

Marketing Strategy for

Jaguar Kowloon

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ABSTRACT

This report is a summary of the current market position of Jaguar Kowloon, and includes the research findings collected from staff in-depth interviews and customer questionnaires. Both short-term and long-term recommendations are made, based on the findings.

Jaguar Kowloon was established in 1990, and since then the showroom has been located on the Promenade Level, Tower 2, China Hong Kong City and the service centre has been situated at the Sino Industrial Plaza of Kowloon Bay. These locations are to serve those customers who live or work in Kowloon and the New Territories.

Jaguar Kowloon's staff and management believe that the market's awareness of Jaguar Kowloon's identity and the awareness of its showroom and service centre locations are low. Our research supports this belief. Over 67 percent of the current Jaguar users were not aware of the existence of the two dealerships. Over 36 percent and over 23 percent of current Jaguar users were not aware of the existence of Jaguar Kowloon's showroom and service centre, respectively.

The April 1991 customer research conducted by SRH indicated that customers perceived that Jaguar sales staff were not as professional as those of Mercedes and BMW. However, this research showed that the performance of the showroom and service centre of the two Jaguar dealerships, as perceived by customers, were not significantly different.

It is worthwhile to note that convenience is an important factor for customers in their choice

of a showroom and service centre (over 23 percent and 54 percent, respectively). This point can be further supported by the cross tabulation. The findings show that the service centre patronized by Jaguar users is significantly related to their residential and work places.

Another noteworthy point is that Jaguar users seldom switch between service centres. More than 25 percent of respondents revealed that they chose the service centre just out of habit. They just did not bother to switch and try out another service centre.

Among those who take care of the car, the car owner himself/herself forms the major proportion. Over 72 percent of respondents answered that they took care of their car themselves. The second and third most common persons were the driver and secretary, respectively.

Based upon these findings, several recommendations have been made for Jaguar Kowloon's marketing strategy. The short-term recommendations include focusing on the current Jaguar users to increase awareness of the China HK City showroom, arranging signage and parking space for the showroom, communicating a common goal for all Jaguar Kowloon's staff, organizing joint promotional activities for the showroom and service centre, strengthening the relationship with customers' drivers and secretaries, and streamlining the activity flow of the service centre. Long-term recommendations include identification of a new location for the showroom, improving the staff training programme, and extending the operation hours of the service centre to increase service capacity.

TABLE OF CONTENTS

	<u>Page</u>
ABSTRACT	ii
TABLE OF CONTENTS	iv
LIST OF TABLES	vi
 <u>CHAPTER</u>	
1. INTRODUCTION	1
1.1 Company Background - Jaguar Kowloon	1
1.2 Scope and Statement of Problems	3
1.3 Research Objectives	5
 2. MARKET SITUATION ANALYSIS	 6
2.1 Macro-Environment	6
2.2 Product	7
2.3 Promotion	10
2.4 Distribution	11
2.5 Price	12
 3. RESEARCH METHODOLOGY	 14
3.1 Research Design	14
3.2 Data Collection Method	16
3.3 Sampling	24
3.4 Fieldwork	26
3.5 Analysis	28
 4. RESEARCH FINDINGS	 33
4.1 Exploratory Research Findings	33
4.2 Descriptive Research Findings	38
 5. LIMITATIONS	 68

6.	RECOMMENDATIONS	70
6.1	Short-Term Recommendations	70
6.2	Long-Term Recommendations	73
7.	CONCLUSION	75
APPENDIX I	List of Models in Luxury Car Sector	77
APPENDIX II	The Questionnaire for Exploratory Research	78
APPENDIX III	The Questionnaire for Descriptive Research	80
APPENDIX IV	Tables Not Included in the Chapter on Research Findings	81
APPENDIX V	References	90

LIST OF TABLES

TABLE 1	Showroom from which the car was bought from 1990 onwards	38
TABLE 2	The reasons for choosing the showroom to buy the Jaguar	39
TABLE 3	The reasons for choosing, in particular, E-House, China HK City, and others, respectively	40
TABLE 4	The reasons why respondents have never been to E-House showroom and China HK City showroom, respectively	42
TABLE 5	Services Centre which the respondent is currently using to repair/maintain his/her Jaguar	44
TABLE 6	The reason for selection of Aberdeen service centre and Kowloon Bay service centre, respectively	45
TABLE 7	Who takes care of the repair/maintenance of the car	47
TABLE 8	The reasons why respondents have never been to Aberdeen service centre and Kowloon Bay service centre, respectively	48
TABLE 9	Awareness of the two different Jaguar dealerships	49
TABLE 10	Year of procuring the present Jaguar/Daimler	82
TABLE 11	Showroom from which the car was bought	82
TABLE 12	Jaguar showrooms visited in the past	83
TABLE 13	Jaguar service centres used in the past	83
TABLE 14	Ratings of the two Jaguar showrooms	84
TABLE 15	Ratings of the two Jaguar service centres	85
TABLE 16	Number of times respondents have visited the E-House showroom in 1991	86
TABLE 17	Number of times respondents have visited the China HK City showroom in 1991	86
TABLE 18	Number of times respondents have visited the Aberdeen service centre in 1991	87

TABLE 19	Number of times respondents have visited the Kowloon Bay service centre in 1991	88
TABLE 20	Residential district	89
TABLE 21	Working district	90
TABLE 22	Sex of the respondent	90

CHAPTER 1

INTRODUCTION

1.1 Company Background - Jaguar Kowloon

Jaguar Kowloon is one of the two dealers operated by the Inchcape Group for selling Jaguars in Hong Kong. The other dealer is Jaguar Hong Kong. The Inchcape Group is one of the largest automobile dealers in Hong Kong, with the motor sales business divided into two main subgroups, namely Motors A and Motors B. Both Jaguar Kowloon and Jaguar Hong Kong are under Motors B.

In the motor sales business, manufacturers usually set up independent and autonomous franchises/importers which are responsible for the sale of their motor cars. The importer will provide the new and used car sales, after sales service and parts to customers on behalf of the manufacturers through the dealers.

Jaguar Hong Kong Ltd., under Motors B of the Inchcape Group, is the importer of Jaguar cars in Hong Kong. Under the importer, there are two dealers, namely Jaguar Kowloon and Jaguar Hong Kong. The two dealers have their own trading accounts. Each dealer also has its own showroom/sales office and service centre.

Since the early 1970s, the importer of Jaguar cars in Hong Kong has been Jaguar Hong Kong Ltd., with MD Motors as the only dealer. With an increase in the number of Jaguar customers in the late 1980s, the manufacturer requested that the

Inchcape Group set up another dealer for Jaguar in order to meet the demand.

In 1990, Jaguar Kowloon was established as a separate dealership to serve Jaguar's customers who live and work on the northern shores of Victoria Harbour, with its own showroom in China Hong Kong City, Tsimshatsui, and service centre in Kowloon Bay.

The showroom is located at the Promenade Level, Tower 2, China Hong Kong City, 33 Canton Road. The location is on the promenade level of China Hong Kong City, contrary to traditional motor showrooms, which are usually situated at the ground level. The 2,600 square feet showroom can accommodate five Jaguars. The preowned Jaguars are parked in the ten car park spaces in the basement. Currently, there are three salesmen plus supporting staff in the showroom.

Jaguar Kowloon invested HK\$20 million in the service centre located at Sino Industrial Plaza, 9 Kai Cheung Road, Kowloon Bay. The 27,000 square feet site comprises the Parts Department, Service Department and Showcase. The Parts Department, with its staff of 10 and inventory of 6,000 items valued at HK\$ 5 million, provides customers with a nearly 100 percent first pick availability for all recent Jaguar models. The modern colour-coded rack area occupies an area of more than 7,000 square feet and there is a training room, a lunch room and changing facilities for the mechanics. The Service Department covers over 19,000 square feet with 21 service bays and currently can handle about 15 repair orders per day. A range of equipment, including the latest computerized Jaguar Diagnostic System and

a Bosch & Cryton Electronic Engine Diagnostic Analyzer, have been installed. A 900 square feet area in the service centre is allocated for the showcase, where customers can closely examine the latest Jaguar models.

1.2 Scope and Statement of Problems

1.2.1 Scope

The scope of the project is to assist the management of Jaguar Kowloon identify its dealership problems in new and used car sales, services, and parts. The dealership problems are revealed through in-depth interviews with the staff and by conducting customer research. Finally, recommendations are made to the management of Jaguar Kowloon.

In tackling the problems of Jaguar Kowloon, we have held discussions with the management in order to agree on the framework of competition and the marketplace. The target customers are basically the current and future Jaguar users in Hong Kong. Nevertheless, the marketplace of luxury cars in Hong Kong is discussed in Chapter 2 so that an appreciation of the macro-environment can be gained. The 4 Ps of marketing (product, promotion, place and price) are used as the framework for further market situation analysis.

