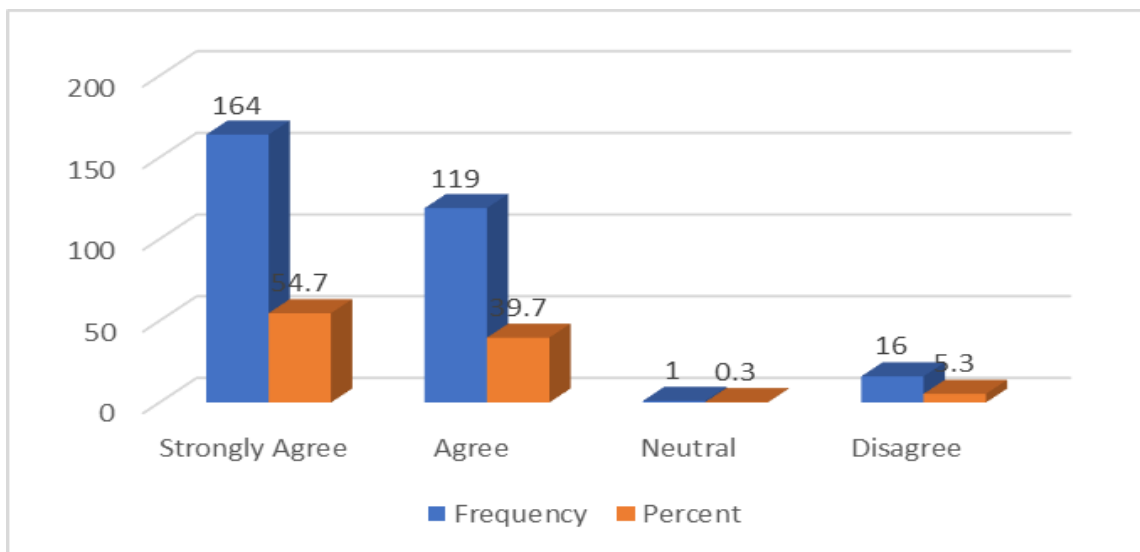


Figure 4.45
Regular training helps in improving employee retention & productivity

As shown in Figure 4.45, most respondents believe that frequent training increases employee retention and productivity. Specifically, 54.7% of respondents SA and 39.7% of respondents A agreed with the statement, suggesting a fairly positive view of the need of continuous training and development. Meanwhile, 0.3% of respondents are N and 5.3% of respondents are D. This distribution makes it clear that regular training is

widely recognized as being essential to improving employee capabilities, increasing productivity, and reducing attrition—all of which add to a company's overall efficacy.

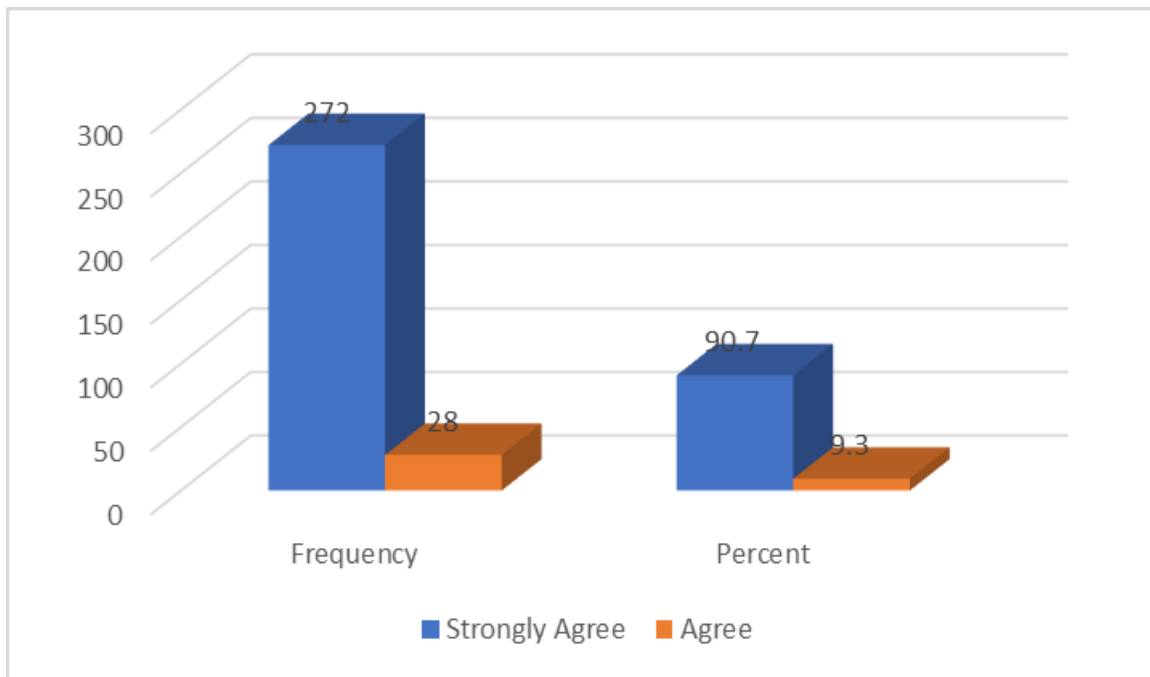


Figure 4.46

A positive workplace culture improves retention & employee satisfaction

As shown in Figure 4.46, the great majority of respondents believe that a positive workplace culture improves employee satisfaction and retention. Specifically, 90.7% of respondents SA and 9.3% of respondents A agreed with the statement, indicating a generally positive view of the importance of workplace culture. Negative or N replies have not been recorded. This distribution clearly shows that improving employee happiness, engagement, and retention within the organization all depend on a happy and healthy work environment.

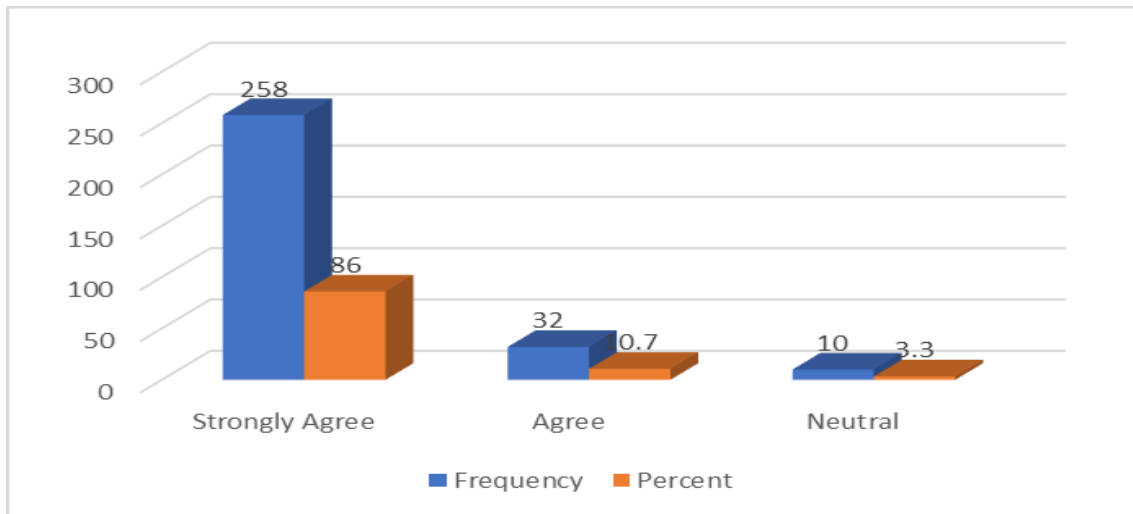


Figure 4.47
High level of attrition disrupt day to day operations

The vast majority of the interviewees are of the view that a high attrition rate creates an obstruction in their work, as shown in Figure 4.47. In particular, 86.0% of interviewers SA stated that they were aware of the detrimental effects of excessive staff attrition on job efficiency, whereas 10.7% of interviewees A made this claim. However, 3.3% of those surveyed have no view at all. The study above makes it very evident that excessive attrition is a major problem.

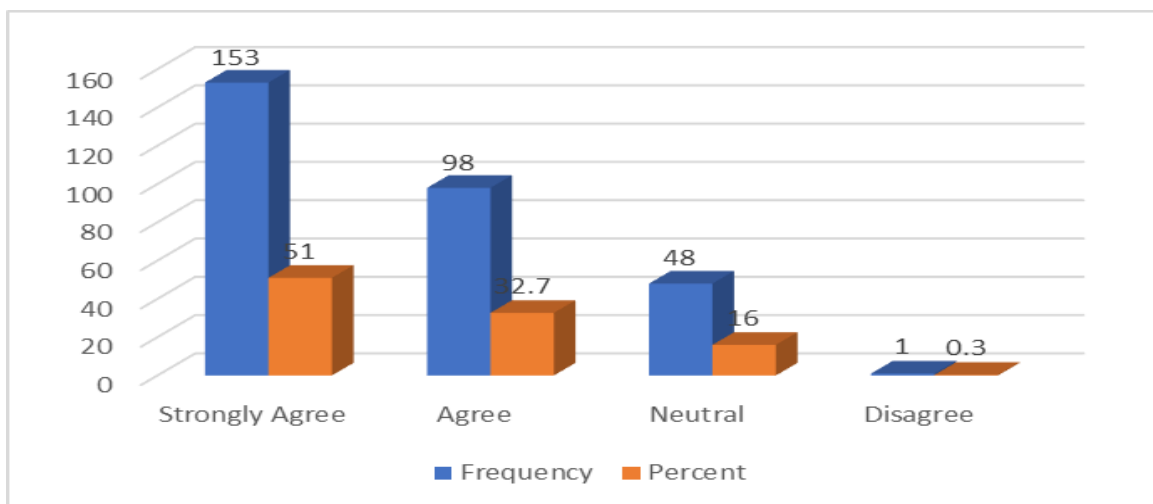


Figure 4.48
Effective HR practices improve the profitability of the dealership

It is evident from Figure 4.48 that most of the respondents believe that effective HR practices contribute significantly to enhancing the profitability of the dealership. More specifically, 32.7% of the respondents were in agreement with the statement, while 51.0% of them SA with it. The remaining 0.3% D with the statement, and 16.0% of the respondents were indifferent about it. This clearly indicates that effective HR practices are vital for increasing employee productivity and eliminating inefficiencies, thereby contributing to the profitability of the dealership.

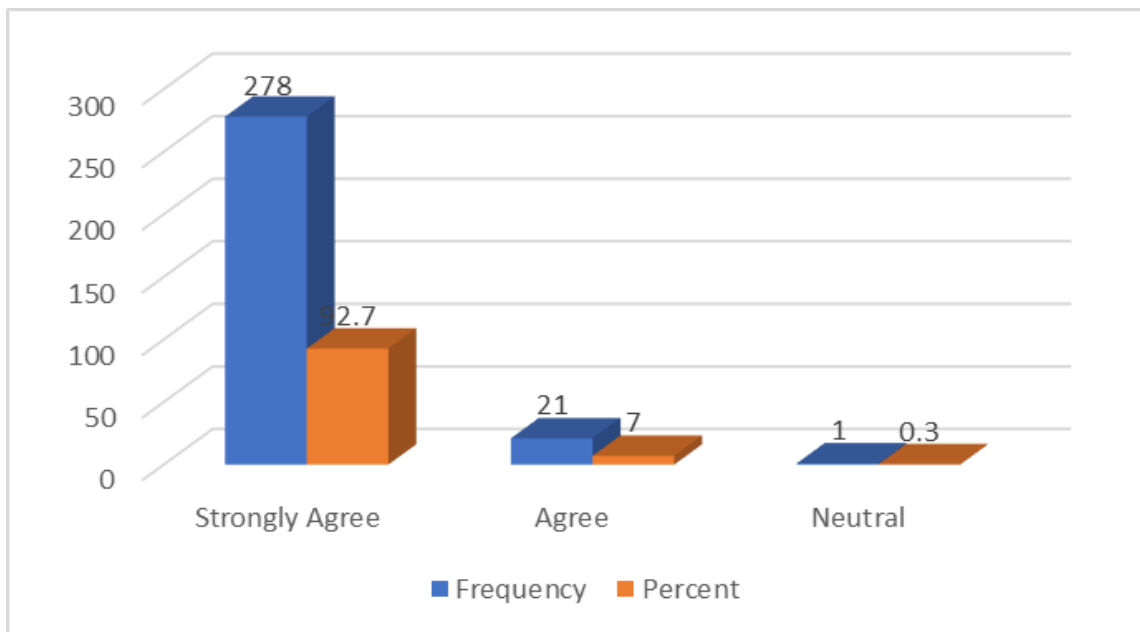


Figure 4.49
Performance-linked incentives improve motivation, retention & create a healthy competitive environment.

It is clear from Figure 4.49 that most of the respondents agree to the view that the performance-linked incentives will motivate employees, increase their retention rate, and create a healthy competition within them. Up to 7.0% of respondents (A) and 92.7% of respondents (SA) agreed with the aforementioned statement, indicating that respondents'

opinions on the efficacy of incentives utilized in reward systems are largely favorable. It was discovered that just a small percentage of respondents (0.3%) were N on the matter.

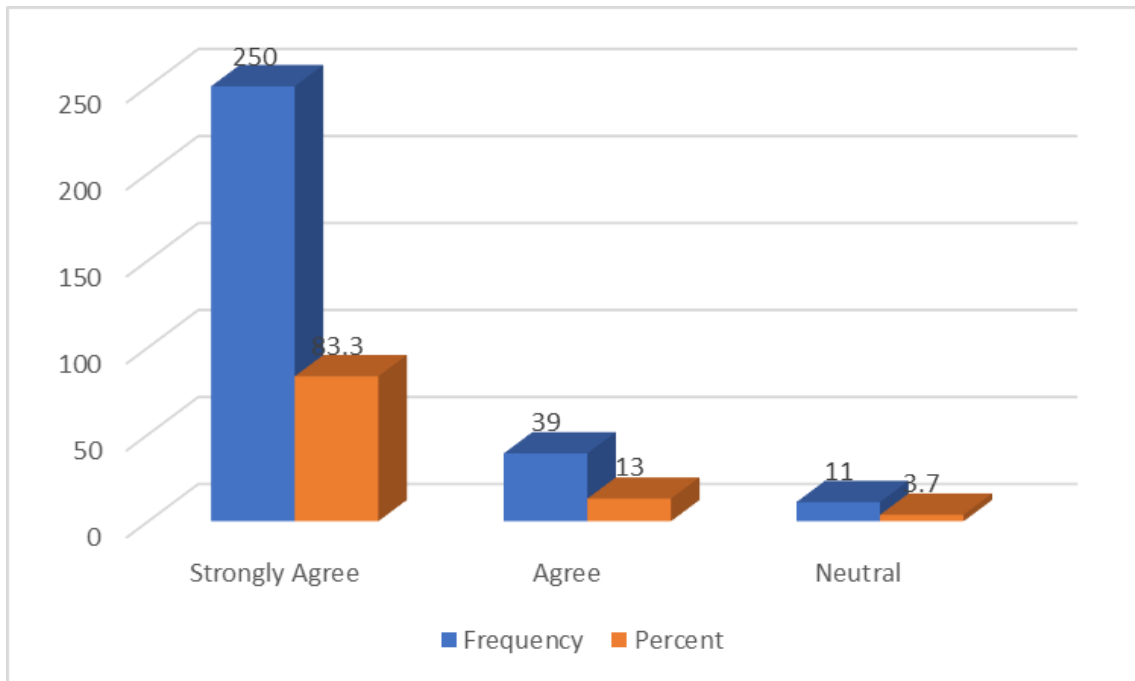


Figure 4.50
Strong accounting controls help increase profitability

The vast majority of respondents, as seen in Figure 4.50, think that robust accounting procedures contribute to higher profitability. In particular, 13.0% of respondents A and 83.3% SA with the statement, indicating a very favourable opinion of the significance of financial control systems. In the meantime, no disagreement was noted, and 3.7% of respondents are N. This distribution makes it abundantly evident that good accounting controls are universally acknowledged as being crucial for maintaining financial discipline, reducing leakages, and eventually raising the dealership's total profitability.