1.2.2 Statement of Problems

The key problems of Jaguar Kowloon, as viewed by the senior management, can be summarized as follows:

Product

The product of the dealership can be viewed as the car and the service provided by the salespersons at the showroom/sales office and the repair/maintenance work at the service centre. In the April 1991 customer research conducted by SRH, respondents revealed that Jaguar sales staff were not as professional as those of Mercedes Benz and BMW.

Place

The location of the showroom/sales office of Jaguar Kowloon, which is on the promenade level of China Hong Kong City, is not satisfactory. Even current Jaguar users are not fully aware of the existence nor the exact location of Jaguar Kowloon's showroom and service centre.

Promotion

Jaguar Kowloon lacks its own identity. Customers are unaware of the difference between Jaguar Kowloon and Jaguar Hong Kong. They do not know that Jaguar Kowloon and Jaguar Hong Kong are two different dealerships.

1.3 Research Objectives

- (i) To identify the dealership problems of Jaguar Kowloon through staff in-depth interviews and customer research.
- (ii) To assess and compare the performance of the showrooms/sales offices of Jaguar Kowloon and Jaguar Hong Kong.
- (iii) To assess and compare the service provided by the service centres of Jaguar Kowloon and Jaguar Hong Kong.
- (iv) To measure the market's awareness of Jaguar Kowloon's identity, i.e., measure the awareness of the showroom and service centre of Jaguar Kowloon.

CHAPTER 2

MARKET SITUATION ANALYSIS

2.1 Macro-Environment

The economy of Hong Kong experienced a slow growth period as the world economy continued in a recessionary period in the early 1990s. With the continuous "open door" policy of China, economic activities in the Pearl River Delta are expected to boom and the industrial entrepreneurs of Hong Kong will relocate the labour intensive work to Mainland China. Hong Kong will undergo the transformation in the economic structure to the major international financial/commercial centre in the Pearl River Delta. Moreover, the 10 core projects of the new airport in Chek Lap Kok involving some 12 billion capital expenditure will sustain the economy of Hong Kong to grow further in the next few years. Therefore, the luxury car market will be expected to grow steadily in Hong Kong despite the poor economic conditions around the world.

There is no specific definition of the luxury sector of the automobile market; however, automobiles with an engine size above 2500 cc are usually referred to as the luxury sector. A list of the models which are regarded as the luxury segment is included in Appendix I for easy reference. The market leader in the luxury sector is Mercedes Benz, with over 30% market share in 1990. The market share of Jaguar is

8%, with annual sales of approximately 200 in 1990. There is severe competition in the luxury car market as Japanese automobile giants such as Toyota and Nissan are making every effort to enter the market. Jaguar, as one of the luxury European models, is under severe attack.

The Jaguar customers are mainly the executives or professionals who are in the top management positions. They are in the high income group and are usually well educated. Moreover, the customers are mature, with age over 35, and quite conscious of quality of life.

In the recent government budget, the Financial Secretary has temporarily frozen the rate of first registration tax (FRT) of automobiles. The zero increase in FRT has had a positive effect on the automobile market. However, with the huge capital expenditure in the next few years by the government, an increase in FRT is expected in the future.

2.2 Product

The products of the car dealership include new and used car sales, service and parts. The Jaguar manufacturer has specified in detail the marketing activities to be followed by dealers through Jaguar's Overseas Minimum and Operating Standards document.

Each Jaguar dealer should review the local territory characteristics, the market environment, and the competition to formulate its own marketing strategy. In terms of the products of Jaguar's dealers, the parts division of Jaguar has little differentiation. For new/used car sales and services, each dealer has its own showroom, sales staff and service centre. Hence, the management of the dealer can substantially affect the quality of the 'product'.

However, from the customers' perspective, the 'product' includes the quality of the car, sales service and after sales service. These create a dilemma for the management of the dealer to meet the customers' needs. On one hand, customers require high quality of the total 'product' from the dealer; on the other hand, the dealer has only little, if any, influential power over the quality of the engine and other parts of the car.

The two most important purchase criteria in the luxury car sector are the 'reputation of manufacturer' and 'prestige/rarity'. Jaguar has its own competitive advantage in prestige, as European cars are traditionally positioned as prestigious/high valued cars in the Hong Kong luxury market. The 'reputation of manufacturer' is built up from experience and word-of-mouth. However, the past record of Jaguar's reliability and performance is not so satisfactory, according to the qualitative interviews with the sales staff.

By and large, the 'products' of Jaguar Kowloon and Jaguar Hong Kong are not much different. However, Jaguar Hong Kong has a long history in Hong Kong and hence gains awareness as a Jaguar dealer. Jaguar Kowloon was only set up in 1990, and is relatively weak in its own identity as a Jaguar dealer. The management of Jaguar Kowloon has made every effort to differentiate the two Jaguar dealers in Hong Kong through the publication of its own promotion brochures. Due to budget constraints, a large scale advertising or image building campaign is not possible. The real 'product' differentiation between Jaguar Hong Kong and Jaguar Kowloon has to be established through user experience and word-of-mouth, which takes a long time to achieve.

In general, the sales staff, mechanics and engineers of the two dealers undergo the same training programme organized by the Inchcape Group. The recent survey conducted by SRH in April 1991 showed that the performance of the salespersons is below the customers' expectations with respect to product knowledge, level of attention, making comparisons between makes, and professionalism. On the service side, customers rated repair quality in terms of 'problems fixed right first time' and 'advance warning of future work required' relatively low. The strengths, however, are the 'well-organized check-out procedures' and 'cleanliness and tidiness of returned car'. In this project, similar parameters are rated between the two dealers to identify their strengths and weaknesses.

2.3 Promotion

The Jaguar importer is overall responsible for organizing various promotional activities for Jaguar. However, above-the-line advertising campaigns are seldom organized. Hence, there have been only very few TV or newspaper advertisements for Jaguar. These may affect the share-of-mind of Jaguar in people's minds. On the contrary, other luxury car importers such as Mercedes Benz and Toyota Lexus are spending a lot on TV commercials and print advertisements to project and/or reinforce the high class, luxurious and prestigious images of their cars.

In order to address the target customers, the Jaguar importer sometimes sponsors some high class events, such as golf competitions. Jaguar Kowloon's sales office has prepared promotional leaflets for mailing to current Jaguar users. The service centre has also organized free-check programmes and promotional leaflets for customers. Further to that, they are now planning to hold some activities for the drivers and secretaries of their customers to strengthen dealer-client relationships.

In addition to the direct mailing of promotional leaflets to Jaguar users, Jaguar Kowloon has also advertised in the Motor Post of the South China Morning Post and the Yellow Pages to increase the exposure of the dealership.

With respect to the availability of promotional literature in the showroom, which is

one of the important attributes as weighted by Jaguar customers, Jaguar was ranked lower than Mercedes Benz and BMW, as revealed by the SRH Report of April 1991.

2.4 Distribution

Services are provided by Jaguar Kowloon through the showroom/sales office in China Hong Kong City and the service centre in Kowloon Bay. As compared with Jaguar Hong Kong, Jaguar Kowloon's showroom and service centre are less well-known and lower in share-of-mind in customers' minds. The reasons may be the long history of Jaguar Hong Kong and the prominent location of its showroom, which is situated between Wanchai and Causeway Bay and near the heavily travelled Cross-Harbour Tunnel.

Moreover, the showroom of Jaguar Kowloon is located on the promenade level, which is different from the common market practice. This may cause some disadvantages to the showroom. As the showroom is above ground level, passers-by have difficulty noticing its existence, and this minimizes the chances of increasing share-of-mind. When people think of Jaguar, they may only remember Jaguar Hong Kong in Elizabeth House.

The showroom on the promenade level is also inconvenient for customers who are looking for the exact location, thus reducing the opportunity for visits by potential

customers. In addition, the lack of parking space in front of the showroom deters customers from paying visits to the showroom.

According to the findings of the survey conducted by SRH in April 1991, some 55% of the customers did in fact shop around for their premium car. Most of them would visit two to three showrooms until they found the model they liked at a 'suitable price'. The location of Jaguar Kowloon's showroom seems to screen out Jaguar Kowloon from participating in the sales battlefield in the first round.

The service centre located at Kowloon Bay seems to create less dispute, but the lack of public transport also makes it difficult for drivers to access the place. The traffic jams in front of the entrance cause major complaints about the location. In order to assist customers to find the service centre, Jaguar Kowloon will fax the location map to customers upon their request.

Moreover, the delivery/pick up service offered by the Jaguar dealer is praised by customers. The delivery/pick up service can reduce the location problem of the service centre.

2.5 Price

There are no official price differentials between the two Jaguar dealers for the new

cars and parts, as the prices are fixed by the importer. The price differential then comes from the offerings of premiums and salespersons' own commission rates. For used cars, the price depends on the judgement of the sales staff, and may vary between the dealers.

For service charges in the service centres, the importer also provides a standard pricing for different kinds of repairs or maintenance jobs. However, due to the different estimation of reception advisers who prepare quotations to customers, customers may be charged differently for the same job in the two service centres.

Nevertheless, the customer sensitivity to price is relatively low in the luxury car market, and the price actually is not under the control of the dealers. Hence, among the 4Ps, price is not a major concern of the management of Jaguar Kowloon.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

The aim of research design is to ensure that the study is relevant to the problems and makes use of economical procedures. There are various research types - exploratory, descriptive, and causal. In this study, we employed both exploratory and descriptive research designs.

3.1.1 Exploratory Research

At the beginning of the research, we lacked sufficient understanding of the problem to formulate the research plan. This was due to the fact that we were unfamiliar with the automotive industry. Further, there were several tentative explanations given by Mr. Holger Gossmann, General Manager, Jaguar Kowloon and Mr. Peter Goh, General Manager - After Sales, Jaguar Kowloon, for the given marketing phenomena in Jaguar Kowloon. Therefore, exploratory study was used to increase our familiarity with the problems, to clarify the notions of the Jaguar Kowloon dealership, and to gather information for the second stage of research - descriptive research. The exploratory study also collected valuable ideas and insights from management and working

levels, and generated information about the practical possibilities of researching specific problems.

In the exploratory research, the following key staff were interviewed :

Mr. Holger Gossmann, General Manager, Jaguar Kowloon

Mr. Peter Goh, General Manager - After Sales, Jaguar Kowloon

Mr. S. M. Ng, Sales Specialist, Jaguar Kowloon

Mr. W. S. Chan, Sales Specialist, Jaguar Kowloon

Mr. Benny Ng, Sales Specialist, Jaguar Kowloon

Mr. William Leung, Reception Advisor, Kowloon Bay Service Centre

Mr. Mike Venables, Automotive - Sector B, Inchcape Pacific Ltd.

Mr. C. H. Tang, Automotive - Sector B, Inchcape Pacific Ltd.

3.1.2 Descriptive Research

Descriptive research is used to collect data for some definite purpose, e.g., to understand the characteristics of customers, and to estimate the proportion of customers who behave in a certain way. In order to fulfil the array of project objectives as described in Chapter 1, descriptive research is the most appropriate method to be adopted. Based on the information gathered from the exploratory research, we developed a questionnaire by which the

awareness of Jaguar Kowloon and customer behaviour could appropriately be measured. Copies of the questionnaire were distributed to existing Jaguar car owners.

Convenience sampling is used as the sampling method in the descriptive research and the method of data collection includes the mail questionnaire and telephone interview. The target sampling size is 96 existing Jaguar users. The mail questionnaires were sent out on March 15, 1992, and the telephone interviews started four days later. The telephone interview took about 15 to 20 minutes per respondent.

3.2 Data Collection Method

The central part of research is data collection. The purpose of data collection procedures is to get worthwhile data for studying the problem(s) as defined. There are various methods to collect the data. Usually, they are classified into two categories:

a. Secondary data

Existing information which may be useful for the purposes of specific surveys.

This may be available internally and externally.

b. Primary data

Data which have to be collected for the first time by either one or a blend of:

- i. observation
- ii. experimentation
- iii. questionnaire

In this study, we used only a questionnaire for collecting primary data. However, for the secondary data, both internal and external information were collected and analyzed.

3.2.1 Secondary Data

Secondary data is available both internally and externally. In this study, the internal data came from the internal files of Jaguar Kowloon:

1. Inchcape Group, Employee Handbook (General Staff) of Jaguar Hong Kong, January 1990.
2. Jaguar UK, A New Focus - a development of Jaguar's existing

dealership programme, 1991.

External sources of data included statistics and reports issued by the trade association and the government:

1. Hong Kong Government, Classes of Motor Vehicles and Rate of Tax, (effective on March 6, 1991).
2. Hong Kong Government, Registration and Licensing of Vehicles, December, 1990.
3. Hong Kong Government, Vehicle Licence Fee, (effective on March 6, 1991).
4. Motor Traders Association of Hong Kong, Inter Dealer Motor Car Sales Statistics, August, 1991.
5. Survey Research Hong Kong, 'Yes We Care' - Premium Car Study, conducted on behalf of Inchcape Pacific Ltd., Customer Service Department, 1991.

3.2.2 Primary Data

Most investigations use some form of questionnaire, either mail, telephone or administered through personal interviewing. Interviewing is flexible and capable of yielding a very wide range of valuable new data. Without exception, we employed the method of questionnaire in both exploratory and descriptive research.

In the exploratory research, we conducted in-depth personal interviews. A series of questions were prepared before the interview, and the respondent was expected to respond to all or some questions, depending on the job nature of the interviewee. However, the form of the interview was conducted in a free response format. We hoped that the method would give the interviewee a great deal of freedom in answering questions arising from some general points of discussion which we raised. Most of the questions were open-ended questions. We tried to encourage the interviewee to take an active part in the interview while, at the same time, keeping irrelevant discussion to a minimum.

In the descriptive research, both mail and telephone surveys were employed. Questionnaires were mailed to a sample of the existing

Jaguar car owners and followed up by telephone. It was believed that such an approach would generate a higher response rate so that the target response would be achieved.

Ideas and insights generated by the exploratory research and secondary data sources were analyzed prior to questionnaire design. Based on the above, the telephone questionnaire was developed, and pilot telephone interviews were conducted. However, the response was very disappointing. Most target interviewees could not be reached, as the telephone inquiries were screened out either by their secretaries or assistants. In view of this, we decided to mail the questionnaires to the respondents and follow-up by telephone. We hoped the approach could increase the response rate. If a respondent had already answered the questionnaire and sent it back, we thanked him/her for his/her support. However, if he/she had not yet done so, we checked whether he/she would answer the questionnaire later or he/she would agree to be interviewed right away on the phone. It was believed that if the respondents promised to complete the questionnaires and return them later, the probability of a higher response rate would be greater.

3.2.2.1 The Questionnaire for the Exploratory Research

The questionnaire basically focused on the statement of problems as highlighted in Chapter 1 and the 4Ps of marketing. The questionnaire was in an unstructured-undisguised form. The purpose of the study was communicated to the interviewee right at the start of the interview. Most questions were open-ended. We attempted to get the interviewee to talk freely about his views toward the dealership problems of Jaguar Kowloon. The questionnaire actually provided only a rough outline. The questions were loosely predetermined, and the interviewees were to respond in their own words. The order and the specific framing of the questions, which were considered unimportant, did vary from interview to interview in the exploratory research. Please refer to Appendix II for the questionnaire.

3.2.2.2 The Questionnaire for the Descriptive Research

There are altogether 18 questions. These may be grouped into four categories as follows :

a. Demographics

Respondents were asked to provide basic demographic data. This allowed us to investigate the relationship between one's usage pattern and year of procuring the car, his/her working and residential districts.

b. Showroom Questions

Respondents were asked to complete a series of questions which were showroom related. They were also asked to rate the service parameters of the Jaguar showrooms.

c. Service Centre Questions

Respondents were asked to complete a series of questions which were service centre related. Similar to the showrooms, they were also asked to rate the service parameters of Jaguar service centres.

d. Awareness Question

Respondents were asked a particular question to check the awareness of the two different Jaguar dealerships in Hong Kong.

The mail/telephone questionnaire employed a structured-undisguised form. The purpose of the research was highlighted right at the beginning of the questionnaire. Nevertheless, respondents could easily discover the research purpose, as the questions posed in the questionnaire made it obvious. A structured questionnaire was adopted because this ensured that the replies from respondents would be comparable and the administration, tabulation, and analysis of data were simpler. However, the most important concern in adopting structured questionnaire was that respondents, who are well-off and busy persons, should have little difficulty replying. This may encourage them to complete the questionnaire and consequently increase the response rate.

3.3 Sampling

Sampling techniques can be divided into two broad categories of probability and nonprobability samples. Probability samples are distinguished by the fact that each population element has a known, nonzero chance of being included in the sample. With nonprobability samples, on the other hand, there is no way of estimating the probability that any population element will be included in the sample. The fact that the elements are not selected probabilistically precludes an assessment of sampling error. The degree of sampling error depends on the personal judgment used in the selection process.