Table 4.11
Operational Process

Statement	Measure	SA	A	N	D	SD
A transparent accounting system improves decision-making	Frequency	292	8	0	0	0
	Percent	97.3	2.7	0	0	0
GST compliance impacts cash flow management.	Frequency	149	96	41	12	2
	Percent	49.7	32	13.7	4	0.7
Financial governance support long-term sustainability & goodwill of the organisation	Frequency	186	99	15	0	0
	Percent	62	33	5	0	0
Integrated functional capabilities between various departments drive sustainable growth	Frequency	212	85	3	0	0
	Percent	70.7	28.3	1	0	0
It important to strengthen internal processes for long-term survival	Frequency	193	101	6	0	0
	Percent	64.3	33.7	2	0	0
Customer satisfaction important for the long-term survival of the business	Frequency	219	30	2	49	0
	Percent	73	10	0.7	16.3	0

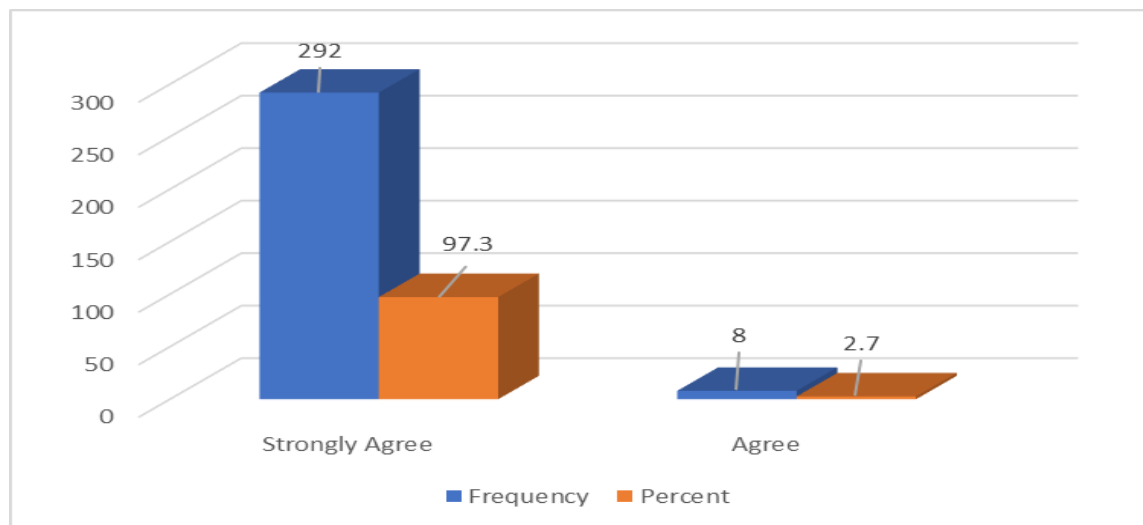


Figure 4.51
A transparent accounting system improves decision-making

The vast majority of respondents think that a transparent accounting system enhances decision-making, as seen in Figure 4.51. In particular, 2.7% of respondents A and 97.3% SA with the statement, demonstrating a universal favorable opinion on the significance of accounting processes' transparency. Neither N nor negative answers have been noted. This distribution makes it abundantly evident that financial reporting transparency is essential for facilitating timely, accurate, and well-informed decision-making, which in turn improves overall organizational accountability and efficiency.

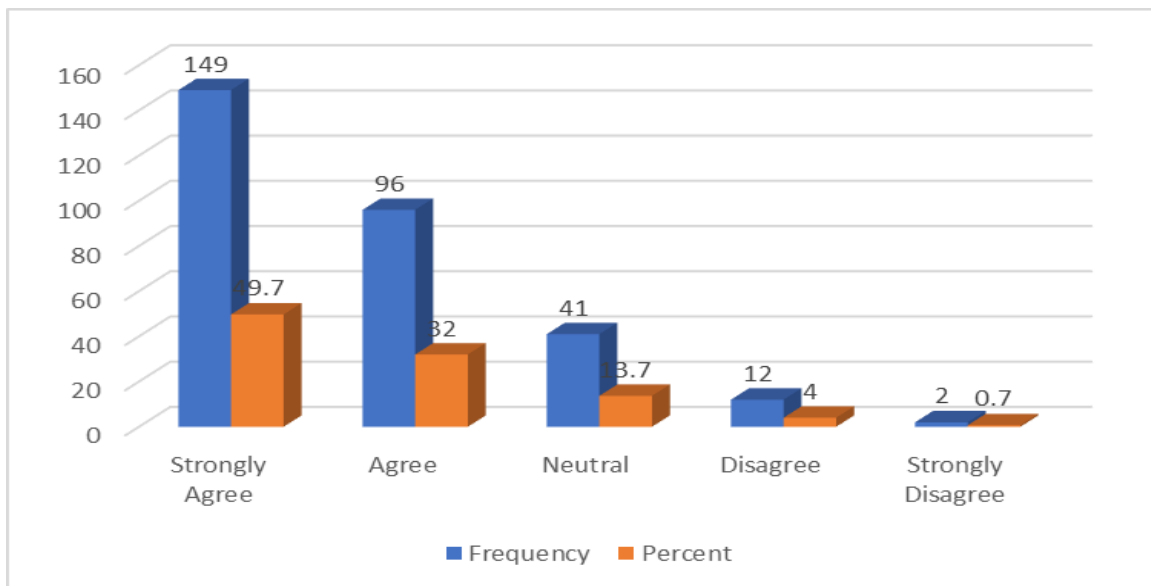


Figure 4.52
GST compliance impacts cash flow management.

According to Figure 4.52, most respondents think that cash flow management is impacted by GST compliance. In particular, 32.0% of respondents A with the statement and 49.7% SA, demonstrating a very favourable opinion of the impact of GST compliance on financial operations. A tiny percentage of respondents disagree (4.0% D and 0.7% SD), whereas 13.7% of respondents are N. This distribution makes it abundantly evident that GST compliance is commonly acknowledged as a significant

aspect influencing cash flow management, emphasizing its function in guaranteeing financial discipline and prompt tax-related procedures.

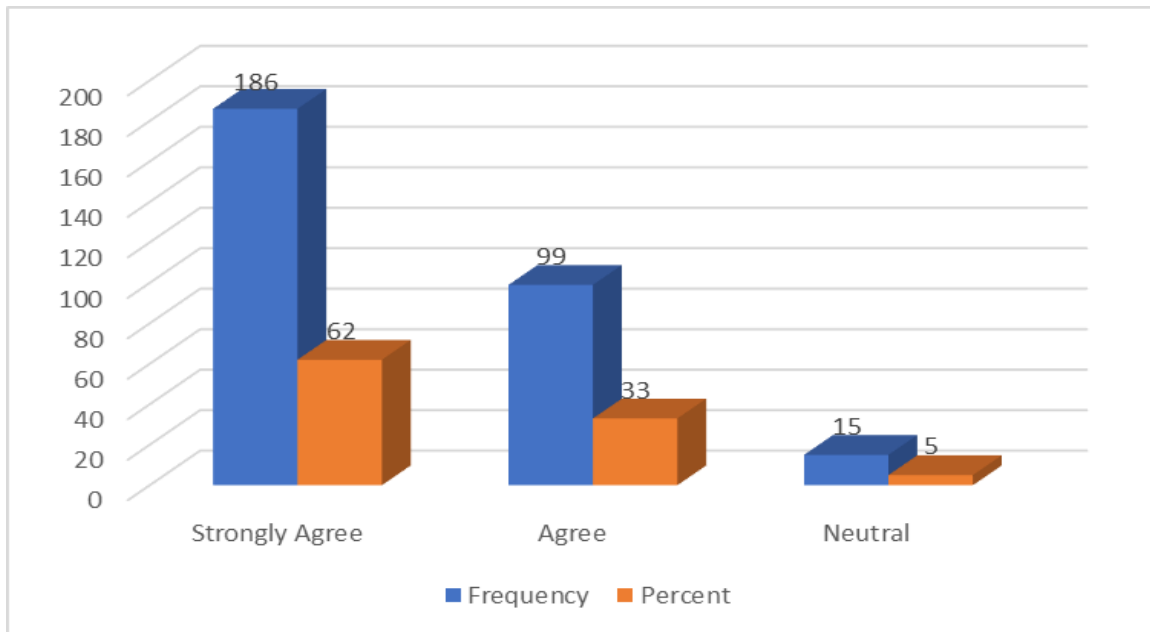


Figure 4.53

Financial governance support long-term sustainability & goodwill of the organisation

Most of the respondents believe that the financial governance ensures that the entity maintains its sustainability and reputation in the long term, as illustrated in Figure 4.53. Specifically, 33.0% of the respondents concurred with the given statement while 62.0% SA, thus indicating a highly positive perception on the importance of effective financial governance processes. However, 5.0% of the respondents were N, and none of the respondents disagreed with the statement. This demonstrates unequivocally how crucial sound financial governance is to long-term stability and sustainable corporate growth.

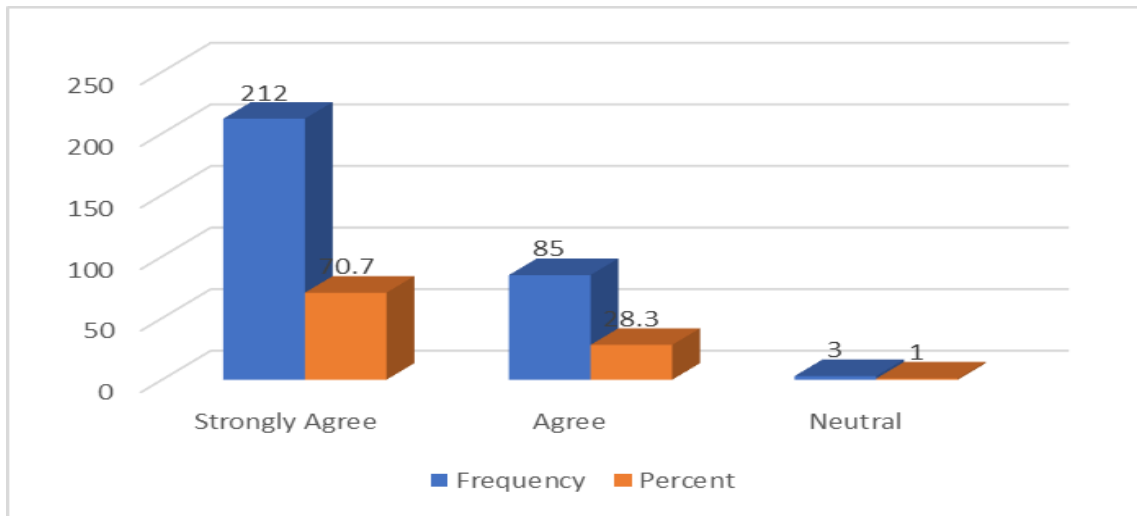


Figure 4.54
Integrated functional capabilities between various departments drive sustainable growth

As shown in Figure 4.54, most people are of the opinion that sustained success requires functional competencies within multiple departments. For example, 28.3% of the participants A that such competencies were critical to sustained success, while 70.7% SA, showing that the idea was viewed positively. At present, there is a consensus, where only 1.0% of the participants remain N on the issue. It is evident that the process will foster cooperation and efficiency, thus ensuring sustainability.

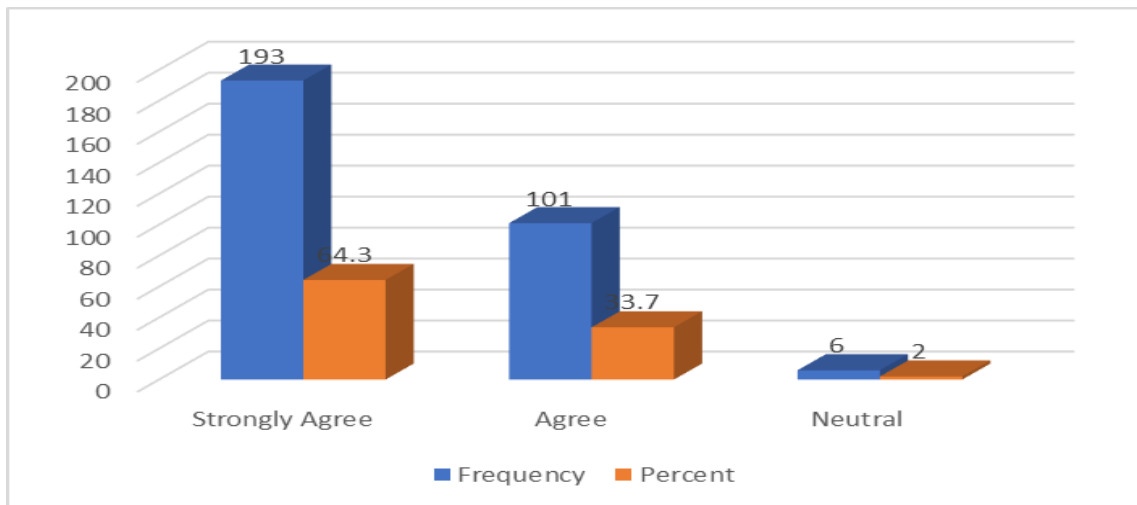


Figure 4.55
It important to strengthen internal processes for long-term survival

Most of the respondents believe that developing internal processes is an important strategy in terms of survival in the long run, as can be observed from Figure 4.55. Specifically, out of the total number of respondents, 33.7% A with the statement while 64.3% SA with the statement, thereby revealing that the importance of strong internal processes was viewed very positively by most respondents. At the same time, there were no dissenters, and only 2.0% of respondents were N.

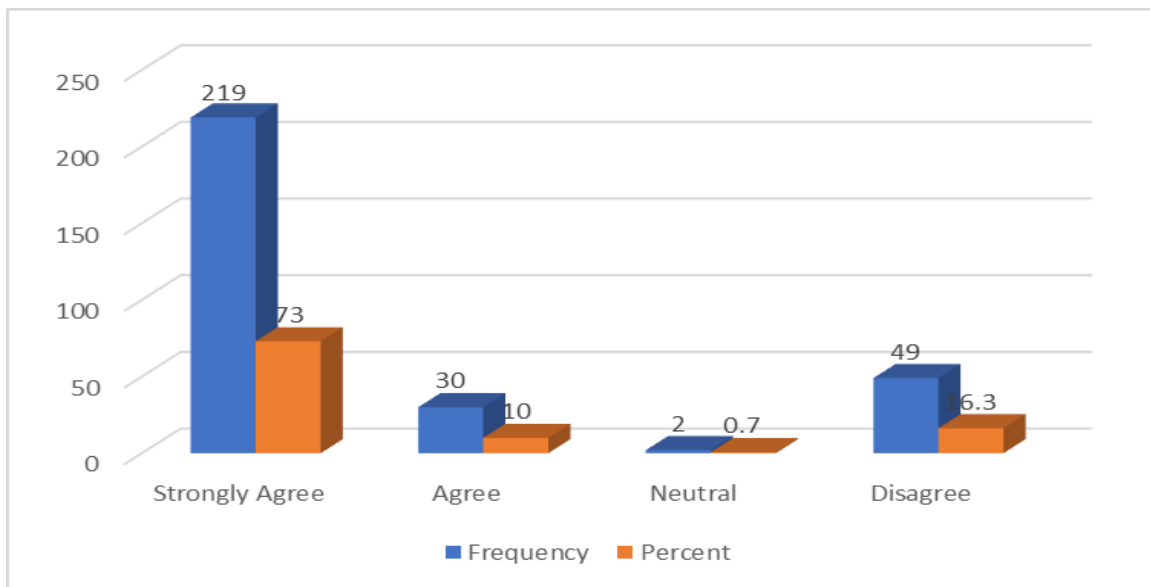


Figure 4.56
Customer satisfaction important for the long-term survival of the business

Based on Figure 4.56, it can be said that majority of the participants believed that the happiness of the customers is very important for the survival of the organization in the long run. For example, 10.0% of participants said they agreed with the aforementioned statement, while 73.0% strongly agreed. This indicates that participants have a very positive attitude regarding the importance of customer satisfaction in guaranteeing business success. However, 16.3% of individuals agreed with the preceding statement, while 0.7% of participants had no opinion.

Table 4.12
Sustainability of Operations

Statement	Measure	SA	A	N	D	SD
The dealership focuses on long-term profitability rather than short-term gains.	Frequency	200	98	2	0	0
	Percent	66.7	32.7	0.7	0	0
Cost efficiency and resource optimization are key priorities for sustained profitability.	Frequency	207	90	3	0	0
	Percent	69	30	1	0	0
Environmental, social, and ethical considerations are integrated into profitability goals.	Frequency	147	120	31	2	0
	Percent	49	40	10.3	0.7	0

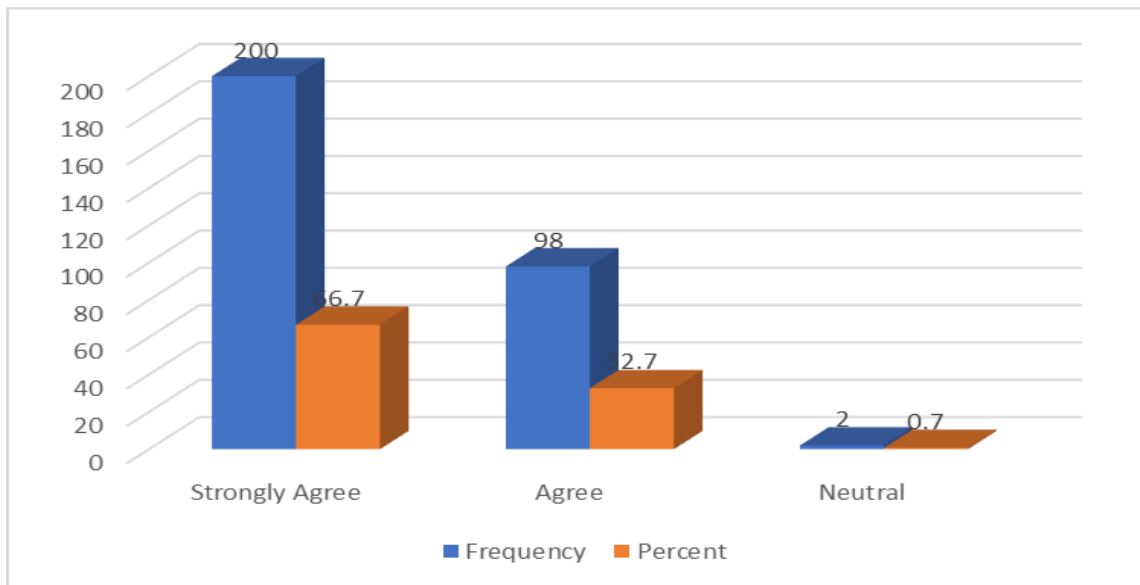


Figure 4.57
The dealership focuses on long-term profitability rather than short-term gains.