In the exploratory research, all key staff of Jaguar Kowloon were interviewed, i.e., a census was taken. Therefore, no sampling was necessary and sampling error was nonexistent.

At the start of the descriptive research, we had originally planned to do probability sampling based on the existing Jaguar user database. However, from the experience of the pilot test, we found that it was extremely difficult to get in touch with the users without calling them on the phone. Unfortunately, some users in the database registered only in their company names instead of their own names.

Having searched through the database, we found 612 users registered in their own

names; therefore we decided to send the questionnaire to all of them and follow up by telephone. This sampling method is called convenience sampling.

The problem with convenience samples is that we have no way of knowing if those included are representative of the target population. It also relies somewhat on personal judgment in the selection process.

The 612 users were scattered randomly throughout the database. They did not seem to have any different characteristics from the other Jaguar users in the database. The only difference is that the latter did not have their personal names listed in the database. It was therefore reasonable to assume that the 612 users were representative of the universe.

3.3.1 Sampling Size

In the absence of any other information about the population proportion of existing Jaguar users who were not aware of Jaguar Kowloon, we conservatively assumed that the proportion (π) was equal to 0.5.

We would like to be 95 percent confident and have results which are accurate within 10 percent for this survey. A precision level of 0.10 was assumed versus the typical 0.05 because the Jaguar users were difficult to reach for an

interview; therefore, a lower level of precision was stipulated.

Before the formulation of the study, the following parameters were stipulated:

By employing the formula

$$n = \frac{Z^2 \pi (1-\pi)}{H^2}$$

- i. 95 percent confident = $z = 1.96$
- ii. precision level of 10 percent = $H = 0.10$
- iii. population proportion of existing Jaguar users who were not aware of Jaguar Kowloon = $\pi = 0.5$

Therefore, $n = 96$ (target sampling size)

3.4 Fieldwork

Internal and external secondary data concerning the dealership of Jaguar Kowloon were collected and analyzed at the very beginning of the study.

Preliminary interviews with Mr. Holger Gossmann, General Manager, Jaguar

Kowloon and Mr. Peter Goh, General Manager - After Sales, Jaguar Kowloon were then held before the formulation of the draft questionnaire. After internal discussion for the validity and clarity of the questionnaire, it was then revised to produce the second draft, with which the pilot test was conducted.

From the pilot test result, it was found that telephone interviewing could not obtain a satisfactory response rate. In order to secure a better response, we planned to send out mail questionnaires, with follow-ups by telephone. The telephone call would be made four days after the mail questionnaire was sent out. This would ensure that the respondents at least had a chance to look at the questionnaire beforehand.

To minimize nonsampling error, we employed a small team of two interviewers to make the follow-up telephone calls for us. They were experienced interviewers and had a lot of survey experience.

Before starting the telephone interviewing, we gave them a briefing session to clarify the research objectives and every question in the questionnaire. A mock interview was also conducted so that the interviewers could get familiar with the questionnaire and use standard wordings during the interviews.

The questionnaires were sent out on March 15, 1992. The follow-up telephone call was made to every subject starting on March 18, 1992. A total of 96 mail

questionnaires were returned and 33 telephone interviews were successfully conducted. The total sample size of 129 usable questionnaires thus represented a satisfactory response rate of around 21 percent.

3.5 Analysis

The purpose of analysis is to obtain meaning from the collected data. All the previous steps in the research process as described in the previous sections have been undertaken to support the search for meaning. As the data collected from the questionnaire were of very large quantity, they were very difficult to handle manually. Further to that, the accuracy of complicated calculations would be doubtful. The software package SPSS/PC+ was employed to facilitate the data analysis. The following methods are used in the data analysis :

3.5.1 Simple Tabulation

In order to investigate the dealership problems of Jaguar Kowloon from the customers' perspective and the market's awareness of its identity, i.e., the research objectives (i) and (iv) in Chapter 1, simple tabulation was used to check the frequencies of the respondents' answers. Simple tabulation consists simply of counting the number of cases that fall into the various categories. All the frequencies of the respondents' answers are calculated and shown in

table form. This can determine the empirical distribution of the variable in question.

Tables of frequency counts and percentages for the values of individual variables in the questionnaire were produced. Some are interpreted in the chapter on Research Findings, while the rest are included in Appendix IV.

3.5.2 Cross Tabulation

While the simple tabulation is used to examine the variables of the study separately, cross tabulation is used to study the relationships between variables. By using cross tabulation, the relationships between variables concerning the research objectives (i) and (iv) in Chapter 1 can be explored.

Tables showing the joint distributions of two variables that have a limited number of distinct values were produced. The frequency distribution of one variable is subdivided according to the values of another variable. The unique combination of values for two variables defines a cell, the basic element of all cross tabulation tables.

Those Jaguars which were bought since 1990 was used as the basis for cross tabulation. It was because Jaguar Kowloon was established in 1990, there-

fore, it would be irrelevant to include the data before 1990 for the study of the relationships.

To determine the independence of variables in cross tabulations, chi-square tests were employed. Cross tabulations of the following combinations were done, and the results can be found in the chapter on Research Findings.

a. The showroom from which the car was bought since 1990

vs.

Residential district

b. The showroom from which the car was bought since 1990

vs.

Working district

c. The showroom from which the car was bought since 1990

vs.

Awareness of the two different Jaguar dealerships

d. The service centre currently being used by the respondent

vs.

Residential district

e. The service centre currently being used by the respondent

vs.

Working district

f. The service centre currently being used by the respondent

vs.

Awareness of the two different Jaguar dealerships

3.5.3 Tests of Significance

The t-test is used to test hypotheses about the equality of two means for variables measured on an interval or ratio scale. In order to fulfil the research objectives (ii) and (iii) in Chapter 1, t-tests provided by SPSS/PC+ were used to check the statistical significance of differences in two means of the parameter ratings between the two showrooms and those between the two service centres. Parameters tested include:

Showroom

- a. Convenience of location
- b. Comfort of showroom
- c. Leaflet/brochure availability

- d. Knowledge and professionalism of salesman
- e. Price
- f. Wide range of car models on display

Service Centre

- a. Completion on time
- b. Satisfaction with repair quality
- c. Staff attitude
- d. Tidiness & cleanliness of the returned car
- g. Price
- h. Delivery/pick up service
- i. Convenience of location

CHAPTER 4

RESEARCH FINDINGS

4.1 Exploratory Research Findings

4.1.1 Showroom

The showroom of Jaguar Kowloon was located on the promenade level of a shopping arcade, which is rather unusual. Usually, showrooms are located at the ground level for the sake of convenience of the customers and walk-in visitors. Customers were required to either park their cars in the basement and go up by escalator to the promenade level to visit the showroom, or to be dropped off by their drivers at the promenade level. These might cause some inconvenience to the customers. Further to that, the showroom was not located at an eye-catching location where passersby could see it. According to some salesmen, the ratio of walk-in customers between Jaguar Hong Kong and Jaguar Kowloon was about 10 to 1.

The image of Jaguar in the hearts of the general public and car users was classic and classy. However, the perceptions about the power and performance were negative, which might be the major barriers to the purchase of a Jaguar. As revealed by the salesmen, the power and performance of

Jaguar were not as bad as they were perceived to be. It was only the electronics and air conditioning problems of a few of the cars already in the market that gave the market this impression. Moreover, many of the problems have been improved tremendously in recent years.

Comparing the sales forces of the two showrooms, Jaguar Hong Kong showroom had eight salesmen, while Jaguar Kowloon showroom had three salesmen. Jaguar Hong Kong had been located in Elizabeth House for many years, and therefore had a larger established customer base. Jaguar Kowloon had a relatively smaller base as it had been in business for only 2 years. Some 50 percent of the customers of Jaguar Hong Kong were old customers, while the rest were new customers. However, some 75 percentage of Jaguar Kowloon's customers were new customers and 25 percent were old customers. The long history and larger customer base provided an obvious competitive advantage for Jaguar Hong Kong.

4.1.2 Service Centre

The Kowloon Bay Service Centre was not convenient for the customers, as not much public transportation is available near the centre. Besides, there are always traffic jams at the entrance of the service centre; for instance, a customer complained that he had to wait for more than half an hour to drive

the car into the service centre although he was just around the corner from the road entrance.

The location map of the service centre will be faxed to customers who are not familiar with the location.

The quality of the engines and parts of Jaguar is of major concern to the staff in the service centre. Some interviewees reflected that the problems of the engines were severe, and not much could be repaired by the service centre. However, the customers blamed the staff, and this made the staff feel frustrated as they had done their best to serve the customers. Some customers complained that they had spent a lot of money to repair their Jaguars.

Although the management viewed Jaguar Hong Kong as a direct competitor of Jaguar Kowloon, some of the staff did not realize the competitive positions of the two service centres. They thought both service centres were under the same group, and should not have any conflicts in interests.

It was revealed that the Kowloon Bay Service Centre was facing capacity problems. Currently, the service centre was able to handle some 15 vehicles per day, which almost fully occupied the available manpower resources. The management had hired some parking spaces in the opposite industrial building,

but the operational constraints and the huge and long goods vehicles driving in and out made the arrangement impractical. Hence, the parking spaces were no longer hired.

In general, the turnaround time for repairing a car was long due to labour shortage, and the staff were not absolutely competent to deal with the advanced technology.

There was only one Technical Support Manager in Hong Kong, and he was located in Aberdeen. Therefore, staff in Kowloon Bay had difficulty obtaining instant advice/assistance from the Technical Support Manager, and delays in technical support/advice were inevitable due to the different locations.

The Training Centre again was located in Aberdeen, and caused difficulty in arranging for staff to attend the training programmes. The situation was even worse for the training arranged by the manufacturer, as the manufacturer's engineer usually stayed for just one to two weeks in Hong Kong to conduct the training.

Staff complained about the inadequate technical training provided. Furthermore, training courses were conducted by English speaking instructors; however, technicians were Cantonese and spoke and understood only very

little English. This created great difficulties in understanding the training courses. It was mentioned that a potential BBC instructor has been sourced to alleviate the language barrier problem of the training courses. Also, the use of an independent body workshop was suggested to streamline the work.

In general, the staff had more than 10 years of experience in repairing Jaguars, and they were used to their own way of working. Hence, they lacked initiatives to feedback the comments to management, e.g., the staff just shared the tools without reporting or requesting more tools from the management. In the current labour market, it was difficult to employ highly skilled labour.

4.2 Descriptive Research Findings

4.2.1 Simple Tabulation

**TABLE 1 : SHOWROOM FROM WHICH THE CAR WAS BOUGHT
FROM 1990 ONWARDS**

SHOWROOM	FREQUENCY	PERCENT
E-HOUSE	29	56.8
CHINA HK CITY	7	13.7
AUTO SALESMAN	3	5.9
2ND HAND MARKET (NOTE 1)	8	15.7
OTHERS	3	5.9
MISSING CASES	1	2.0
TOTAL	51	100.0

NOTE 1 : 2nd hand market includes sales via advertising and private deals
between friends

It is clear from the table that:

- a. 56.8 percent of all respondents bought their Jaguars from the E-House showroom, while only 13.7 percent bought from the China HK City showroom.

- b. The E-House showroom dominated the sales of Jaguars in Hong Kong.

TABLE 2 : THE REASONS FOR CHOOSING THE SHOWROOM TO BUY THE JAGUAR

REASON	FREQUENCY	PERCENT (NOTE 1)
REFERRED BY FRIEND	24	19.0
REFERRED BY AUTO SALESMAN	10	7.9
BETTER SERVICE PROVIDED (PRODUCT KNOWLEDGE, PROFESSIONALISM)	11	8.7
CHEAPER PRICE OFFERED	5	4.0
CONVENIENT	30	23.8
ADVERTISING	7	5.6
OTHERS	17	13.5

NOTE 1 : The percentage is calculated on the base of 126 respondents who bought their cars from either the E-House Showroom, the China HK City Showroom or others (including auto salesman and 2nd hand market).

From the table above, it is found that :

- a. 'Convenience' was the most important reason causing 23.8 percent of the respondents to buy their car in a particular showroom.

- b. 'Referred By Friend' was second to the 'Convenience' factor. It is noticed from the result that word-of-mouth is an important factor which cannot be ignored.

TABLE 3 : THE REASONS FOR CHOOSING, IN PARTICULAR, E-HOUSE, CHINA HK CITY, AND OTHERS, RESPECTIVELY

REASON	E-HOUSE		CHINA HK CITY		OTHERS	
	FREQ.	PERCENT (NOTE 1)	FREQ.	PERCENT (NOTE 2)	FREQ.	PERCENT (NOTE 3)
REFERRED BY FRIEND	21	26.6	0	0	2	15.4
REFERRED BY AUTO SALESMAN	9	11.4	1	14.3	0	0
BETTER SERVICE PROVIDED (PRODUCT KNOWLEDGE, PROFESSIONALISM)	10	12.7	0	0	1	7.7
CHEAPER PRICE OFFERED	2	2.5	0	0	2	15.4
CONVENIENT	22	27.8	4	57.1	6	46.2
ADVERTISING	6	7.6	1	14.3	1	7.7
OTHERS	12	15.2	1	14.3	1	7.7

NOTE 1 : The percentage is calculated on the base of 79 respondents who bought their cars from the E-House showroom.

NOTE 2 : The percentage is calculated on the base of 7 respondents who

bought their cars from the China HK City showroom.

NOTE 3 : The percentage is calculated on the base of 13 respondents who bought their cars from others.

The table above reveals that :

- a. 'Convenience' was the dominant factor no matter which showroom was chosen.
- b. 'Referred By Friend' was the second most important factor for the E-House showroom, but was not important at all for China HK City. The long history and well-established customer base of E-House showroom is probably the reason why the 'Referred By Friend' factor is so important and effective.
- c. It is also noticed that 'Referred By Friend' was also quite important for non-Jaguar dealers. As non-Jaguar dealers do not bear the name of a Jaguar authorized dealer, first-time customers who intend to buy Jaguars from them have to build up trust beforehand. Referral by friends is a way to gain confidence. Also, 'Cheaper Price Offered' played an important consideration when people bought their Jaguars

from non-Jaguar dealers.

Although indications given by the results may not be absolutely correct as the number of respondents choosing non-Jaguar dealers is only 13, they do give some hints on the phenomenon for management to consider.

TABLE 4 : THE REASONS WHY RESPONDENTS HAVE NEVER BEEN TO E-HOUSE SHOWROOM AND CHINA HK CITY SHOWROOM, RESPECTIVELY

REASON	E-HOUSE		CHINA HK CITY	
	FREQ.	PERCENT (NOTE 1)	FREQ.	PERCENT (NOTE 2)
NOT AWARE OF THE EXISTENCE	1	25.0	30	36.6
LOCATION DIFFICULT TO FIND	0	0	3	3.7
NO DIFFERENCE BETWEEN THE TWO SHOWROOMS, WHY GO TO THE OTHER	1	25.0	22	26.8
JUST OUT OF HABIT	0	0	22	26.8
INCONVENIENT	2	50.0	4	4.9
OTHERS	0	0	5	6.1

NOTE 1 : The percentage is calculated on the base of 4 respondents who have never been to the E-House showroom in the past.

NOTE 2 : The percentage is calculated on the base of 82 respondents who have never been to the China HK City showroom in the past.

The table above shows that :

- a. 4 respondents reported that they had never been to the E-House showroom. A number of 82 respondents revealed that they had never been to the China HK City showroom. The awareness and popularity of the E-House showroom is no doubt much higher than that of the China HK City showroom.
- b. 36.6 percent of the respondents who have never been to the China HK City showroom reported that they were not aware of its existence. Management should pay attention to this reason and try to find a way to increase the awareness.
- c. The third reason ('No Difference Between The Two Showrooms, Why Go To The Other') and the fourth reason ('Just Out Of Habit') actually are quite similar. Due to the long existence of the E-House showroom, its share-of-mind is predominant. Those who want to shop around for a Jaguar will think of E-House first. To change the situation, first of all, management of Jaguar Kowloon should make

people aware of the existence of the China HK City showroom and thereafter motivate them to pay a visit.

- d. The percentage of respondents who have never been to the E-House showroom due to "inconvenience" is higher than the percentage of respondents who have never been to the China Hong Kong City showroom. However, the base of the former is too small to make the conclusion that the E-House showroom is inconvenient. For the China HK City showroom, the reasons of non-awareness of the existence, no difference between the two showrooms and just out of habit dominate the reasons why respondents have never been to the showroom; therefore, the inconvenience factor becomes relatively insignificant.

TABLE 5 : SERVICE CENTRE WHICH THE RESPONDENT IS CURRENTLY USING TO REPAIR/MAINTAIN HIS/HER JAGUAR

SERVICE CENTRE	FREQUENCY	PERCENT (NOTE 1)
ABERDEEN	83	64.8
KOWLOON BAY	43	33.6
DON'T KNOW	2	1.6
OTHERS	9	7.0

NOTE 1 : The percentage is calculated on the base of 128 respondents who have answered the question.

The following can be noticed from the table above :

- a. 64.8 percent of the 128 respondents are using the Aberdeen Service Centre while 33.6 percent are using the Kowloon Bay Service Centre. Aberdeen Service Centre has almost double the number of customers, as compared to Kowloon Bay.