As seen in Figure 4.57 The majority of respondents think the dealership prioritizes long-term profitability over short-term gains. In particular, 32.7% of respondents A and 66.7% SA with the statement, indicating a very favourable opinion of the company's strategic approach to sustainable growth. Only 0.7% of respondents are N,

and there is no evidence of disagreement. This distribution makes it abundantly evident that the dealership is generally seen as putting sustainable profitability and long-term financial stability ahead of quick short-term gains.

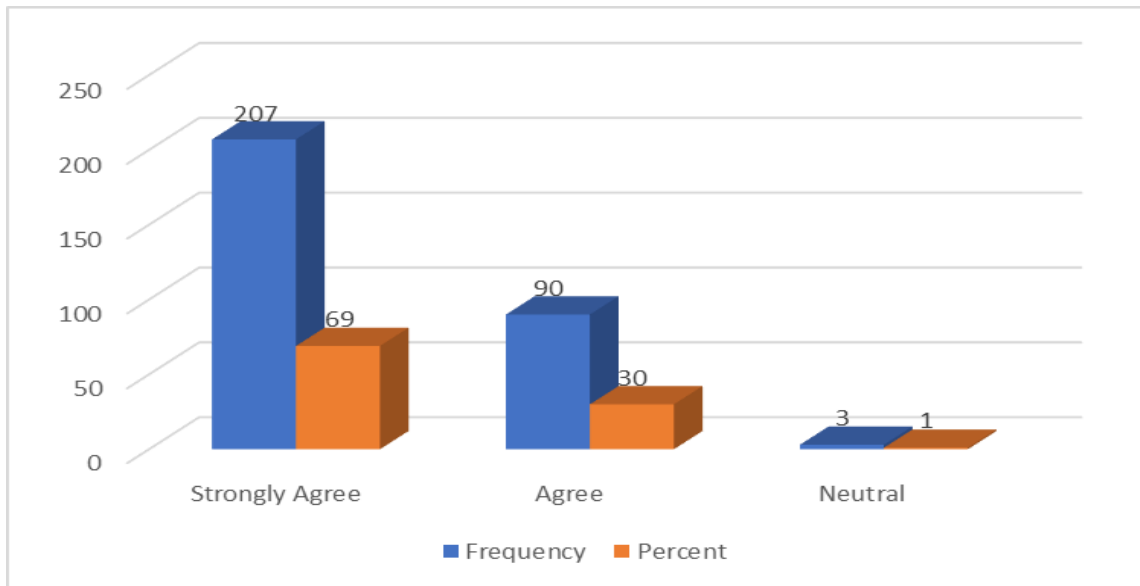


Figure 4.58
Cost efficiency and resource optimization are key priorities for sustained profitability.

The vast majority of respondents, as seen in Figure 4.58, think that resource optimization and cost effectiveness are crucial for long-term profitability. In particular, 69.0% of respondents SA and 30.0% A with the statement, indicating a very favourable opinion of the organization's emphasis on effective resource use. Only 1.0% of respondents are N, and there is no evidence of disagreement. This distribution makes it abundantly evident that cost management and resource efficiency are universally acknowledged as critical components of sustaining long-term profitability and guaranteeing sustainable corporate performance.

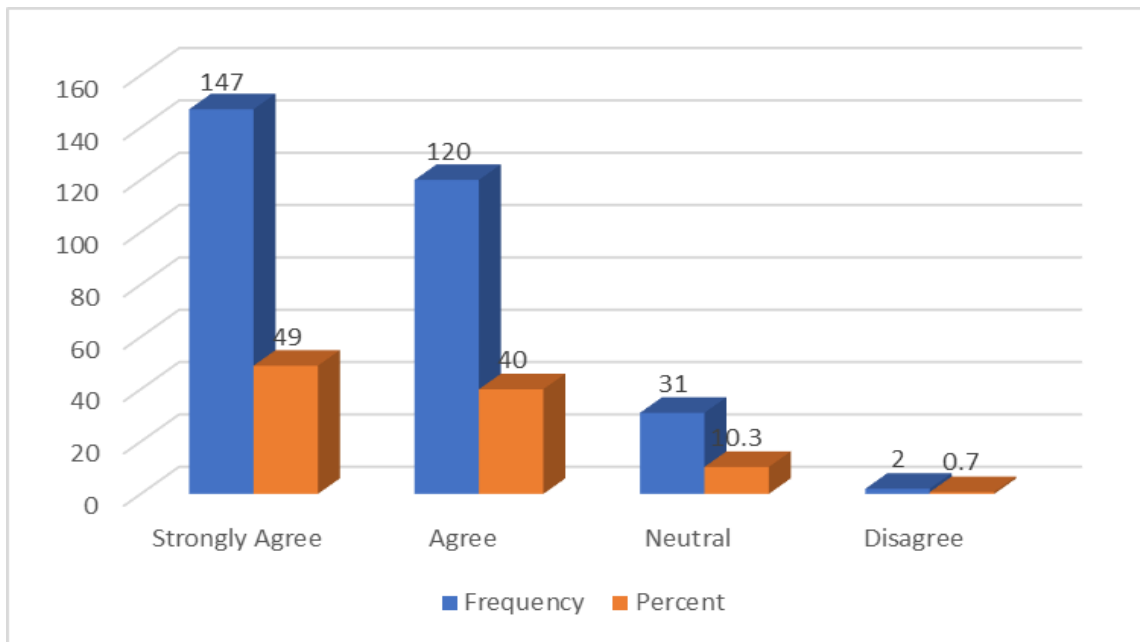


Figure 4.59
Environmental, social, and ethical considerations are integrated into profitability goals.

As shown in Figure 4.59, most respondents believe that profitability goals include social, ethical, and environmental components. It is noteworthy that 49.0% of respondents SA had this statement, compared to 40.0% of respondents A. Just 0.7% of respondents agreed with the statement, while 10.3% disagreed. The aforementioned graph unequivocally demonstrates that the majority of respondents believe that corporations should prioritize ethical and sustainable business practices.

4.3 Descriptive statistics

The descriptive statistics for the key variables utilized in the study are described in this section. The average and variance of the variables are measured using statistics such as the mean and standard deviation. The survey provides a concise summary of the respondents' opinions on operational procedures, client orientation, compliance, cost control, and human resources.

Table 4.13
Descriptive and Chi-Square Statistics

Main Variable	Code	Construct	Mean	Std. Deviation	Test Statistic	p-value
Dealership Profitability, Performance & Operations Efficiency	DPPOE_1	Digital marketing is a priority strategy	1.65	0.78	293.40	0.000
	DPPOE_2	Digital marketing increases enquiries	1.58	0.58	266.91	0.000
	DPPOE_3	Lead quality better than traditional media	2.89	1.04	123.17	0.000
	DPPOE_4	CRM/DMS improves conversion	1.59	0.72	334.37	0.000
	DPPOE_5	Marketing cost reduced via digital	1.93	0.88	192.27	0.000
	DPPOE_6	Accessories increase margin	1.40	0.58	320.61	0.000
	DPPOE_7	Insurance improves CLV	1.52	0.80	294.72	0.000
	DPPOE_8	In-house finance improves conversion	1.13	0.34	455.81	0.000
	DPPOE_9	Value-added services improve sustainability	1.26	0.51	392.37	0.000
	DPPOE_10	Inventory decisions are data-driven	1.87	0.66	378.37	0.000
	DPPOE_11	Excess inventory affects working capital	1.56	0.64	409.22	0.000
	DPPOE_12	Inventory aligned with demand	1.12	0.34	350.20	0.000
	DPPOE_13	Availability of spares improves workshop	2.01	0.82	315.54	0.000
	DPPOE_14	Delay in job allotment reduces efficiency	1.27	0.68	310.82	0.000

	DPPOE_15	Proper scheduling improves output	1.20	0.41	365.42	0.000
	DPPOE_16	Body shop contributes major revenue	1.07	0.26	262.05	0.000
	DPPOE_17	Insurance team improves body shop speed	1.16	0.37	134.54	0.000
	DPPOE_18	Coatings improve margins	1.58	0.84	386.53	0.000
	DPPOE_19	Skilled manpower improves operations	1.45	0.61	465.62	0.000
	DPPOE_20	Structured recruitment reduces inefficiency	1.60	0.84	245.12	0.000
	DPPOE_21	Structured sales improves conversion	1.10	0.35	340.67	0.000
	DPPOE_22	Proper documentation speeds delivery	1.51	0.64	384.88	0.000
Compliance With Regulations & Manufacturer Guidelines	CRMG_1	Digital documentation improves communication	1.37	0.52	307.60	0.000
	CRMG_2	Coordination improves delivery timelines	1.32	0.49	349.02	0.000
	CRMG_3	Accessories & F&I critical for profitability	1.44	0.67	325.15	0.000
	CRMG_4	Tax compliance reduces risk	1.17	0.39	553.41	0.000
	CRMG_5	Internal audits improve discipline	1.41	0.65	369.62	0.000
	CRMG_6	Automation improves accounting accuracy	1.18	0.42	355.76	0.000
	CRMG_7	Inventory SOP reduces inefficiencies	1.15	0.37	474.99	0.000
	CRMG_8	Inventory optimization impacts profitability	1.36	0.56	309.25	0.000

Expense & Investment Control	ECI_1	DMS improves inventory visibility	1.33	0.69	56.00	0.000
	ECI_2	Bay productivity measured with KPIs	1.42	0.64	19.92	0.000
	ECI_3	Bay utilisation improves revenue	2.19	1.04	145.34	0.000
	ECI_4	Bay productivity improves satisfaction	2.24	1.06	333.41	0.000
	ECI_5	Body shop penetration improves profitability	1.44	0.55	591.76	0.000
Customer Centricity	CC_1	Training improves retention & productivity	1.38	0.56	250.85	0.000
HR Management & Workforce Competency	HRMWC_1	High attrition disrupts operations	1.18	0.49	376.88	0.000
	HRMWC_2	HR practices improve profitability	1.56	0.76	170.91	0.000
	HRMWC_3	Incentives improve motivation	1.09	0.29	477.26	0.000
	HRMWC_4	Accounting controls improve profitability	1.17	0.46	341.42	0.000
	HRMWC_5	GST compliance impacts cash flow	1.66	0.75	254.10	0.000
	HRMWC_6	Governance supports sustainability	1.08	0.28	146.22	0.000
	HRMWC_7	Functional integration drives growth	1.20	0.49	221.78	0.000
Operational Process	OPE_1	Internal processes critical for survival	1.03	0.16	174.86	0.000
	OPE_2	Customer satisfaction ensures survival	1.74	0.89	383.55	0.000

Sustainability of Operations	OPE_3	Focus on long-term profitability	1.43	0.59	196.08	0.000
	OPE_4	Cost efficiency key for sustainability	1.30	0.48	209.58	0.000
	OPE_5	ESG integrated into profitability goals	1.38	0.53	192.99	0.000
	OPE_6	Ethical practices improve trust	1.60	1.11	261.00	0.000
	SO_1	Trained technicians improve utilisation	1.34	0.49	279.00	0.000
	SO_2	Workplace culture improves retention	1.32	0.49	272.00	0.000
	SO_3	Transparent accounting improves decisions	1.63	0.69	292.00	0.000

Table 4.13 displays the summary statistics and test results on the several constructs that assess how the chosen factors affect a dealership firm's profitability, performance, and operational efficiency. With a range of roughly between 1.03 and 2.89, the results show that the mean scores for all variables under the various constructs are relatively lower. This suggests that there is a high degree of agreement among the respondents that the listed variables play a major role in a dealership firm's performance and efficiency. The chosen variables such as the use of digital marketing for generating inquiries, using CRM/DMS for increasing the conversion ratio, providing in-house finance services for increasing the conversion rate, and operations that have a well-structured approach all show a consistently positive opinion on how much of an effect they have had on the firm's profitability and efficiency. In truth, this shows that aspects such as digital transformation, inventory management, regulation adherence, human resources, and customers play a significant role in determining the financial success and efficiency of a dealership.

4.4 Hypothesis testing

The findings of the hypothesis test used to examine the impact of the predictor factors on the auto dealership's performance are discussed in the section that follows. To ascertain how much the predictor factors affected the response variable, regression models were employed. The hypothesis can be approved or denied based on these findings.

Hypothesis H1

- **H₀1 (Null):** Operational Process has no significant impact on Dealership Profitability, Performance & Operations Efficiency.
- **H₁1 (Alternate):** Operational Process has a significant positive impact on Dealership Profitability, Performance & Operations Efficiency.

Table 4.14
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557 ^a	.310	.308	.24451
a. Predictors: (Constant), Operational Process				

The summary results of the regression analysis used to ascertain the relationship between Operational Process and the dependent variable are displayed in Table 4.14. The findings indicate a rather substantial positive correlation between the two variables. The R value shows a relationship between the independent and dependent variables with a significance level of 0.557. On the other hand, the independent variable predicts around 31% of the variation of the dependent variable, according to the R Square value. The fact that the model predicts around 31% of the variation in the dependent variable indicates that it has some explanatory power. Additionally, the model does not show overfitting as the adjusted R Square value is so near to the R Square value.

Table 4.15
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.020	1	8.020	134.149	.000 ^b
	Residual	17.816	298	.060		
	Total	25.835	299			

a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency

b. Predictors: (Constant), Operational Process

In Table 4.15 The findings of the ANOVA test for the regression analysis on the connection between Dealership Profitability, Performance, and Operations Efficiency and Operational Process are given. Based on the high F value (134.149) and low significance level (0.000, $p < 0.05$), the table indicates that the model employed to evaluate the regression is statistically significant. To put it another way, there is sufficient data to determine that the dependent variable is significantly impacted by the operational process and that the model fits the data effectively. Moreover, the high value of the Regression Sum of Squares (8.020) relative to the Residual Sum of Squares (17.816) indicates that the model is valid and the variance of the predictor variable contributes largely to the variation in the dependent variable.

Table 4.16
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.912	.054		16.744	.000
	Operational Process	.431	.037	.557	11.582	.000

a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency

Table 4.16 the results of the regression study looking at how Operational Process affects Dealership Profitability, Performance, and Operations Efficiency are shown. Operational Process has a positive and statistically significant effect on the dependent variable, as shown by the unstandardized coefficient value ($B = 0.431$) and significance level of 0.000 ($p < 0.05$). This indicates that for every unit improvement in operational process, dealership profitability, performance, and operations efficiency rise by 0.431 units. The standardized beta value ($\beta = 0.557$) indicates that the operational process has a moderate to considerable positive impact on the outcome variable. Furthermore, the relationship's strong significance is confirmed by the t-value of 11.582. Overall, the findings show that Dealership Profitability, Performance, and Operations Efficiency are strongly and significantly predicted by Operational Process.

The findings in Table 4.16 (Coefficients) and table 4.15 ANOVA show that the regression model assessing the influence of Operational Process on Dealership Profitability, Performance & Operations Efficiency is statistically significant. As seen in the ANOVA findings, there is statistical significance ($F = 134.149$) with a p-value less than 0.05 ($p = 0.000$) indicating that the model is statistically significant. In addition, there is statistical significance shown by Operational Process influencing the dependent variable in the coefficients table with $B = 0.431$, $\beta = 0.557$, $t = 11.582$ and $p = 0.000$. This shows that an improvement in operational process significantly increases dealerships profitability, performance, and efficiency. Therefore, it can be said that the alternative hypothesis (H1), which claims that Operational Process affects Dealership Profitability, Performance, and Operations Efficiency, is accepted while the null hypothesis (H0), which claims that there is no significant relationship between Operational Process and the dependent variable, is rejected.

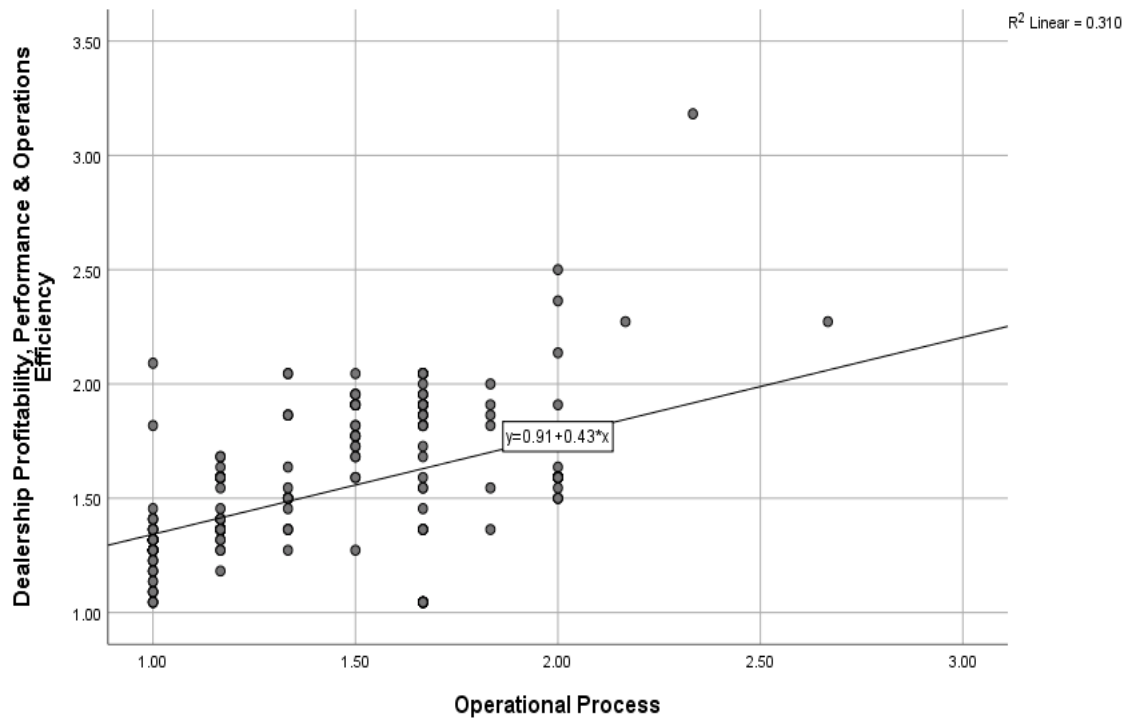


Figure 4.60
Operational Process

The regression analysis of Figure 4.60 illustrates a scatter plot with a fitted regression line showing how the Independent Variable (Operational Process) affects the Dependent Variable (Dealership Profitability, Performance & Operations Efficiency). As is seen from the diagram below, there is a clear positive linear relationship between these two variables since higher values of the first are associated with higher values of the second one. In addition, according to the regression formula ($y = 0.91 + 0.43x$), it can be stated that for each one unit of increase in Operational Process, the dependent variable will increase by 0.43 units. Finally, $R^2 = 0.310$ means that about 31% of the variance of Dealership Profitability, Performance & Operations Efficiency is accounted for by the independent variable under consideration, while other independent variables influence the rest 69% of its variance.

Hypothesis H2

- **H₀2 (Null):** Customer Centricity has no significant impact on Dealership Profitability, Performance & Operations Efficiency.
- **H₁2 (Alternate):** Customer Centricity has a significant positive impact on Dealership Profitability, Performance & Operations Efficiency.

Table 4.17
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544 ^a	.296	.293	.24712
a. Predictors: (Constant), Customer Centricity				

In Table 4.17 the model description of the regression analysis that evaluates the connection between Customer Centricity and the dependent variable is displayed. With a value of R of 0.544, the analysis's results show a comparatively good correlation between the independent and dependent variables. The R Square value of 0.296 suggests that customer centricity might account for the 29.6% variation in the dependent variable. Consequently, the model can be reasonably described. The adjusted R square value of 0.293 shows that the model has little to no change as a result of the modification made to account for the number of predictors. The Standard Error of the Estimate of 0.24712 indicates a minimal divergence from actual observations, indicating a good model fit.

Table 4.18
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.638	1	7.638	125.070	.000 ^b
	Residual	18.198	298	.061		
	Total	25.835	299			
a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency						
b. Predictors: (Constant), Customer Centricity						

The ANOVA results for the Customer Centricity regression test on Dealership Profitability, Performance, and Operations Efficiency are shown in Table 4.18. The ANOVA results clearly show that the regression equation's value of 125.070 is statistically significant, with a statistical significance level of 0.000 ($p < 0.05$). Therefore, the regression equation may be considered statistically significant as it offers a solid model that can account for a considerable portion of the variance in the dependent variable. Additionally, the ANOVA results show that the independent variable explains a sizable amount of the variation in the dependent variable because the Regression Sum of Squares (7.638) is much higher than the Residual Sum of Squares (18.198).

Table 4.19
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.124	.038		29.445	.000
	Customer Centricity	.287	.026	.544	11.183	.000

a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency

Table 4.19 displays the regression findings for the relationship between dealership profitability, performance, and operations efficiency and customer centricity. Customer centricity has a positive and statistically significant impact on the dependent variable, as shown by the unstandardized coefficient value ($B = 0.287$) and significance level of 0.000 ($p < 0.05$). This implies that for every unit improvement in customer centricity, dealership profitability, performance, and operations efficiency increase by 0.287 units. The standardized beta value ($\beta = 0.544$) indicates that customer centricity has a moderate to considerable positive influence on the outcome variable. Furthermore, the t-value of

11.183 confirms the predictor's substantial significance in explaining the variance in the dependant variable. Overall, the results indicate that Dealership Performance, Operations Efficiency, and Profitability are significantly and powerfully predicted by Customer Centricity.

The F-value of 125.070 with a p-value of 0.000 ($p < 0.05$) in Tables 4.18 (ANOVA) and 4.19 (Coefficients) demonstrate the statistical significance of the regression model. It has been demonstrated that dealership profitability, performance, and operational efficiency are significantly impacted by customer centricity. Additionally, the Coefficients table indicates that Customer Centricity has a significant influence on the dependent variable ($\beta = 0.544$, $t = 11.183$, $p = 0.000$). As a result, the null hypothesis (H_0), which holds that customer centricity has no appreciable effect on dealership performance, profitability, or operational efficiency, is rejected. The opposite hypothesis (H_1), on the other hand, is accepted and claims that dealership profitability, performance, and operational efficiency are significantly impacted by customer centricity.

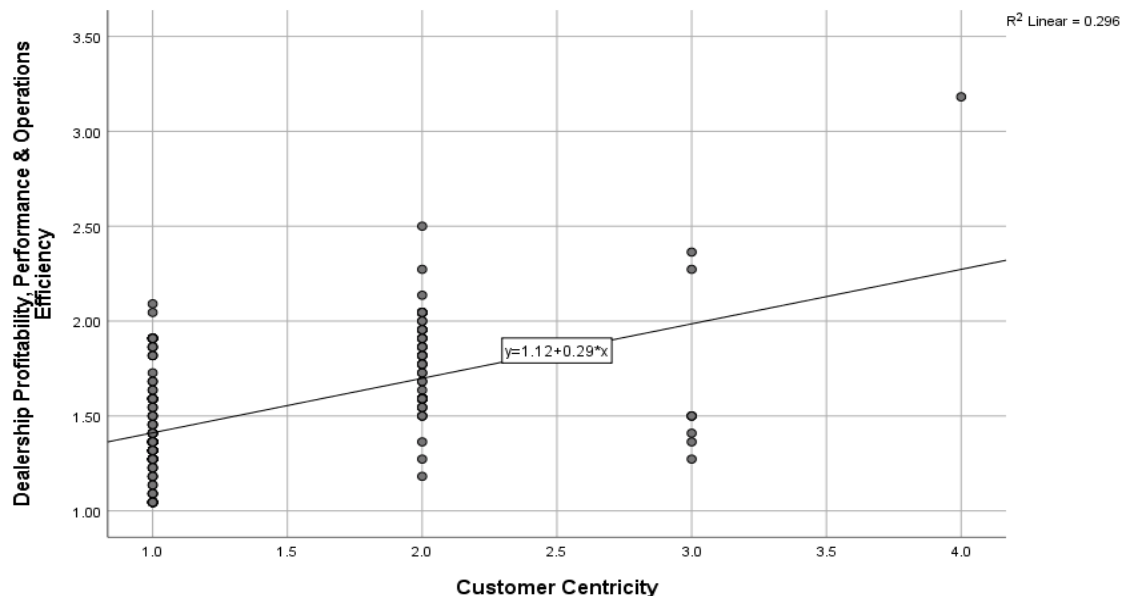


Figure 4.61
Customer Centricity

Figure 4.61 shows a graph of a scatter plot with a fitted regression line depicting the relationship between Customer Centricity and Dealership Profitability, Performance & Operations Efficiency. As can be seen from the scatter plot, there exists a positive linear correlation between the two variables, implying that increased Customer Centricity positively affects dealerships' profitability, performance, and efficiency. From the regression equation ($y = 1.12 + 0.29x$), it can be deduced that an increase in Customer Centricity by one unit causes an increase of 0.29 units in the dependent variable, showing that the impact is positive yet modest. The R^2 of 0.296 shows that only 29.6% of the changes in Dealership Profitability, Performance & Operations Efficiency can be explained by Customer Centricity, whereas the rest of the variation results from other factors.

Hypothesis H3a

- **H₀3a (Null):** Compliance with Regulations & Manufacturer Guidelines has no significant impact on Dealership Profitability, Performance & Operations Efficiency.
- **H₁3a (Alternate):** Compliance with Regulations & Manufacturer Guidelines has a significant positive impact on Dealership Profitability, Performance & Operations Efficiency.

Table 4.20
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753 ^a	.568	.566	.19361
a. Predictors: (Constant), Compliance with Regulations & Manufacturer Guidelines				

The results of the regression analysis carried out to determine the relationship between Dealership Profitability, Performance, and Operations Efficiency and

Compliance with Regulations & Manufacturer Guidelines are compiled in Table 4.20. The result shows a strong correlation between the two variables, as indicated by the R value of 0.753. The R Square value of 0.568 indicates that about 56.8% of the variance in the dependent variable can be attributed to compliance with regulations and manufacturer guidelines, indicating that the model well explains the variation. On the other hand, considering the little difference between the R Square and Adjusted R Square, the Adjusted R Square is 0.566, indicating that the model is reliable and robust. Finally, the Standard Error of the Estimate of 0.19361 shows that the forecast error is rather small.

Table 4.21

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.665	1	14.665	391.200	.000 ^b
	Residual	11.171	298	.037		
	Total	25.835	299			

a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency

b. Predictors: (Constant), Compliance with Regulations & Manufacturer Guidelines

The ANOVA findings of the regression model evaluating the impact of manufacturer and regulatory compliance on dealership profitability, performance, and operational efficiency are displayed in Table 4.21. The regression model is statistically highly significant, as indicated by the F value of 391.200 at the 0.000 significance level ($p < 0.05$). It implies that the predictor variable has a substantial impact on the dependent variable and that the model fits the data effectively. The Regression Sum of Squares (14.665), which is much higher than the Residual Sum of Squares (11.171), demonstrates the considerable significance of the predictor variable in the regression analysis.

Therefore, the ANOVA findings show that the regression model is suitable and that

Dealership Profitability, Performance, and Operations Efficiency are significantly impacted by Compliance with Regulations & Manufacturer Guidelines.

Table 4.22
Coefficients^a

Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	(Constant)		.630	.046		13.567	.000
	Compliance With Regulations & Manufacturer Guidelines		.686	.035	.753	19.779	.000

a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency

The regression coefficients of Compliance with Regulations & Manufacturer Guidelines and Dealership Profitability, Performance & Operations Efficiency are provided in Table 4.22. The results show that, with an unstandardized coefficient ($B = 0.686$) and significance value of 0.000 ($p < 0.05$), compliance with regulations and manufacturer guidelines is a significant influence in the dependent variable. For every unit improvement in compliance, Dealership Profitability, Performance, and Operations Efficiency increase by 0.686 units. The beta standardized coefficient of 0.753 indicates that the independent variable has a considerable and strong positive influence on the dependent variable. Furthermore, the t-value of 19.779 indicates a significant connection between the two variables.

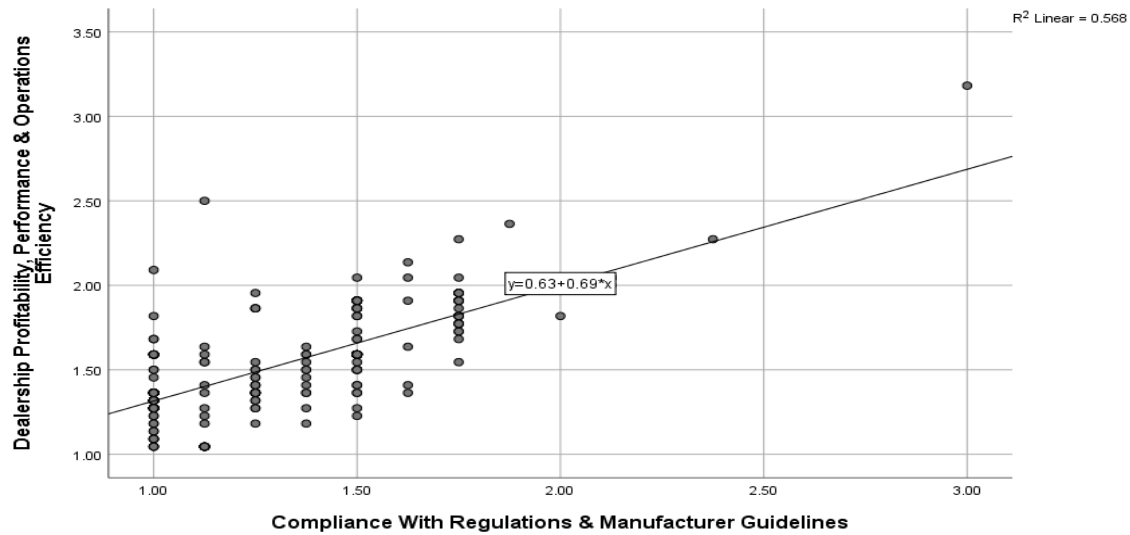


Figure 4.62
Compliance with Regulations & Manufacturer Guidelines

Figure 4.62 illustrates a scatter diagram and linear regression on the effect of Compliance With Regulations & Manufacturer Guidelines (independent variable) on Dealership Profitability, Performance & Operations Efficiency (dependent variable). In this case, the regression line equation is $y = 0.63 + 0.69x$, and this shows that there is a positive correlation since for each unit increase in compliance with regulations and guidelines, dealerships will experience an improvement in their efficiency and profitability by 0.69 units. The value of R^2 is 0.568, and this means that there exists a strong correlation since the factors under consideration account for 56.8% of the variation in dealerships. Although the observations show some clumping in low compliance values, the rising trend confirms the theoretical framework that compliance with standardized manufacturer protocols promotes operations efficiency and profitability among dealerships.

Hypothesis H3b

- **H₀3b (Null):** Compliance with Regulations & Manufacturer Guidelines has no significant impact on Sustainability of Operations.

- **H.3b (Alternate):** Compliance with Regulations & Manufacturer Guidelines has a significant positive impact on the Sustainability of Operations.

Table 4.23
Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.165 ^a	.027	.024	.30552
a. Predictors: (Constant), Compliance With Regulations & Manufacturer Guidelines				

The summary results of the regression analysis used to determine the association between Dealership Profitability, Performance, and Operations Efficiency and Compliance with Regulations & Manufacturer Guidelines are shown in Table 4.23. Given that the R-value is 0.165, it is clear from the study findings that there is a very modest positive link between the two variables. Compliance with Regulations & Manufacturer Guidelines accounts for just 2.7% of the fluctuations of the dependent variable, according to the R Square value of 0.027. Since there is virtually little improvement after accounting for sample size, the Adjusted R-Square of 0.024 likewise indicates extremely low predictive significance. The Standard Error of the Estimate, 0.30552, is quite high compared to the previous outputs, implying a lot of prediction error from the model.

Table 4.24
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.778	1	.778	8.330	.004 ^b
	Residual	27.817	298	.093		
	Total	28.594	299			
a. Dependent Variable: Sustainability of Operations						
b. Predictors: (Constant), Compliance with Regulations & Manufacturer Guidelines						

The findings of the ANOVA analysis of the regression model testing for the effect of Manufacturer Guidelines and Regulation Compliance on Sustainability of Operations are shown in Table 4.24 above. The accompanying table clearly shows that the regression model is statistically significant, with an F-value of 8.330 at a significance level of 0.004 ($p < 0.05$). The model's validity is demonstrated by how well it matches the data. Additionally, the small value of the Regression Sum of Squares (0.778) becomes statistically significant when contrasted to the Residual Sum of Squares (27.817). The results of the ANOVA test demonstrate the statistical validity of the regression model and the beneficial effects of compliance with regulations and manufacturer guidelines on sustainability of operations.