TABLE 6 : THE REASON FOR SELECTION OF ABERDEEN SERVICE CENTRE AND KOWLOON BAY SERVICE CENTRE, RESPECTIVELY

REASON	ABERDEEN		KOWLOON BAY	
	FREQ.	PERCENT (NOTE 1)	FREQ.	PERCENT (NOTE 2)
ARRANGED BY SECRETARY/DRIVER	17	20.5	2	4.7
MORE CONVENIENT TO GET THERE	37	44.6	32	74.4
BETTER REPAIR SERVICE	11	13.3	8	18.6
REFERRED BY FRIEND	4	4.8	1	2.3
REFERRED BY SALESMAN	9	10.8	4	9.3
CHEAPER PRICE	2	2.4	0	0
JUST OUT OF HABIT	18	21.7	9	20.9
OTHERS	1	1.2	1	2.3

NOTE 1 : The percentage is calculated on the base of 83 respondents currently using Aberdeen Service Centre.

NOTE 2 : The percentage is calculated on the base of 43 respondents currently using Kowloon Bay Service Centre.

The table above shows that :

- a. 'Convenience' is the most important factor in selection of a service centre, regardless of the one chosen.
- b. For the Aberdeen Service Centre, 21.7 percent of respondents use the service centre because they have gotten used to it. For Kowloon Bay Service Centre, 20.9 percent of the respondents also use the service centre out of habit.

TABLE 7 : WHO TAKES CARE OF THE REPAIR/MAINTENANCE OF THE CAR

WHO	FREQUENCY	PERCENT (NOTE 1)
SELF	91	72.2
SPOUSE	5	4.0
SECRETARY	17	13.5
DRIVER	30	23.8
OTHERS	0	0

NOTE 1 : The percentage is calculated on the base of 126 respondents who have answered the question.

The table above indicates that :

- a. Most respondents take care of their own Jaguar.
- b. The second and third most common persons taking care of the repair/maintenance of the car are the driver and secretary (23.8 percent and 13.5 percent, respectively). Management should pay attention to this finding and improve the relationship with these individuals.

TABLE 8 : THE REASONS WHY RESPONDENTS HAVE NEVER BEEN TO ABERDEEN SERVICE CENTRE AND KOWLOON BAY SERVICE CENTRE, RESPECTIVELY

REASON	ABERDEEN		KOWLOON BAY	
	FREQ.	PERCENT (NOTE 1)	FREQ.	PERCENT (NOTE 2)
NOT AWARE OF THE EXISTENCE	3	12.0	18	23.4
LOCATION DIFFICULT TO FIND	7	28.0	6	7.8
NO DIFFERENCE BETWEEN THE TWO SERVICE CENTRES, WHY GO TO THE OTHER	6	24.0	9	11.7
JUST OUT OF HABIT	7	28.0	23	29.9
OTHERS	4	16.0	20	26.0

NOTE 1 : The percentage is calculated on the base of 25 respondents who have never been to the Aberdeen Service Centre.

NOTE 2 : The percentage is calculated on the base of 77 respondents who have never been to the Kowloon Bay Service Centre.

It is clear from the table that :

- a. 'Just Out Of Habit' is an important reason why car owners patronize the same service centre repeatedly.

- b. 23.4 percent of respondents have never been to the Kowloon Bay Service Centre because they do not know of its existence. Management should pay attention to this point and try to increase awareness of the Kowloon Bay Service Centre.
- c. For Aberdeen Service Centre, 28 percent of those who have never been to the Aberdeen Service Centre considered its location difficult to find; 24 percent thought that the two service centres were not different and therefore continued to use the Kowloon Bay service centre.

TABLE 9 : AWARENESS OF THE TWO DIFFERENT JAGUAR DEALERSHIPS

AWARENESS	FREQUENCY	PERCENT
AWARE	40	31.0
NOT AWARE	87	67.4
MISSING CASES	2	1.6
TOTAL	129	100.0

The table above shows that :

- a. 67.4 percent of 129 respondents are not aware that two different dealerships exist.

4.2.2 Cross Tabulation

Cross Table 1 :

The showroom from which the car was bought since 1990

vs.

Residential district

	HK	KOWLOON & NT	ROW TOTAL
E-HOUSE	19	10	29
CHINA HK CITY	2	5	7
COLUMN TOTAL	21	15	36

Chi-square (CAL) = 1.82913

Chi-square (.95) = 3.84

Chi-square (CAL) < Chi-square (.95) implies the two variables are statistically independent.

The Chi-square test shows that the showroom from which the car was bought is not significantly related to residential district.

Cross Table 2 :

The showroom from which the car was bought since 1990

vs.

Working district

	HK	KOWLOON & NT	ROW TOTAL
E-HOUSE	17	11	28
CHINA HK CITY	3	4	7
COLUMN TOTAL	20	15	35

Chi-square (CAL) = 0.99310

Chi-square (.95) = 3.84

Chi-square (CAL) < Chi-square (.95) implies the two variables are statistically independent.

The Chi-square test indicates that the showroom from which the car was bought is not significantly related to working district.

Cross Table 3 :

The showroom from which the car was bought since 1990

vs.

Awareness of the two different Jaguar dealerships

	AWARE	NOT AWARE	ROW TOTAL
E-HOUSE	11	18	29
CHINA HK CITY	3	4	7
COLUMN TOTAL	14	22	36

Chi-square (CAL) = 0.00000

Chi-square (.95) = 3.84

Chi-square (CAL) < Chi-square (.95) implies the two variables are statistically independent.

The Chi-square test shows that the showroom from which the car was bought is not significantly related to the awareness of the two different dealerships.

Cross Table 4 :

The service centre currently being used by the respondent

vs.

Residential district

	HK	KOWLOON & NT	ROW TOTAL
ABERDEEN	65	8	73
KOWLOON	3	32	35
COLUMN TOTAL	68	40	108

Chi-square (CAL) = 62.28624

Chi-square (.95) = 3.84

Chi-square (CAL) > Chi-square (.95) implies the two variables are not statistically independent.

The Chi-square test shows that the service centre being used by the respondent is significantly related to living district.

Cross Table 5 :

The service centre currently being used by the respondent

vs.

Working district

	HK	KOWLOON & NT	ROW TOTAL
ABERDEEN	55	14	69
KOWLOON BAY	5	29	34
COLUMN TOTAL	60	43	103

Chi-square (CAL) = 36.94790

Chi-square (.95) = 3.84

Chi-square (CAL) > Chi-square (.95) implies the two variables are not statistically independent.

The Chi-square test indicates that the service centre currently being used by the respondent is significantly related to working district.

Cross Table 6 :

The service centre currently being used by respondent

vs.

Awareness of the two different Jaguar dealerships

	HK	KOWLOON & NT	ROW TOTAL
ABERDEEN	25	48	73
KOWLOON BAY	10	25	35
COLUMN TOTAL	35	73	108

Chi-square (CAL) = 0.13700

Chi-square (.95) = 3.84

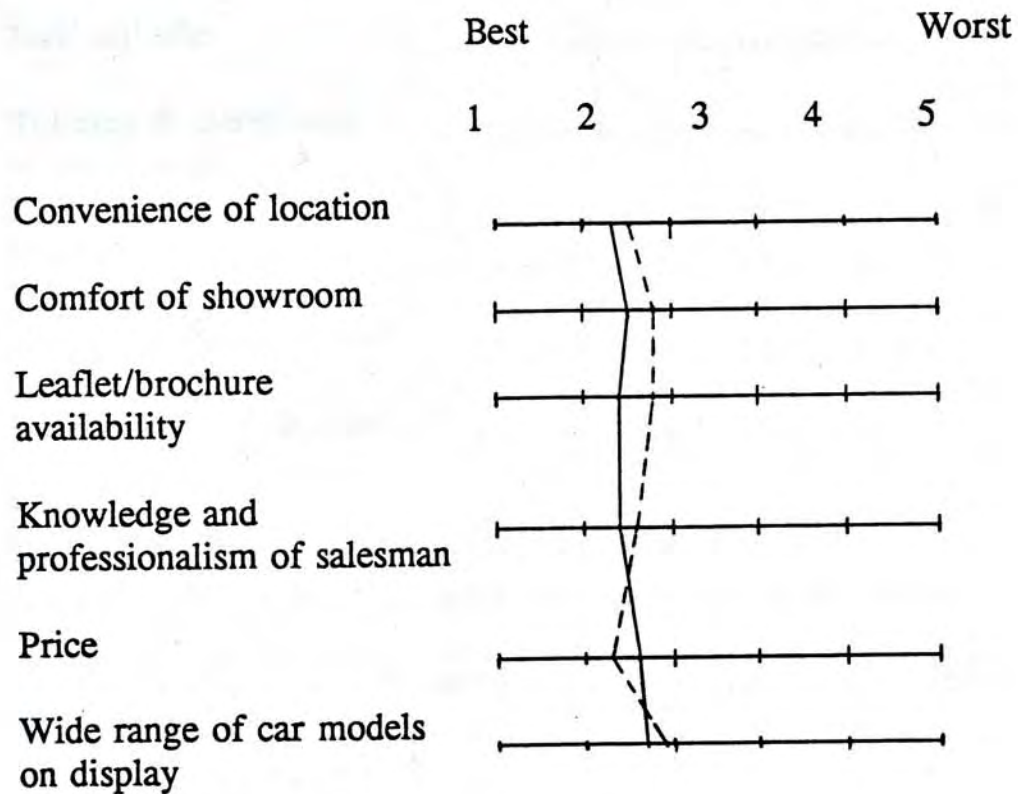
Chi-square (CAL) < Chi-square (.95) implies the two variables are statistically independent.