Table 4.25
Coefficients

Model			Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
1	(Constant)		1.224	.073		16.709	.000
	Compliance With Regulations & Manufacturer Guidelines		.158	.055	.165	2.886	.004
a. Dependent Variable: Sustainability of Operations							

Table 4.25 below displays the regression analysis coefficients for the independent variable Compliance with Regulations & Manufacturer Guidelines in relation to Sustainability of Operations. The findings indicate that Compliance with Regulations & Manufacturer Guidelines positively affects the dependent variable since its unstandardized coefficient is 0.158, while its significance value is 0.004 ($p < 0.05$). In simpler terms, if there is an increase in Compliance with Regulations & Manufacturer Guidelines by one unit, there will be a corresponding increase of 0.158 units in

Sustainability of Operations. It can also be noted that the standardized beta coefficient is 0.165, indicating a weak positive correlation between the two variables. Additionally, the t-value is 2.886, confirming that the relationship is significant yet weaker compared to those found in other models.

The results in Tables 4.23 (Model Summary) and 4.24 (ANOVA) make it clear that the regression model above, which examines the impact of Manufacturer Guidelines and Regulation Compliance on Sustainability of Operations, is statistically significant. This is clear from the ANOVA table, where the significance level is 0.004 (< 0.05) and the value of F is 8.330. These numbers imply that the predictor has a substantial impact on the dependent variable and that the regression model is statistically significant. According to the Model Summary, there is a weak statistical association between the two variables, as the independent variable Compliance with Regulations & Manufacturer Guidelines accounted for 2.7% ($R^2 = 0.027$) of the variation in Sustainability of Operations. Therefore, it is possible to reject the null hypothesis H_0 , which asserts that there is no meaningful connection between Sustainability of Operations and Compliance with Regulations & Manufacturer Guidelines.

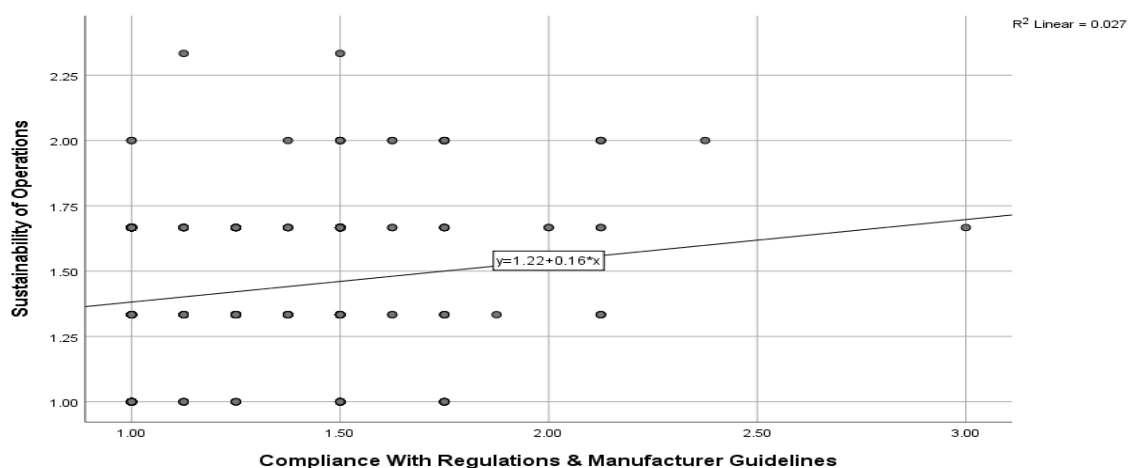


Figure 4.63
Compliance With Regulations & Manufacturer Guidelines

Figure 4.63 shows a graphic depiction of the findings from the linear regression study of the impact of Manufacturer Guidelines & Regulation Compliance on the Sustainability of Operations. The very low R² coefficient of 0.027 indicates that the correlation between the variable "compliance" and the "sustainability of operations" is very low and only accounts for 2.7% of the variation in the dependent variable, even though the linear equation for the regression $y=1.22+0.16x$ shows a slight positive slope. Compliance with formal norms is a poor indication of future operational sustainability, as seen by the broad dispersion of values around the regression line.

Hypothesis H4a

- **H₀4a (Null):** Expense & Investment Control has no significant impact on Dealership Profitability, Performance & Operations Efficiency.
- **H₁4a (Alternate):** Expense & Investment Control has a significant positive impact on Dealership Profitability, Performance & Operations Efficiency.

Table 4.26
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.352	.350	.23699
a. Predictors: (Constant), Expense & Investment Control				

Table 4.26 displays the model summary of the regression analysis examining the relationship between Dealership Profitability, Performance & Operations Efficiency, and Expense & Investment Control. The R value of 0.593 indicates a moderate to strong positive correlation between the variables. Expense & Investment Control explains 35.2% of the variance in the dependent variable, according to the R Square value of 0.352, suggesting that the model has a reasonable degree of explanatory power. After accounting for sample size, the model's stability and dependability are confirmed by the

Adjusted R Square value of 0.350, which is not significantly different from the R Square value. A satisfactory match between the actual and predicted numbers is shown by the Standard Error of the Estimate (0.23699), which shows a comparatively low prediction error. Overall, the findings indicate that Expense & Investment Control significantly and meaningfully predicts Dealership Profitability, Performance, and Operations Efficiency.

Table 4.27
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.099	1	9.099	162.009	.000 ^b
	Residual	16.737	298	.056		
	Total	25.835	299			

a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency
b. Predictors: (Constant), Expense & Investment Control

Table 4.27 below displays the results of the ANOVA test from the regression analysis done on the impact of Expense & Investment Control on Dealership Profitability, Performance, and Operations Efficiency. A significant value of 0.000 ($P < 0.05$) and a F value of 162.009 validate the statistical significance of the model. Therefore, it suggests that the model might account for the fluctuation of the dependent variable. When compared to the Residual Sum of Squares (16.737), the Regression Sum of Squares (9.099) indicates that the independent variable may explain a certain proportion of the variation of the dependent variable. The ANOVA findings show that Expense & Investment Control has a statistically significant effect on Dealership Profitability, Performance, and Operations Efficiency.

Table 4.28
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.932	.048		19.303	.000
	Expense & Investment Control	.342	.027	.593	12.728	.000
a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency						

Table 4.28 displays the regression findings for the relationship between dealership profitability, performance, and operations efficiency and expense and investment control. The dependent variable is positively and statistically significantly impacted by Expense & Investment Control, as indicated by the unstandardized coefficient ($B = 0.342$) and significance value of 0.000 ($p < 0.05$). It suggests that the dependent variable varies by 0.342 units for each unit change in the independent variable. The independent variable has a moderate to significant positive effect on the dependent variable, according to the standardized beta value ($\beta = 0.593$). The t-value of 12.728 provides more evidence of the very significant relationship between the variables. It is clear from the data above that the independent and dependent variables have a strong association.

The regression model that investigates the impact of Expense & Investment Control on Dealership Profitability, Performance & Operations Efficiency is significant, according to the results of Tables 4.27 (ANOVA) and 4.28 (Coefficients). This assertion is supported by the fact that in Table 4.27's (ANOVA) result, the probability level exceeds 0.000 (< 0.05) and the statistic F is equal to 162.009. In contrast, Table 4.28 (Coefficients) demonstrates that the variable under study has a positive and substantial influence on the dependent variable ($B = 0.342$, $\beta = 0.593$, $t = 12.728$, $p = 0.000$). The null hypothesis (H_0), which asserts that there is no meaningful relationship between the

independent and dependent variables under study, is thus not supported by the data. The alternative hypothesis (H1), which argues that Expense & Investment Control influences the dependent variable, is thus accepted.

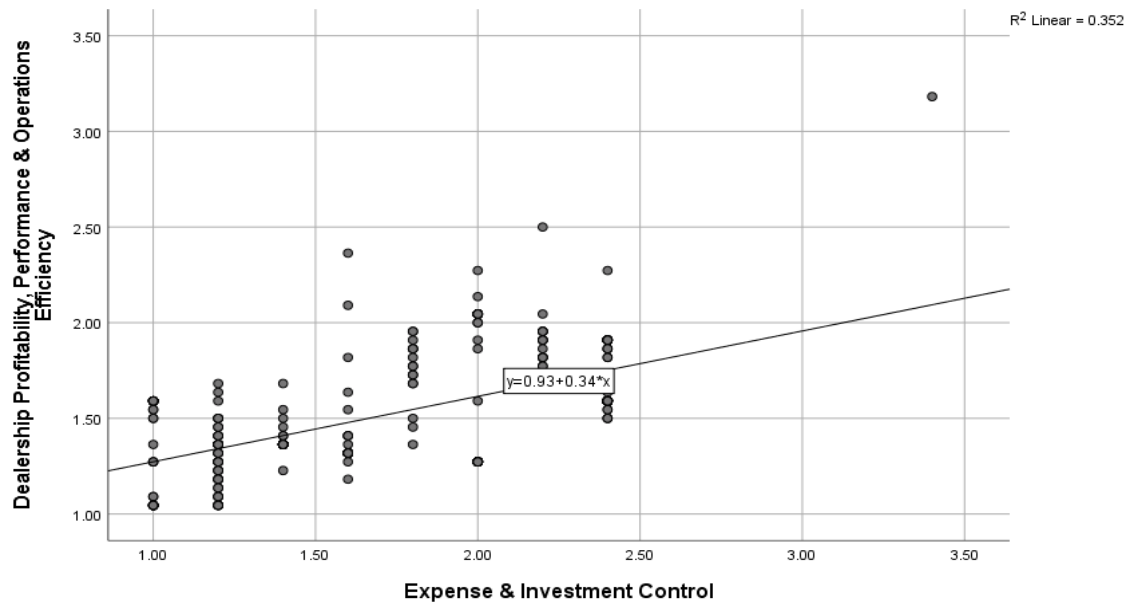


Figure 4.64
Expense & Investment Control

Figure 4.64 provides a linear regression analysis of the connection between Expense & Investment Control and Dealership Profitability, Performance & Operations Efficiency. As evidenced by the regression formula $y = 0.93 + 0.34x$, there is a positive correlation, meaning that the more effective a dealership is at managing its investment and expense levels, the higher its operations efficiency and profitability would be. Based on the R^2 coefficient of 0.352, it is clear that about 35.2% of variation in dealership performance can be accounted for by controlling investments and expenses. Even though such an assertion shows that being able to manage one's finance is very important, the relatively low R^2 value still means that about two-thirds of performance variation occurs due to factors other than investments and expenses control.

Hypothesis H4b

- **H₀4b (Null):** Expense & Investment Control has no significant impact on Sustainability of Operations.
- **H₁4b (Alternate):** Expense & Investment Control has a significant positive impact on Sustainability of Operations.

Table 4.29
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.134 ^a	.018	.015	.30696
a. Predictors: (Constant), Expense & Investment Control				

Table 4.29 shows the model summary for the regression of investment and expenditure control on dealership profitability, performance, and operational efficiency. The table's R value of 0.134 indicates that the two variables have a very weak positive relationship. It is evident from the R Square value of 0.018 that Expense & Investment Control accounts for just 1.8% of the variation in the dependent variable. Furthermore, after accounting for the number of samples, the Adjusted R Square is 0.015, suggesting that the model's weakness produces very little explanatory value. The comparatively large Standard Error of the Estimate of 0.30696 indicates poor model fitting and prediction.

Table 4.30
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.515	1	.515	5.462	.020 ^b
	Residual	28.079	298	.094		
	Total	28.594	299			
a. Dependent Variable: Sustainability of Operations						
b. Predictors: (Constant), Expense & Investment Control						

Table 4.30 above shows the findings of the regression analysis of the ANOVA test on the connection between Expense & Investment Control and Sustainability of Operations. The results show the statistical significance of the regression analysis since the estimated F-value is 5.462 at a significance level of 0.020 ($p < 0.05$). This shows that the model fits and that the independent variable (Expense & Investment Control) significantly explains variations in the dependent variable (Sustainability of Operations). In a similar vein, although if the Regression Sum of Squares (0.515) is not as large as the Residual Sum of Squares (28.079), it nonetheless contributes significantly to the explanation of the dependent variable.

Table 4.31
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.289	.063		20.617	.000
	Expense & Investment Control	.081	.035	.134	2.337	.020

a. Dependent Variable: Sustainability of Operations

Coefficients for the analysis of the effect of Expense & Investment Control on Sustainability of Operations are presented in Table 4.31. From the results, it can be observed that Expense & Investment Control positively and significantly influences the dependent variable Sustainability of Operations, as can be seen from the unstandardized coefficient ($B = 0.081$), as well as the significance value (0.020, $p < 0.05$). This means that an increase in one unit of Expense & Investment Control would increase the value of Sustainability of Operations by 0.081 units. Nevertheless, since the standardized beta coefficient ($\beta = 0.134$), the effect of the independent variable on the dependent variable is

only weakly positive. In addition, the t-value of 2.337 also indicates the presence of significance in the association, although the strength of this association is quite weak when compared with others in the study.

The statistical significance of the regression study conducted to investigate the impact of Expense & Investment Control on Sustainability of Operations is shown by Tables 4.30 (ANOVA) and 4.31 (Coefficients). The ANOVA table, where the computed value of F-statistics is 5.462 and the significance level is 0.020 ($p < 0.05$), shows that the developed model is valid and that the independent variable has a statistically significant influence on the dependent variable. Concurrently, the Coefficients table shows that the dependent variable (Sustainability of Operations) is somewhat positively impacted by the independent variable Expense & Investment Control ($B = 0.081$, $\beta = 0.134$, $t = 2.337$, $p = 0.020$). As a result, the generated null hypothesis (H_0), which asserts that there is no meaningful relationship between the specified independent and dependent variables, is untrue and must be rejected. The alternative theory is therefore confirmed.

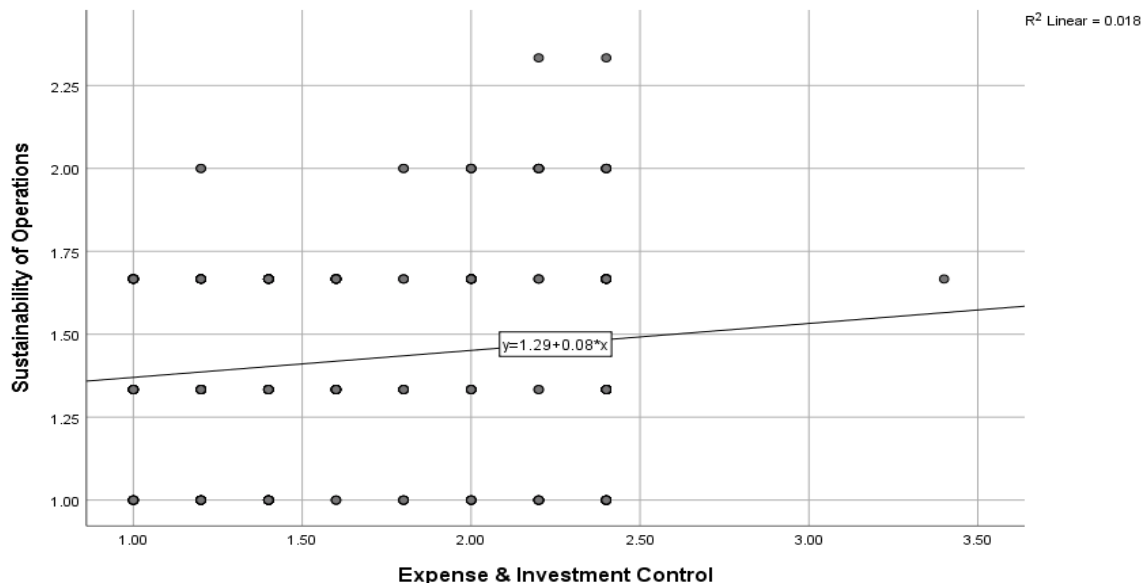


Figure 4.65
Expense & Investment Control

As depicted in Figure 4.65 below, the linear regression model used to examine the relationship between Expense & Investment Control and Sustainability of Operations shows that the coefficient of the linear equation $y = 1.29 + 0.08x$ has an extremely low value, suggesting that there is a very shallow positive relationship. In addition, since $R^2 = 0.018$, the relationship between the variables is very weak, indicating that only 1.8% of the variance in the dependent variable is accounted for by the independent variable. Based on the degree of scatter of data points, although controlling expenditure and investment is an important business strategy, it cannot be considered a good predictor of sustainability in the context of the current dataset.