The Chi-square test shows that the service centre currently being used by the respondent is not significantly related to the awareness of the two different dealerships.

4.2.3 Profile Analysis

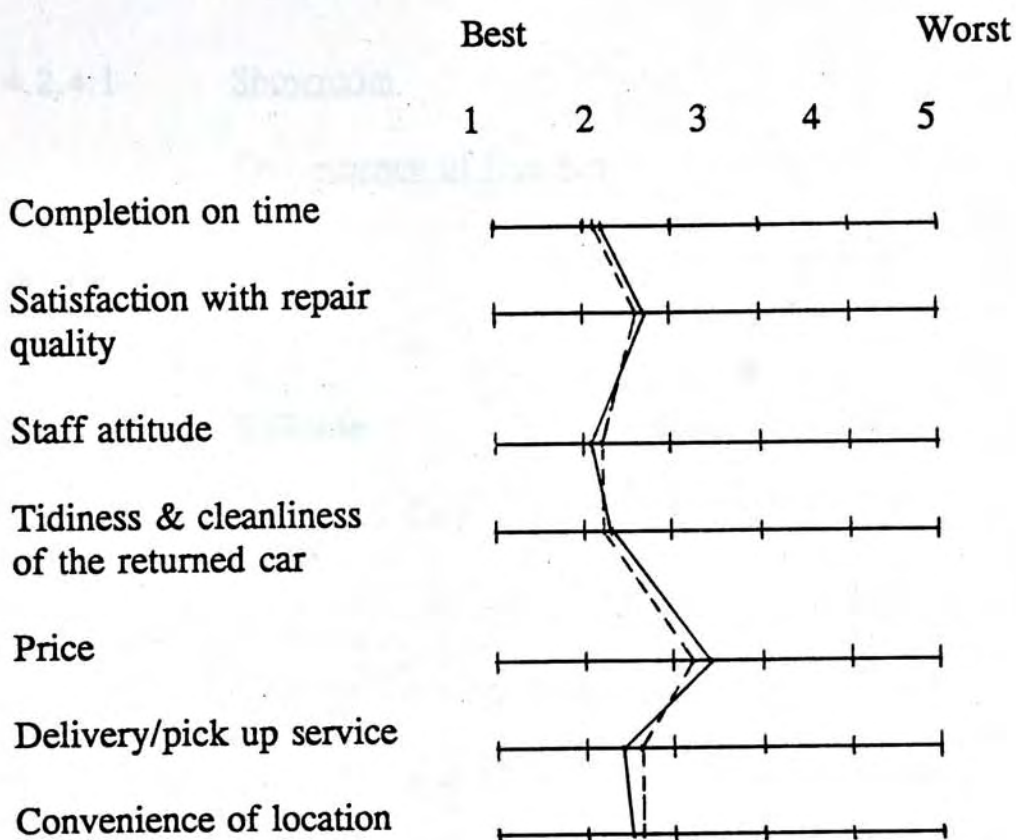
Snake diagrams are used to represent graphically the mean ratings of the showroom and service centre of the two different dealerships.

Showroom



Note : ——— represents the E-House showroom
 - - - - - represents the China HK City showroom

Service Centre



Note : ——— represents the Aberdeen service centre
 - - - - represents the Kowloon Bay service centre

4.2.4 Tests of Significance

4.2.4.1 Showroom

Convenience of location

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
E-House	2.2857	1.0983	91
China HK City	2.4615	1.0670	26

Computed t value = 0.72422

Critical t value (.95) from the table = 1.658

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test shows that the respondents viewed the two showrooms as being very similar in terms of convenience of location.

Comfort of showroom

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
E-House	2.4505	.8726	91
China HK City	2.7600	.8794	25

Computed t value = 1.56

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test indicates that the respondents viewed the level of comfort of the showroom of the two showrooms as being very similar.

Leaflet/brochure availability

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
E-House	2.4368	.9487	87
China HK City	2.7917	.9315	24

Computed t value = 1.6288

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test reflects that the respondents viewed the two showrooms as being very similar in terms of availability of leaflets and brochures.

Knowledge and professionalism of salesmen

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
E-House	2.3563	.9521	87
China HK City	2.6250	1.0555	24

Computed t value = 1.1955

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test shows that the respondents viewed the two showrooms as being very similar in terms of knowledge and professionalism of salesmen.

Price

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
E-House	2.5526	1.0119	76
China HK City	2.3158	.9459	19

Computed t value = 0.923739

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test exhibits that the respondents viewed the price of the two showrooms as being very similar.

Wide range of car models on display

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
E-House	2.6506	.8756	83
China HK City	2.9091	.9715	22

Computed t value = 1.20315

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test shows that the respondents viewed the two showrooms as being very similar in terms of the range of car models on display.

4.2.4.2 Service Centre

Completion on time

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
Aberdeen	2.1889	1.0155	90
Kowloon Bay	2.0889	1.1042	45

Computed t value = 0.523787

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means

are statistically of no significant difference.

The t-test indicates that the respondents viewed the two service centres as being very similar in terms of completion on time.

Satisfaction with repair quality

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
Aberdeen	2.6484	1.0041	91
Kowloon Bay	2.5814	1.0742	43

Computed t value = 0.352085

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test reveals that the respondents viewed the two service centres as being very similar in terms of satisfaction with repair quality.

Staff attitude

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
Aberdeen	2.0778	.9389	90
Kowloon Bay	2.1364	1.0695	44

Computed t value = 0.32396

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test demonstrates that the respondents viewed the staff attitude of the two service centres as being very similar.

Tidiness & cleanliness of the returned car

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
Aberdeen	2.3111	1.0347	90
Kowloon Bay	2.2727	.8987	44

Computed t value = 0.210337

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test presents that the respondents viewed the tidiness and cleanliness of the returned car of the two service centres as being very similar.

Price

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
Aberdeen	3.3929	1.2026	84
Kowloon Bay	3.1750	1.2380	40

Computed t value = 0.934304

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test shows that the respondents viewed the two service centres as being very similar in terms of price.

Delivery/pick up service

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
Aberdeen	2.4286	.9716	70
Kowloon Bay	2.6111	1.2254	36

Computed t value = 0.83645

Critical t value (.95) from the table = 1.658

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test demonstrates that the respondents viewed the delivery/pick up service of the two service centres as being very similar.

Convenience of location

	<u>Mean</u>	<u>Std Dev</u>	<u>Cases</u>
Aberdeen	2.5000	1.1657	86
Kowloon Bay	2.5952	1.1906	42

Computed t value = 0.43082

Critical t value (.95) from the table = 1.645

Computed t value < critical t value implies that the two means are statistically of no significant difference.

The t-test indicates that the respondents viewed the two service centres as being very similar in terms of convenience of location.

The snake diagrams in Section 4.2.3 show that the mean ratings of the two different dealerships are slightly different. However, the results of the above tests of significance show that there is no significant difference in customers' perceptions of the performance of the showroom and the service provided by the service centre of the two different dealerships.

CHAPTER 5

LIMITATIONS

As discussed in Chapter 3, we employed a convenience sample in the descriptive research. Hence, the representativeness of the sample cannot be guaranteed.

Furthermore, the customer database was provided by Jaguar Kowloon. Whether the database itself represents the universe is uncertain.

With the questionnaires collected from two different methods of communication, i.e., mail and telephone, the compatibility and uniformity of the data from the two methods were assumed. However, the two methods have their own characteristics with respect to sampling control, information control, and administrative control, which may distort the compatibility and uniformity of the data.

By employing mail and telephone surveys, the problems of objectivity and accuracy potentially exist. As the questionnaire was undisguised, the respondents might be biased in answering the questions.