Hypothesis H5

- **H₀5 (Null):** HR Management & Workforce Competency has no significant impact on Dealership Profitability, Performance & Operations Efficiency.
- **H₁5 (Alternate):** HR Management & Workforce Competency has a significant positive impact on Dealership Profitability, Performance & Operations Efficiency.

Table 4.32
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.510	.508	.20619
a. Predictors: (Constant), HR Management & Workforce Competency				

The model summary of the regression analysis on the impact of HR Management & Workforce Competency on Dealership Profitability, Performance & Operations Efficiency is presented in Table 4.32 below. According to the results of the analysis, there exists a strong positive relationship between the two variables as indicated by the value of R which is 0.714. Since the R square value is 0.510, the model's strength is high and about 51% of the variations in the dependent variable can be explained by the

independent variable. Because the difference between R square and the adjusted value is so little, the adjusted value of R square, which is 0.508, indicates that the model's stability and dependability are also good. The model concludes that HR Management & Workforce Competency is a robust and dependable predictor of the dependent variable.

Table 4.33
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.166	1	13.166	309.671	.000 ^b
	Residual	12.670	298	.043		
	Total	25.835	299			

a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency

b. Predictors: (Constant), HR Management & Workforce Competency

In Table 4.33 above the results of the ANOVA for regression analysis evaluating the impact of workforce competency and HR management on dealership profitability, performance, and operations efficiency are displayed. The following table shows that the regression model is significant due to its high F-value (309.671) and matching significance level (0.000), which is below the critical criterion of 0.05. These results show that the regression model is significant enough to explain the dependent variable's fluctuation. The finding that the regression sum of squares is much higher than the residual sum of squares lends more credence to the outcome.

Table 4.34
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.637	.052		12.359	.000
	HR Management & Workforce Competency	.691	.039	.714	17.597	.000

a. Dependent Variable: Dealership Profitability, Performance & Operations Efficiency

Table 4.34 displays the regression findings for the relationship between HR management and workforce competency and dealership profitability, performance, and operations efficiency. The dependent variable is significantly positively impacted by HR Management & Workforce Competency, as indicated by the unstandardized coefficient ($B = 0.691$) and significance value of 0.000 ($p < 0.05$). This suggests that Dealership Profitability, Performance, and Operations Efficiency increase by 0.691 units for every unit improvement in HR Management & Workforce Competency. The standardized beta coefficient ($\beta = 0.714$) provides more evidence that the independent variable does, in fact, have a considerable positive influence. Additionally, a strong and significant link is indicated by the exceptionally high t-value (17.597). In conclusion, HR management and labor competency are highly significant predictors of dealership profitability, performance, and operational efficiency.

The outcome obtained from Table 4.33(ANOVA) and Table 4.34(Coefficients) proves the validity of our regression model in terms of its statistical significance in determining the effect of HR Management & Workforce Competency on Dealership Profitability, Performance & Operations Efficiency. In particular, the ANOVA shows that the model under consideration is statistically valid since its F-value is highly significant ($F = 309.671$, $p = 0.000$ ($p < 0.05$)). Furthermore, Table 4.34 (Coefficients) demonstrates that the dependent variable is significantly impacted by HR Management & Workforce Competency ($B = 0.691$, $\beta = 0.714$, $t = 17.597$, $p = 0.000$). Consequently, it has been shown that workforce competency and HR management positively impact dealership performance, profitability, and operational effectiveness. The null hypothesis, which asserts that there is no statistically significant relationship between the variables mentioned above, may be discarded since the alternative hypothesis has been shown.

Graph

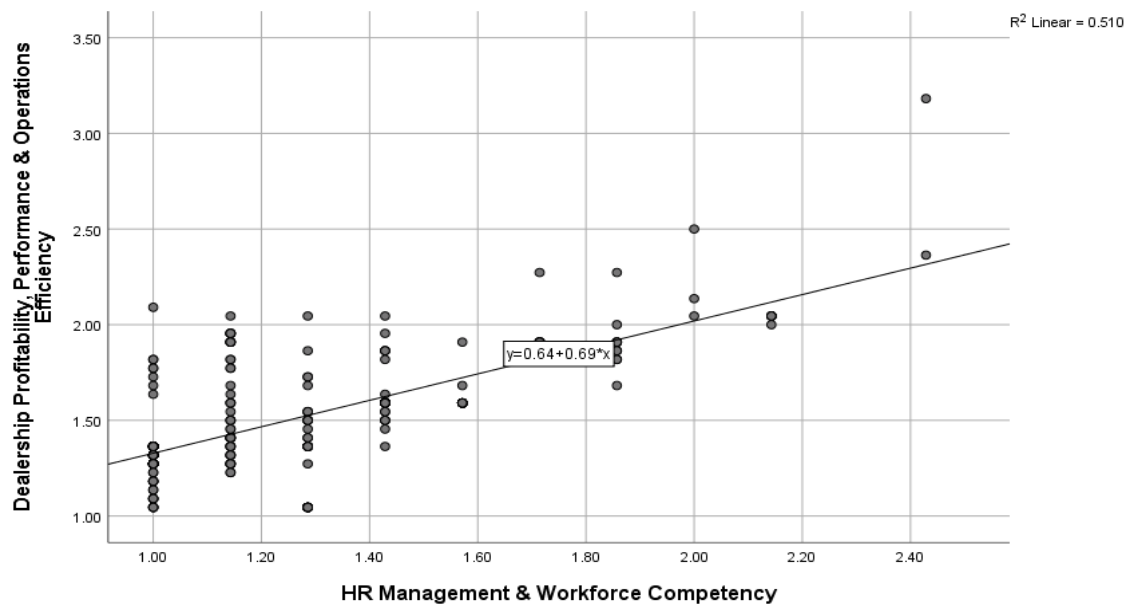


Figure 4.66
HR Management & Workforce Competency

Graphical representation of the linear regression analysis is shown in Figure 4.66 where we have evaluated the relationship between HR Management & Workforce Competency and Dealership Profitability, Performance & Operations Efficiency. The regression's equation is $y = 0.64 + 0.69x$. According to this equation, there is a very strong positive correlation, meaning that dealership performance rises significantly as workforce competency and human resource management practices do. An R^2 of 0.510 indicates that the regression analysis can account for 51.0 percent of the overall variation in performance, and worker competency is determined to be the primary predictor of business success.

4.5 Conclusion

The conclusions presented in this chapter are the result of the examination of both quantitative and qualitative data produced during the course of this investigation into the

variables influencing the dealership's sustainability and performance. The quantitative analysis's findings showed that process management, customer orientation, compliance, cost management, and HRM all had a major impact on performance, with compliance and HRM having the best predictive power. However, it has been determined that some factors have relatively little effect on sustainability.

It is evident that among the challenges that exist in the dealership business, there is the problem associated with manpower, competitiveness, costs, and inefficiency in managing inventories, whereas among the profitability factors are after-sales services, financing and insurance (F&I), and value-added services. Therefore, it implies that the results of analysis from both approaches indicate that success at the dealerships depends on efficient processes, orientation to the clients, and strong manpower capabilities.

CHAPTER V:

DISCUSSION

5.1 Discussion of Results

The results from the current study offer robust empirical proof that there are many determinants that affect the success and viability of dealerships through their effect on their performance and profitability. The descriptive statistics show very high consensus among respondents on the relevance of process excellence, customer focus, compliance, cost control, and human resources. The fact that the means for all variables have been consistently low indicates that the determinants in question are highly important for achieving success in dealerships. In addition, the chi-square findings reveal that all variables are statistically significant.

The regression model's findings offer more insightful information about the impact of each of these variables. Compliance with rules and norms established by manufacturing organizations was the variable that had the greatest impact on profitability and performance; human resources management and workforce competency had the second-strongest impact. This clearly indicates the significance of structured governance and effective implementation of procedures along with a competent workforce in ensuring optimal performance and efficient business operations. On the other hand, factors such as control of expenses and investments, operational processes and customer orientation also played an important but not as significant role.

The distinction between the importance of performance and sustainability drivers is one of the research's key findings. The profit margin and management effectiveness are strongly positively impacted by all aspects, while the sustainability of operations is only little impacted, particularly when compliance and cost control are taken into account. It is clear that financial management and regulation compliance play an important role as one

of the means necessary for providing efficiency and effectiveness; yet, they are not sufficient for ensuring sustainability. It appears that sustainability depends on various aspects such as personal growth of employees and customers' adaptability to new business conditions.

From the perspective of practical implementation, the findings imply the importance of the success of the dealership in relation to using an efficient management system in which process excellence, customer orientation, compliance, financial management, and human resources are viewed as interrelated aspects. From the point of view of research implications, it becomes evident that none of these elements can be considered separately from each other.

5.2 Discussion of Research Question One

How does adherence to operational processes and process excellence influence the profitability of automobile dealerships?

The study's findings clearly show that process excellence is linked to auto dealerships' profitability and performance. The study's conclusions indicate that process excellence—which includes operations management, the use of CRM/DMS, inventory matching, appropriate scheduling, and other procedures—is crucial to raising the auto dealership's performance. Additionally, a high degree of agreement among the respondents on the significance of process-driven processes due to their efficacy in boosting efficiency and optimizing resources has been shown by the descriptive statistics.

The above observations are also in line with current research literature regarding process excellence in relation to performance. For example, Kamble, Gunasekaran, and Dhone (2020) reported that the application of process excellence through structured operations, as well as process integration with digitization, can lead to a positive improvement in firm performance. The results of the above analysis indicate that 4.0

technologies not only have direct but also indirect effects on SOP. It was found that the application of Lean Manufacturing Practices (LMP) plays the role of the mediator in the observed phenomenon. It was discovered that I4T was a crucial instrument for enabling LMP to boost SOP. The aforementioned analysis's findings can be compared to those of previous research, demonstrating that Lean Six Sigma (LSS) can function as a solid foundation for the successful implementation of 4.0. The findings reveal that effective integration will call for new mapping techniques as well as horizontal and vertical integration. Vertical integration requires re-engineering of the ERP modules, whereas horizontal integration is all about obtaining Autonomous Process Synchronization. Furthermore, the paper underscores the necessity of having powerful analytical tools capable of effectively analysing data produced during the processes in question (Chiarini and Kumar, 2021). According to Chiarini and Kumar, process standardisation and lean management help to enhance profitability through waste elimination.

As for the case of service-based industries, Ramanathan, Subramanian and Parrott (2017) point out that Process optimization and the use of technology-based procedures (CRM, etc.) boost customer conversion rates and service effectiveness, both of which improve financial outcomes. Customer happiness is significantly impacted by social media reviews. Similarly, the empirical results demonstrate that customer satisfaction is positively and considerably impacted by service operations. Interestingly, the actual results disprove the notion that consumer pleasure is strongly influenced by brand satisfaction. However, it was shown that the degree of consumer happiness is impacted by how well marketing and services interact. It is also thought that social media reviews and promotions don't work well together. Some potential customers visit the store after reviewing social media posts, but promotions do not alter their mindsets.

Additionally, the study's findings indicate twelve critical success factors impacting the use of data-driven decision making in advanced manufacturing systems, based on a hierarchical model developed utilizing ISM, MICMAC, and DEMATEL methodologies. It should be highlighted that the creation of a highly skilled workforce and the development of a data-driven corporate culture are the most important variables determining the success of DDDM implementation. Furthermore, it can be emphasised that top management support and governmental programs also become vital aspects promoting the adoption of DDDM within manufacturing facilities (Ojha, Goyal and Chand, 2024). It should also be mentioned that previous research demonstrates the importance of data-driven decision-making and process alignment within departments in terms of increasing operational efficiency and profitability, especially in competitive conditions.

5.3 Discussion of Research Question Two

What is the effect of customer centricity on the performance and profitability of automobile dealerships?

Findings from this study indicate that customer centricity has a beneficial effect on car dealership performance and profitability, although a minor one. The results show that dealerships may improve their performance by implementing methods including offering personalized services, engaging with consumers, and educating staff to engage customers better. The descriptive analysis led to the conclusion that dealership performance was positively impacted by the high degree of agreement on customer happiness and experience.

The aforementioned findings are consistent with recent studies emphasizing the value of a customer-centric strategy in enhancing business performance. For instance, the study's findings are predicated on a detailed explanation of "Customer Experience

Management" (CEM) as a higher-order resource that includes organizational capabilities in renewing CEs to achieve long-term customer loyalty, cultural mindset, and CE design strategies. Firm size and exchange continuity are highlighted as the two key contingency factors in this study's typology of four CEM configurations (Homburg, Jozić and Kuehn, 2017). emphasized that businesses that prioritize their consumers outperform others.

Additional empirical studies by Lemon and Verhoef (2016) The findings suggest that CE is becoming more complicated owing to numerous touchpoints, channels, and social elements in interactions. They indicate the importance of involving different business processes and external parties to successfully orchestrate and provide seamless CE. In addition, the literature review synthesises the current state of knowledge about CE, customer journey, and CEM, as well as identifies important areas for further research.

As indicated by the research, the relationship between service quality and customer engagement has been positively affected, which further enhances brand experience and patronage intention. Moreover, it has been revealed that gender acts as a moderator and these relationships are more pronounced among females compared to males. Consistent with this finding, Islam et al. (2019) showed that customer engagement and relationship quality have a direct impact on brand loyalty and profitability in service sectors.

The study indicates that companies which have incorporated principles of relationship marketing both at the micro-level (employer-employee relations) and meso-level (firms-vendor relations) are bound to experience competitive advantage at the macro-level (firm-customer). In addition, it is worth pointing out that the use of technology to improve relationships at both levels is vital in the current post-pandemic world, despite issues like over-reliance on the internet and conflicts during virtual

relations. Additionally, Riley and Nicewicz-Scott (2025) have shown that customer centricity in organisations, especially when enabled by technology, improves customer satisfaction and organisational performance through improved responsiveness and delivery of services. All these findings provide validation for the current study by showing that customer centricity is both relational and an economic factor, whose contribution is felt in improved business performance and profitability.

5.4 Discussion of Research Question Three

How does compliance with regulatory and manufacturer guidelines affect dealership operations and profitability?

In terms of the current research results, compliance with regulations and manufacturers' instructions was found to have a very high statistically significant positive effect on the financial well-being, efficiency, and performance of dealerships. In other words, compliance was determined to be the strongest predictor of all others in this study. Thus, the findings reveal that the use of standardised processes, regulations and compliance, the use of tax services, internal audits, as well as specific instructions set by manufacturers are critical for increased efficiency, minimised risks, and higher performance at dealerships. Descriptive results further reinforce this assumption, emphasising high levels of agreement among survey participants concerning the role of digital documentation, inventory SOPs, automated accounting and audit procedures, etc., in enhancing accuracy and operational efficiency. At the same time, in relation to the sustainability of operations, compliance was identified to have a statistically significant positive but low effect.

This conclusion is supported by the results of the literature review conducted regarding the topic under discussion. In particular, according to Pirrolas and Correia (2025), the institutional perspective of the relationship between organisational

compliance and performance demonstrates that organisations subjected to regulation and norms experience increased legitimacy and stability, which positively impacts their efficiency and effectiveness. The reason for using this source is that it adds some empirical evidence to the claim that organisational behaviour should be viewed through the prism of social influences, in addition to regulatory aspects.

As evidenced by the literature review, organisational environmental behaviour depends not only on regulations but also on social aspects and expectations. Specifically, it is clear that the notion of the "social license to operate" may be utilised to prompt firms to go beyond regulatory compliance in cases where society has strong expectations regarding firm performance (Cortes *et al.*, 2025). In other words, organisational behaviour is a result of social and economic pressures applied to organisations simultaneously.

Moreover, Chen et al. (2015) shown that the use of environmental management and structured compliance standards improves an organization's performance by increasing operational efficiency. In a similar vein, the results show that market orientation has a positive impact on the creation of environmental strategies, which raises worker involvement in the environment and enhances the quality of environmental commodities. Both of these aspects further enhance environmental performance. Furthermore, it is found that the concept of environmental commitment moderates the relationship between market orientation and environmental strategy. All of these studies, which highlight compliance as a strategic tool that improves organizational performance and operational efficiency, corroborate the conclusions of this study.

5.5 Discussion of Research Question Four

How do expense management and investment control practices impact the sustainability and profitability of automobile dealerships?

The profitability, efficiency, and performance of dealerships are positively and moderately to strongly impacted by the management of costs and investments, according to the findings of the current study. This suggests that managing costs and financial investments in dealerships has a significant impact on enhancing dealership results. The results of the descriptive statistics also show that strategies like managing inventory costs, improving bay work efficiency, making effective use of company resources, and using KPIs to measure performance all contribute to higher profits and more effective business operations. At the same time, it should be noted that the effect of expense and investment management on the sustainability of operations is positive yet low.

These conclusions are corroborated by recent scholarly research that emphasizes the significance of financial management in organizational effectiveness. According to the research, business size is positively linked with ROA and ROS, particularly ROA, and negatively correlated with ROE. While ROA and ROS are positively correlated, ROE is negatively correlated with the adequacy ratio. Leverage dramatically reduces ROE and ROS while increasing ROA in the banking sector. ROA and ROE are positively impacted by liquidity, whereas ROS is negatively impacted. Solvency is positively correlated with ROA and ROS and negatively correlated with ROE. In contrast to agriculture's initial high profits, the service sector eventually had the highest ROA, manufacturing had a high ROE, and transportation had the lowest profit. These results are backed by NGUYEN and NGUYEN (2020), who state that efficient cost control and financial management lead to improved organisational efficiency and higher firm profitability.

The findings further show that SMEs have a tendency to apply a conservative approach in working capital management to avoid risks of not being able to pay their creditors. Furthermore, a positive association between the probability of experiencing financial distress and working capital shows that firms which are at a greater risk of bankruptcy will allocate more resources towards working capital. Finally, Sardo and Serrasqueiro (2022) emphasize that proper financial management and efficient monitoring of costs can contribute positively towards performance by making better use of resources.

Moreover, according to Alarussi and Alhaderi (2018), effective cost management and financial controls have an important influence on the financial performance of organisations. As a result, the findings show that working capital, profitability, efficiency (asset turnover ratio), and firm size are all strongly positively correlated. Conversely, whereas liquidity (current ratio) has no discernible impact on profitability, the debt-to-equity ratio and leverage ratio have a negative relationship with profitability.

These results show that various industries have distinct effects of sustainability reporting (ESG) on corporate performance. In other words, the study shows that the effect of sustainability reporting on companies' market success (Tobin's Q), operational performance (ROA), and financial performance (ROE) differs by industry. Additionally, financial discipline—which is defined as the wise and efficient use of resources inside organizations—leads to improved financial performance according to (Al Hawaj and Buallay, 2022). However, how financial discipline is incorporated into the broader framework of strategy and sustainability issues will determine whether or not it has long-term impact. These papers' findings support the current study's conclusions and demonstrate how important efficient cost and investment management is to long-term financial success.

5.6 Discussion of Research Question Five

What is the contribution of human resource management and workforce competency to the overall performance of automobile dealerships?

The empirical data generated by the current study indicates that the relationship between workforce competency and human resource management has a significant influence on the performance, efficiency, and profitability of car dealerships. This indicates that one of the key elements influencing the profitability of auto dealerships is HR-related concerns. Moreover, based on the descriptive statistics, it should be mentioned that such aspects as skilled manpower, proper recruitment practices, motivational practices, employee retention programs, good corporate governance, and proper integration of functions are key to achieving high efficiency and better financial performance.

The above findings have been greatly supported by various pieces of evidence presented in recent literature on human resource management and organisational effectiveness. According to the findings presented above, human capital management positively affects organisational performance by means of competence building, innovation within the organisation, transformational leadership, and performance management infrastructure. Specifically, human capital management is found to be more effective where it is systematically aligned with organizational objectives, complemented by sound leadership and backed up with proper reward and appraisal processes. Additionally, the findings emphasize the importance of understanding that human capital management is a strategic process in which success depends on contextual alignment and human capital development. In support of the above findings, Karmilah, Themba, and Ismail (2026) state that successful human capital management contributes significantly to

better organisational performance through increased productivity and efficiency of employees.

In addition to this, Wirda and Herizon (2025) illustrate the importance of competence and service proficiency among employees in terms of determining organisational performance and culture, leading to better organisational performance. The aforementioned results make it clear that service competency has a significant impact on organisational culture, which in turn influences work satisfaction. Organisational commitment is favourably impacted by job satisfaction, which in turn influences organisational success. However, organisational culture and service competency have an indirect impact on organizational performance through the intervening variable of job satisfaction.

Regarding the automotive industry, according to Macpherson (2024), Talent retention policies and personnel management activities play a crucial role in determining performance and organisational efficiency, especially within a rapidly changing technological landscape. In addition, it is noted that the application of these policies positively affects performance and organisational efficiency, especially under conditions of dynamism and technological advancement.

According to the findings, the existing talent retention strategies among automotive firms are not effective in retaining the talents related to Industry 4.0 since the one-size-fits-all method does not work. As the study points out, there is a need for personalised efforts such as training, to develop an effective workforce in the automotive sector. In addition, studies related to high-performance human resource management practices show that integration of various human resource functions, such as recruitment, training, evaluation, and rewards, increase employee efficiency (Macpherson, 2024).

In line with the findings, traditional methods adopted by organisations within the automotive sector are not effective in retaining their talent because a general approach does not work. As shown from the study, customised strategies are needed to effectively retain talent, especially those focused on training and learning programs for creating a competent workforce in the automotive sector. In addition, studies on competence development show that upskilling and building competencies motivate performance (Macpherson, 2024).

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The goal of the current study is to analyse the key factors that impact car dealerships' performance, sustainability, and efficiency in a market that is rapidly evolving and fiercely competitive. On the basis of responses from 300 individuals, the analysis has been conducted with respect to five important dimensions, which include process efficiency, customer orientation, compliance with regulations and original equipment manufacturer (OEM) standards, cost control and investments, and human resource management. The results obtained from the empirical analysis suggest that all these factors have a direct and positive effect on the performance and efficiency of automobile dealerships. In particular, the variables of compliance and human resource management have found to be the most powerful in their influence.

Other than the quantitative data analysis, the research employed thematic data analysis for broader industry-level insights, as well as the practical problems experienced by dealerships. The results showed a number of significant problems including lack of manpower, excessive employee turnover, dealerisation, stiff competition, cost pressure, bad inventory management, and poor adoption of technology, among others. These difficulties affect efficiency and profitability rates in car dealerships directly. Besides, the recognition of the contribution to profitability made by different functional departments proved that even though sales remain the major revenue generator, their profitability is restrained by the slim margins. It became clear that after-sales, financing and insurance services, accessories, body shop and additional-value services serve as major sources of sustainable profitability.

Generally speaking, the analysis highlights that in order to become prosperous, dealerships should have a holistic management system with various facets being considered. Efficiency, savings, and compliance with laws are critical when reaching certain objectives in the short run; however, in the course of implementing a sustainable development strategy, other factors must be taken into account. Namely, it includes building relationships with clients, increasing the quality of employees through training and retention policies, and leveraging modern technologies in the decision-making process. In summary, dealerships need to adapt continuously to the changing environment of operation.

6.2 Implications

These results are extremely important from different perspectives, such as the theoretical, managerial, and practical domains, as they demonstrate that dealerships can be successful only if their activities depend on several factors and not on a single factor. On a theoretical level, the conducted research provides evidence confirming the literature, proving that all the factors, including efficiency, legality, finance, client-orientedness, and HRM, affect the company's performance. From a managerial perspective, the findings prove the need to control the proper management and governance processes as well as to educate their employees in that matter. Further, the research proves the need to develop different sources of revenue other than car sales. Finally, from the practical perspective, dealerships should pay special attention to introducing processes such as standardisation, digitalisation, and data-driven decision-making.

Theoretical Implications

There is no doubt that the current research plays an important role in adding to the existing body of knowledge on how profits and efficiency may be generated through the

actions of dealerships in the automobile industry. While past research work has focused on examining these aspects separately, the current research has followed an integrated strategy where the various aspects, including operations, focus on customers, compliance, finance, and human resource management, are considered together. Such an integration not only strengthens the theory behind the impact of these aspects on performance but also stresses the importance of the overall context while working with auto dealerships or service companies.

The key theoretical implications of the study are as follows:

- **Integration of Multi-Dimensional Performance Drivers:** The study makes a key contribution to the field of management through the creation of a model that takes into account different operational, managerial, and strategic factors affecting dealership performance. This research proves that success in business operations cannot be attributed solely to a particular factor but requires the integration of various factors simultaneously.
- **Strengthening the Role of Institutional and Compliance Theories:** The results demonstrate that high dependence of organisational functioning on rules and regulations as well as the need to comply with them enhances the significance of institutional theory, which states that organisational actions and outcomes are highly dependent on certain factors like rules and procedures.
- **Reinforcement of Human Capital Theory:** The high degree of influence exerted by the factors relating to human resource management and competence underlines the role of human capital as an important driver of business performance.

- **Distinction Between Performance and Sustainability Drivers:** One important contribution of this study in the theoretical domain relates to the clear distinction between performance drivers and sustainability drivers. Most of the variables considered have a strong influence on profit and efficiency; however, the relative weak influence of the same variables on sustainability suggests that there may be other important strategic aspects such as adaptability, innovation, and customer retention, needed for sustainability.
- **Support for Customer-Centric and Service-Dominant Logic:** The results relating to customer centricity support the service dominant logic as they highlight the importance of CE, engagement, and relationship management in improving organisational performance. This finding strengthens the concept of service dominant logic, where value creation involves customers.
- **Incorporation of Data-Driven and Process-Oriented Perspectives:** Another implication of this research that can be derived is the importance of adopting technology within dealerships. This means the need to adopt new theories regarding data analysis and process management.

Generally, the above theoretical implications contribute to the existing literature in such a way that they expand it to cater for dealerships.

Managerial Implications

Some key implications arising out of the research would be significant for the managers at the dealerships as well as for the decision makers, considering the critical areas that need to be taken into account strategically. From the findings of the analysis above, one thing which could be concluded is that dealerships function efficiently only when all the activities of management are coordinated perfectly with each other rather than focusing merely on sales.

The key managerial implications of the study are as follows:

- **Strengthening Compliance and Governance Systems:** Considering the significance of this issue, there is a need for proper compliance with the OEM regulations and guidelines. This can be done by enforcing effective control mechanisms, carrying out audits, putting standard operating procedures in place, and ensuring proper documentation systems are in place.
- **Focus on Human Resource Development and Retention:** Since there is a lot of influence exerted on the organisation through this variable, it becomes necessary for the management to direct its efforts toward hiring, training, and retaining employees. It will be key in building an efficient workforce.
- **Shift from Sales-Centric to Integrated Business Approach:** From the findings made above, it can be noted that sales alone are not enough for earning the necessary margins of profit. For that reason, there will be a need for diversification in terms of other sectors such as after-sales service, finance, insurance, and accessories.
- **Adoption of Digital Tools and Data-Driven Decision Making:** The managers need to put their focus on adopting new technology that would enable them to better their work in lead generation, inventory management, consumer engagement, and any other activity they wish.
- **Improving Process Efficiency and Standardisation:** Due to the importance of operations, it is necessary for managers to consider process improvement, process standardisation, and eliminate inefficiencies. Process optimisation may increase efficiency and productivity.
- **Enhancing Customer-Centric Practices:** As far as improving customer-centricity is concerned, it is important that the management of dealerships

focuses more on CE in terms of personalised services, quick service delivery and effective communications. The creation of customer relationships and its subsequent improvement can be considered an important strategic objective.

- **Effective Cost and Inventory Management:** Keeping in view the issues concerning cost pressures and inefficient inventory management, it is important that the management closely tracks costs and improves the efficiency of its inventory management.

In summary, the above managerial implications reflect the importance of adopting an integrated and strategic approach to running businesses efficiently.

Practical Implications

The current study results have been regarded to be very important since they offer managers useful advice on how to modify their managing practices in order to enhance the performance of their organisations. It must be emphasised that an organisation's ability to succeed depends on how well plans are implemented through people, procedures, and technology. Car dealerships must prioritise customer connection and the procedural side of business management.

The key practical implications of the study are as follows:

- **Implementation of Standard Operating Procedures (SOPs):** The car dealership needs to adopt standard operating procedures in all departments such as sales, services, and inventory management. This will lead to minimisation of errors as well as improved efficiency in employee performance.
- **Optimisation of Inventory Management Practices:** Car dealerships need to improve inventory management practices by keeping the right level of inventory and ageing inventory down.

- **Enhancement of Workshop and After-Sales Operations:** Efficient job scheduling, presence of skilled service personnel, and proper job allocation are among the important elements that increase efficiency in the process of service delivery. Having enough spares is essential for the process to run efficiently.
- **Strengthening Digital and CRM Integration:** Digitalisation and integrating CRM/DMS with the process is also a very important factor. Car dealers can implement this by improving lead management, customer monitoring, and conversion rate.
- **Focus on High-Margin Revenue Streams:** Steps need to be taken in an organised manner to increase the sale of accessory services, financial services, insurance products, and other high-margin value-added services such as warranty extensions.
- **Improvement in Customer Experience and Retention:** CE needs to be improved through activities such as personalised customer interactions, fast service delivery, and post-service follow-ups, resulting in creating a good relationship with the customers and ensuring their retention.
- **Workforce Skill Development at Operational Level:** Dealership training and development programs require skilled labour in various fields, including mechanics, salespeople, and others.

These practical examples are some guidelines which can help us to improve our operations, overcome any issues in operations, and make our dealerships more successful from a bottom-line point of view.

6.3 Recommendations for Future Research

More research on this subject is still feasible, despite the significant insights this study provided on the factors affecting sustainability, profitability, and performance in dealership settings. It is extremely difficult to generalise the results of the current study due to its limitations, particularly with regard to its scope and small sample size. By investigating more factors using various approaches, future study may add to the corpus of knowledge.

The following recommendations are suggested for future research:

- **Expansion of Sample Size and Geographic Scope:** In future research efforts, larger samples that are representative of different geographical regions should be used. The inclusion of different geographical regions, such as urban, semi-urban, and rural regions, should also be considered as this would add generalisability to the study findings. Cross-regional studies will be helpful in identifying the influence of economic and market factors on dealership operations.
- **Comparative Studies Across Vehicle Segments:** To gain a better understanding of various business models and their impact on profitability, customer happiness, and dealer success, comparisons across various car categories may be made. Two-wheelers, passenger automobiles, commercial vehicles, and electric vehicles are some examples of the vehicle segments.
- **Incorporation of Longitudinal Research Design:** In future research designs, the longitudinal model could be adopted. This design approach would be useful in analysing dealership performance over an extended period.

- **Use of Qualitative Research Methods:** In addition to quantitative methods, researchers can use qualitative methods, including focus groups, case studies, and interviews. Researchers may be able to gain a deeper knowledge of the elements impacting organisational cultures and managerial choices through the use of qualitative methodologies, which may not be achievable using standardised surveys.
- **Exploration of Emerging Technologies:** More research may be done on how cutting-edge technology like artificial intelligence, machine learning, big data analysis, and digital retailing tools might affect the dealership's operations. Dealerships will benefit from these technologies in terms of customer acquisition and lead conversion. They will help dealerships properly service their customers and preserve their inventory.
- **Study on Electric Vehicle (EV) Transition:** As the auto industry makes its way towards EVs, another research topic that could be considered is related to how dealerships handle the transition to EVs. The difficulties that dealerships encounter when transitioning from conventional cars to EVs can be analysed in the study.
- **Investigation of Customer Behaviour and Digital Engagement:** Researchers can conduct studies on customer behaviour and digital interaction by examining the role played by consumer preferences in the process. Studying the aspects of consumer behaviour and digital interaction will help improve knowledge of how dealerships can make use of technology in customer attraction and retention.
- **Examination of Organisational Culture and Leadership:** The impact of corporate culture and management styles on dealership performance may be

the subject of future research. In this way, the impact of organisational culture and management styles on dealership performance may be investigated.

In Conclusion, these recommendations will guide future research on the topic under discussion, helping scholars build their knowledge and practical skills.

6.4 Conclusion

Overall, it can be noted that there are numerous interrelated factors whose influence is decisive in terms of the success of the automotive dealership business. It has been found out that although compliance and HRM contribute to the increase in efficiency and effectiveness of processes, it is not the only factors influencing their performance. Such issues as process improvement, client-oriented approach, and cost management must be taken into account. However, for the sake of achieving sustainability in the rapidly changing industry, it is essential not just to earn money but train personnel, manage customers, and innovate. It can be seen from the findings that sustainable management in auto dealerships is associated with addressing various issues.

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APPENDIX A: DATASET

	A	B	C	D	E	F	G	H	I	J	K
1	To consent to participate in Dealership Name										
2	yes	Harbor Automotive Pvt Ltd	Chandigarh	Passenger Vehicles	Mahindra & Mahindra	10-20 years	More than 300	Less than 10%	3-Neutral	2-Strongly Agree	5-Strongly Disagree
3	yes	Star India Agencies	Kharagpur	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	100-300	10-20%	3-Neutral	2-Strongly Agree	4-Disagree
4	yes	Tripasti vehicles Pvt Ltd	Bangalore	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	100-300	Less than 20 years	1-Strongly Agree	1-Strongly Agree	4-Disagree
5	yes	J/S Fourwheeled Motors Pvt L	Alwar	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	More than 300	20-30%	1-Strongly Agree	1-Strongly Agree	4-Disagree
6	yes	JS Fourwheeled Motors Pvt L	Alwar	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	More than 300	More than 30%	1-Strongly Agree	1-Strongly Agree	4-Disagree
7	yes	United Automobiles	Delhi	Passenger Vehicles	Mahindra & Mahindra	5-10 years	More than 300	20-30%	1-Strongly Agree	1-Strongly Agree	2-Agree
8	yes	Automotive Manufacturers	Andhra Pradesh	Commercial Vehicles	Mahindra & Mahindra	More than 20 years	100-300	10-20%	2-Agree	2-Agree	2-Agree
9	yes	PPS bangalore	Bengaluru	Passenger Vehicles	Mahindra & Mahindra	5-10 years	100-300	More than 30%	1-Strongly Agree	1-Strongly Agree	2-Agree
10	yes	Kamatkasta Agencies	Mangalore	Commercial Vehicles	Mahindra & Mahindra	More than 20 years	100-300	10-20%	2-Agree	2-Agree	4-Disagree
11	yes	Maya Automobiles	Kolkata	Commercial Vehicles	Mahindra & Mahindra	More than 20 years	100-300	Less than 10%	2-Agree	2-Agree	4-Disagree
12	yes	Kos Motors	Amalpur	Passenger Vehicles	Mahindra & Mahindra	10-20 years	More than 300	10-20%	1-Strongly Agree	1-Strongly Agree	2-Agree
13	yes	RAJAS MOTORS	Bangalore	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	100-300	Less than 10%	1-Strongly Agree	1-Strongly Agree	4-Disagree
14	yes	Gandhi Motors	Solapur	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	100-300	Less than 10%	1-Strongly Agree	1-Strongly Agree	2-Agree
15	yes	Naik Motors	Goa	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	100-300	Less than 10%	2-Agree	2-Agree	2-Agree
16	yes	Sona Wheels	Siliguri	Passenger Vehicles	Mahindra & Mahindra	10-20 years	100-300	Less than 10%	2-Agree	1-Strongly Agree	2-Agree
17	yes	STRONG WINGS HONDA	Pune-PMC	Two-Wheelers	Honda Motorcycle & Sco	Less than 5 years	More than 300	10-20%	2-Agree	2-Agree	2-Agree
18	yes	Shree Shri Shakti Cars LLP	Mumbai	Passenger Vehicles	Kia Motors	More than 5 years	100-300	More than 30%	1-Strongly Agree	1-Strongly Agree	2-Agree
19	yes	Shaman cars	Mumbai	Passenger Vehicles	Va	10-20 years	50-100	20-30%	1-Strongly Agree	1-Strongly Agree	4-Disagree
20	yes	Ninestar Suzuki	Bangalore	Two-Wheelers	Suzuki	10-20 years	More than 300	Less than 10%	1-Strongly Agree	2-Agree	5-Strongly Disagree
21	yes	Jassi Motors	Mangluri	Two-Wheelers	Honda Motorcycle & Sco	More than 20 years	More than 300	20-30%	2-Agree	2-Agree	4-Disagree
22	yes	Bimal Auto Agency	Bengaluru	Passenger Vehicles	Maruti Suzuki India Ltd	More than 20 years	More than 300	More than 30%	1-Strongly Agree	1-Strongly Agree	2-Agree
23	yes	Salmathengheer	Hubli	Two-Wheelers	Royal enfield	10-20 years	Less than 50	Less than 10%	4-Disagree	3-Neutral	3-Neutral
24	yes	RADHA MOTORS	Thrissur	Commercial Vehicles	Force motors Ltd	10-20 years	50-100	10-20%	2-Agree	2-Neutral	3-Neutral
25	yes	Nirmala Automobiles (P) L	Tiruvandrum	Commercial Vehicles	SMI	More than 20 years	Less than 50	Less than 10%	3-Neutral	2-Agree	4-Disagree
26	yes	Desai Automobiles Pvt. Ltd Hub		Commercial Vehicles	Tata Motors Ltd CVD	5-10 years	50-100	10-20%	3-Neutral	2-Agree	4-Disagree
27	yes	Vireet Automobiles (P) Ltd	Alwar	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	More than 300	20-30%	2-Agree	2-Agree	2-Agree
28	yes	Samrat cars P L Ltd	Vapi	Passenger Vehicles	Mahindra & Mahindra	10-20 years	100-300	10-20%	2-Agree	2-Agree	3-Neutral
29	yes	Sutania Auto Center	Hubli	Passenger Vehicles	Mahindra & Mahindra	Less than 5 years	100-300	20-30%	2-Agree	2-Agree	2-Agree
30	yes	Automotive Manufacturer	Nizamabad	Passenger Vehicles	Mahindra & Mahindra	10-20 years	50-100	Less than 10%	3-Neutral	2-Agree	3-Neutral
31	yes	GUTARIJA AUTO CENTER	Hubli	Passenger Vehicles	Mahindra & Mahindra	10-20 years	100-300	10-20%	1-Strongly Agree	1-Strongly Agree	3-Neutral
32	yes	BALRANG MOTORS	HALDWANI	Passenger Vehicles	Mahindra & Mahindra	More than 20 years	100-300	10-20%	3-Neutral	2-Agree	2-Agree
33	yes	J.S.GROVER AUTOMOTIV	KANGRA	Passenger Vehicles	Mahindra & Mahindra	10-20 years	100-300	10-20%	1-Strongly Agree	1-Strongly Agree	4-Disagree
34	yes	Rohan Motors	BIJAPUR	Commercial Vehicles	Piaggio Vehicles Pvt Ltd	10-20 years	50-100	Less than 10%	1-Strongly Agree	2-Agree	5-Strongly Disagree
35	yes	OMAR AUTOHVELS Pvt. L	UDUPURAPUR	Passenger Vehicles	Mahinda & Mahindra	10-20 years	100-300	10-20%	1-Strongly Agree	1-Strongly Agree	2-Agree
36	yes	NEER MOTORS Pvt. Ltd	HYDRABAD	Passenger Vehicles	Mahinda & Mahindra	More than 20 years	100-300	10-20%	1-Strongly Agree	1-Strongly Agree	2-Agree
37	yes	KUSAR AUTOCAFTS Pvt L	MUMBAI	Passenger Vehicles	Mahinda & Mahindra	10-20 years	More than 300	20-30%	2-Agree	2-Agree	4-Disagree

[illegible]

	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG
1	Critical practices in finance to house finance helps in P Value added services like P Inventory decisions are dar Excess inventory affect inventory is aligned with m Adequate availability of sp-A structured inventory SDF Inventory optimisation has DMS provided real time In Bay productivity activity m										
2	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree
3	1- Strongly Agree	2- Agree	1- Strongly Agree	2- Agree	3- Neutral	2- Agree	1- Strongly Agree	1- Strongly Agree	3- Neutral	2- Agree	3- Neutral
4	1- Strongly Agree	4- Disagree	3- Neutral	1- Strongly Agree	1- Strongly Agree	4- Disagree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	2- Agree
5	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	3- Neutral	1- Strongly Agree
6	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	4- Disagree	1- Strongly Agree
7	1- Strongly Agree	1- Strongly Agree	2- Agree	2- Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	3- Neutral	4- Disagree
8	1- Strongly Agree	2- Agree	2- Agree	2- Agree	1- Strongly Agree	4- Disagree	4- Disagree	3- Neutral	2- Agree	2- Agree	2- Agree
9	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree
10	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	3- Neutral
11	1- Strongly Agree	4- Disagree	1- Strongly Agree	3- Neutral	1- Strongly Agree	2- Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	2- Agree
12	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree
13	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	4- Disagree	3- Strongly Agree	3- Neutral	2- Agree	2- Agree	1- Strongly Agree	4- Disagree	1- Strongly Agree
14	1- Strongly Agree	1- Strongly Agree	4- Disagree	3- Neutral	4- Disagree	5- Strongly Disagree	2- Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree
15	1- Strongly Agree	2- Agree	3- Neutral	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	2- Agree
16	1- Strongly Agree	3- Neutral	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	4- Disagree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	4- Disagree
17	1- Strongly Agree	1- Strongly Agree	3- Neutral	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	2- Agree
18	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree
19	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	3- Neutral	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	4- Disagree	1- Strongly Agree
20	2- Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	3- Neutral	3- Neutral
21	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	3- Neutral	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	2- Agree
22	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree
23	1- Strongly Agree	3- Neutral	3- Neutral	1- Strongly Agree	1- Strongly Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree
24	2- Agree	2- Agree	3- Neutral	3- Neutral	1- Strongly Agree	3- Neutral	1- Strongly Agree	2- Agree	1- Strongly Agree	2- Agree	3- Neutral
25	2- Agree	3- Neutral	5- Strongly Disagree	4- Disagree	2- Agree	3- Neutral	2- Agree	4- Disagree	4- Disagree	3- Neutral	3- Neutral
26	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree
27	2- Agree	2- Agree	2- Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	2- Agree
28	1- Strongly Agree	1- Strongly Agree	2- Agree	3- Neutral	2- Agree	3- Neutral	2- Agree	2- Agree	1- Strongly Agree	3- Neutral	2- Agree
29	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree
30	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	2- Agree	3- Neutral	3- Neutral	3- Neutral	2- Agree
31	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree
32	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree
33	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	4- Disagree	1- Strongly Agree
34	2- Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	3- Neutral	3- Neutral
35	1- Strongly Agree	1- Strongly Agree	2- Agree	2- Agree	1- Strongly Agree	2- Agree	1- Strongly Agree	1- Strongly Agree	2- Agree	3- Neutral	4- Disagree
36	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree
37	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree	1- Strongly Agree

	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR
1	Optimal test strategy and delivery in the plant environment. Availability of skilled technicians. Improved test productivity. Proper safety measures. Improved body shop conditions. Cost effective. Thinner paint. Energy & water body cost. Skilled manpower. Day in a body shop performance. A structural reinforcement of										
2	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
3	2-Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	2-Agree
4	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
5	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
6	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
7	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	3-Neutral	2-Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	2-Agree
8	2-Agree	2-Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral
9	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
10	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
11	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral
12	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
13	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
14	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
15	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
16	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
17	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
18	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
19	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
20	1-Strongly Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	2-Agree	2-Agree	3-Neutral	3-Neutral	3-Neutral	2-Agree
21	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
22	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
23	2-Agree	3-Neutral	2-Agree	2-Agree	2-Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree
24	2-Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
25	3-Neutral	2-Agree	2-Agree	4-Disagree	2-Agree	5-Strongly Disagree	3-Neutral	5-Strongly Disagree	2-Agree	5-Strongly Disagree	3-Neutral
26	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree
27	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
28	2-Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	3-Neutral	2-Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree
29	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree
30	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	2-Agree	1-Strongly Agree
31	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
32	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
33	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
34	1-Strongly Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	2-Agree	2-Agree	3-Neutral	3-Neutral	3-Neutral	2-Agree
35	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	3-Neutral	2-Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	2-Agree
36	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	3-Neutral	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
37	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BC
1	Regime training helps in an. Positive workplace culture. High level of attention. Good Effective HR practices. Improved Performance. Linked recent. Strong accounting control. At. Personal accounting. GCS compliance impacts. Fully. Compliance record. Internal compliance. Improve. Information with DMS. of										
2	4-Disagree	1-Strongly Agree	1-Strongly Agree	2-Agree	2-Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
3	2-Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	3-Neutral	2-Agree	1-Strongly Agree	2-Agree
4	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	5-Strongly Disagree	1-Strongly Agree	1-Strongly Agree	3-Neutral
5	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
6	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
7	2-Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
8	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	2-Agree
9	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	3-Neutral	2-Agree	1-Strongly Agree	1-Strongly Agree
10	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
11	2-Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
12	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
13	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
14	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	4-Disagree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
15	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
16	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
17	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
18	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
19	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
20	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	2-Agree	2-Agree
21	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
22	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
23	2-Agree	1-Strongly Agree	2-Agree	2-Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	4-Disagree	1-Strongly Agree	1-Strongly Agree	2-Agree
24	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
25	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	5-Strongly Disagree	2-Agree	2-Agree	4-Disagree
26	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree
27	2-Agree	2-Agree	3-Neutral	2-Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	2-Agree	1-Strongly Agree	1-Strongly Agree
28	2-Agree	2-Agree	3-Neutral	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	3-Neutral
29	1-Strongly Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree	2-Agree
30	2-Agree	1-Strongly Agree	2-Agree	2-Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
31	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
32	4-Disagree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
33	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
34	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	2-Agree	2-Agree
35	2-Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
36	2-Agree	1-Strongly Agree	1-Strongly Agree	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree
37	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree
	BD	BE	BF	BG	BH	BI	BJ	BK	BL	BM	
1	Financial governance supp. Integrated functional capa. It important to strengthen. Customer satisfaction imp. What are the main challenge. Which functional area cont. What improvements would The dealership focuses on. Cost efficiency and resour. Environmental, social, and										
2	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Higher manpower cost, ma Sales, F&I	Trained and lean manpower	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
3	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Recruiting proper manager After sales - bodyshop & m	Ensuring that we provided	2-Agree	2-Agree	2-Agree	2-Agree	
4	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Manpower and different u	Effective cost of capital, ba	1-Strongly Agree	1-Strongly Agree	3-Neutral	3-Neutral	
5	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Over dealerlization by OEM 1 - Bodyshop2 - New vehicle invest in manpower and te	Customer centricity Correc	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
6	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Internal competition within Body Shop& I	Customer centricity Correc	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
7	2-Agree	2-Agree	2-Agree	4-Disagree	OEM's interventions Sales	Not sure	1-Strongly Agree	2-Agree	2-Agree	2-Agree	
8	2-Agree	1-Strongly Agree	2-Agree	1-Strongly Agree	Effective, Efficient & Ethical All going to play vitals com	Transparent & Simple Proc	2-Agree	2-Agree	2-Agree	2-Agree	
9	3-Neutral	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	High attrition, Too many G Finance and Insurance	Focus on VAS, Extended W	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
10	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Overdealerlization in same After sales service	Reduced infighting betwee	1-Strongly Agree	1-Strongly Agree	3-Neutral	3-Neutral	
11	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Govt compliances and sud. Mainly bodyshop and then	Customer retention	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
12	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Over dealerlization Dealer m Sales	Retention of customers an	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
13	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	High Inventory & Codealer Sales	Normal inventory & high cc	1-Strongly Agree	1-Strongly Agree	2-Agree	2-Agree	
14	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Manpower Sales	System and Proper Proces	1-Strongly Agree	1-Strongly Agree	2-Agree	2-Agree	
15	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Manpower Management, C Sales	Systems and Process setti	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
16	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Lack of skilled manpower i Sales & body shop	Manpower upskilling, tech	1-Strongly Agree	1-Strongly Agree	2-Agree	2-Agree	
17	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Quality Manpower, invento Bodyshop	Customer retention thru w	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
18	1-Strongly Agree	2-Agree	1-Strongly Agree	1-Strongly Agree	Costs increasing faster tha After sales	reducing inefficiencies in al	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
19	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	More product line s sales	making customers speak o	1-Strongly Agree	1-Strongly Agree	3-Neutral	3-Neutral	
20	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Attrition, low productivity F&I, accessories, body shop	Attrition, productivity	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
21	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Rent Bank interest salary f Finance and insurance	No comment	1-Strongly Agree	2-Agree	2-Agree	2-Agree	
22	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	Dealer margin @ 10% on se Sales of CV	OEM stock yard regional w	2-Agree	1-Strongly Agree	2-Agree	2-Agree	
23	2-Agree	2-Agree	2-Agree	1-Strongly Agree	Manufacturers with no clu Vehicle Sales	Increased vehicle margins	1-Strongly Agree	2-Agree	2-Agree	2-Agree	
24	2-Agree	2-Agree	2-Agree	2-Agree	Staff retention, Discounting Workshop & Body shop, Insurance,		1-Strongly Agree	2-Agree	2-Agree	2-Agree	
25	2-Agree	2-Agree	2-Agree	1-Strongly Agree	Experienced manpower & small territory-dual dealers.	Trained customer centric n	1-Strongly Agree	2-Agree	3-Neutral	3-Neutral	
26	2-Agree	2-Agree	2-Agree	1-Strongly Agree	Inventory stock, Manpower Service	Good Service	1-Strongly Agree	2-Agree	2-Agree	2-Agree	
27	1-Strongly Agree	2-Agree	2-Agree	1-Strongly Agree	NA SALES	NA	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
28	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	The struggle to find T-I sales	Providing ethical, cost-2	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
29	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	High financial burden o Sales	Focusing on the effect	1-Strongly Agree	1-Strongly Agree	3-Neutral	3-Neutral	
30	2-Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	no workshop revenue sales	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
31	2-Agree	2-Agree	2-Agree	4-Disagree	The psychological impact of "over-dealerlization" investing in eco-friendly	Investing in eco-friendly	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	1-Strongly Agree	
32	2-Agree	2-Agree	2-Agree	4-Disagree	High cost of compliance with environmentally friendly "green" initiatives si						