In the mail questionnaire, a structured-undisguised form was adopted. The structured form has the advantage of ensuring that replies from respondents are comparable. However, it also has the disadvantage that some valuable data/opinions cannot be collected.

Unstructured, open-ended questions can serve the purpose and collect much more information from respondents. But in our case, we were not able to do so. In the pilot test, it was found that target respondents were very difficult to reach. The telephone inquiries were screened out by their secretaries and/or assistants. In addition, those who could be reached were not willing to spend time to talk to us. In view of the above mentioned difficulties, the medium length, structured questionnaire was designed and mailed to respondents. A follow-up telephone call was used in order to increase the response rate.

Failure to obtain information from those who were selected and designated for the sample caused nonresponse error. Nonresponse is a problem in any survey. This survey also faced this problem. It raised the question of whether those who did respond are different in some important way from those who did not respond. The problems of reliability and validity of the research findings therefore potentially exist.

The survey results show that almost 90 percent of the respondents are male and nearly 60 percent of them live on Hong Kong Island. The demographics of the sample used in this survey indicate that it is not representative of the general population. Therefore, external validity is a constraint here (i.e., cannot generalize these results to the overall population).

CHAPTER 6

RECOMMENDATIONS

6.1 Short-Term Recommendations

6.1.1 Focus on Current Jaguar Users

As discussed in the chapter on Research Findings, 36.6% of the current Jaguar users, who are potential customers of Jaguar Kowloon, are not aware of the existence of Jaguar's showroom in China Hong Kong City. Jaguar Kowloon should focus its efforts on increasing awareness of the China HK City showroom to current Jaguar users as they are relatively easier to reach, and information about the current users is readily available. Advertising/promotion efforts should be concentrated on the current Jaguar users to improve awareness of the showroom. One of the most convenient and effective media is the Jaguar magazine, Sovereign. Inserts of promotional leaflets could be mailed along with the magazine to the customers. In addition, direct mailing is also an effective means to communicate with current Jaguar users. The promotion strategy or the theme of the advertisement could be "With the existence of a second Jaguar showroom, why not go and have a look before you select your next new Jaguar."

6.1.2 Signage and Parking Space for Showroom

As the showroom is situated on the promenade level of the building, more directional signs should be installed around and within the building so that the customers can be led properly to the showroom. Moreover, it would be a great advantage to negotiate one or two parking spaces directly in front of the showroom to allow immediate access by those customers who come by car.

6.1.3 Communicate the Competitive Situation to All Staff

It is interesting to note that some of the staff do not regard Jaguar Hong Kong as a competitor. Such an attitude on the part of staff may affect their morale. The management is recommended to brief all staff about the competitive situation of Jaguar Kowloon so that a common goal can be obtained within the organization.

6.1.4 Joint Promotion between Showroom and Service Centre

Both the showroom and service centre of Jaguar Kowloon have in the past separately launched their own promotional campaigns. It is highly

recommended for the management to organize joint promotional activities in the future as far as possible. This would gain a synergy effect in promotion. For instance, a sales exhibition can incorporate certain elements, such as location and sophisticated fault-finding equipment, of the service centre.

6.1.5 Strengthen the Relationship with Drivers and Secretaries

According to the research findings, 23.8% of Jaguars were taken care of by drivers and 13.5% were taken care of by secretaries. Some car owners delegated his/her driver/secretary to arrange the repair and maintenance activities. In other words, drivers and secretaries did take an active role in deciding upon which service centre was to be used. By strengthening the relationship with the drivers/secretaries through some informal gatherings, e.g., tea party plus service centre visits or BBQ, Jaguar Kowloon can hopefully gain some intangible benefits from them.

6.1.6 Tighter Control of the Activity Flow of the Service Centre

In view of the current saturated capacity of the service centre, short-term measures to increase the capacity are of paramount importance to the

management. Improving the work flow is one of the measures to streamline the job cycle and vacate space for more repair work. A quicker process to expedite the pick up of the returned cars will also increase the space availability. Undoubtedly, more coaching to the staff to help improve their performance will definitely increase the repair capacity of the service centre.

6.2 Long-Term Recommendations

6.2.1 Identify New Location for the Showroom

We have discussed various problems of the showroom/sales office of Jaguar Kowloon and most of them are related to the location. Hence, it is recommended to reselect a new location for a showroom in the longer term. The timing in considering the new location could be in line with the tenancy agreement of the current showroom so that a smooth transition will be achieved in a cost effective way.

6.2.2 Improve the Training Programme for the Staff

As reflected by both the customers and the staff, there is an urgent need to

improve the quality of the staff. More professional product training should be provided to the sales staff to better equip them to serve customers' needs. For the technical training, it is highly recommended to provide an interpreter during the training or to employ a Cantonese-speaking instructor to conduct the training programmes so that the service staff can gain the most from the training course. In the future, the technical training should focus not only on the engines, but also on the electronic parts of various models of Jaguar cars.

6.2.3 Expand the Operation Hours of Service Centre

For the long-term, the working space of the current service centre will impose severe constraints on the capacity, despite the measures taken in the short-term recommendations. In view of the relatively high rental rates in Hong Kong and the huge capital investment in equipment, it is recommended to employ more staff to enable the extension of the operation hours of the service centre, for instance, round-the-clock hours of operation. With the increase in manpower resources, the floor space and the equipment will be more fully utilized, and hence will yield higher productivity and cost efficiency. Nevertheless, an increase in manpower should proceed cautiously, as the increase in headcount will impose heavy burdens on staffing costs and should be fully justified by the increase in demand.

CHAPTER 7

CONCLUSION

The research objectives, stated in Chapter 1, were:

- (i) To identify the dealership problems of Jaguar Kowloon through staff in-depth interviews and customer research.
- (ii) To assess and compare the performance of the showrooms/sales offices of Jaguar Kowloon and Jaguar Hong Kong.
- (iii) To assess and compare the service provided by the service centres of Jaguar Kowloon and Jaguar Hong Kong.
- (iv) To measure the market's awareness of Jaguar Kowloon's identity, i.e., measure the awareness of the showroom and service centre of Jaguar Kowloon.

From the research, the key dealership problems for Jaguar Kowloon may be summarized into the following areas. First, the awareness of the China HK City showroom and the Kowloon Bay service centre are poor. Less than 70% and 80% of the current Jaguar users are aware of the existence of the showroom and the service centre, respectively. Second, the location of the showroom on the promenade level is inconvenient and unattractive to customers.

Third, the technical know-how of technical staff in repairing Jaguars is not satisfactory.

Fourth, there are capacity problems in the service centre.

There is no statistically significant difference in the performance of the showroom/sales office of Jaguar Kowloon and Jaguar Hong Kong, from the perception of the customers. In addition, the customers also considered the services provided by the two service centres to be the same, i.e., not significantly different. However, the market's awareness of Jaguar Kowloon's identity is poor, with over 65% of the current Jaguar users unaware of the existence of the second Jaguar dealership.

APPENDIX I LIST OF MODELS IN LUXURY CAR SECTOR

BMW	6 Series	
	7 Series	
	8 Series	
	535i, M3, M5, M6	
Mercedes	300 E.CE.TE (Petrol Variants only)	
	S class	
	SL Roadster	
Japanese	Honda Legend/Legend Coupe	
	NSX	
	Infiniti	M30
		Q45
	Lexus	E5-250
		LS-400
	Nissan	300ZX
		Cima
	Toyota Supra	
Others	Aston Martin	
	Audi Quattro V8	
	Cadillac Aflants	
	Ferrari	
	Jaguar/Daimler	
	Lamborghini	
	Lancia Thema S.32	
	Lotus (excl M100/Elan)	
	Masarati	
	Porsche	
	Renault Alpine/GTA	
Rolls-Royce/Bentley		

APPENDIX II THE QUESTIONNAIRE FOR EXPLORATORY RESEARCH

1. Company information
 - organization hierarchy
 - line of reporting
 - history of Jaguar H.K. Ltd. dealership with Jaguar U.K.
 - role of Inchcape
2. Other secondary data sources, e.g., magazines, government reports.
3. Price level. How does it compare with those of competitors like Mercedes Benz, BMW.
4. Besides car price, what about the price of the service? How does it compare with those of competitors?
5. Car quality & quality of the service.
6. Staff quality/qualification. Any training provided for them? What type of training? How often?

7. Quality of the service. Maintenance personnel's qualification. Any training? What type of training?
8. How does the maintenance workshop in Kowloon Bay compare with competitors'?
9. Promotion. Only in SCMP second car post? Pamphlets? Others?
10. Place. Any other locations for the showroom/sales office as alternatives?
11. Management expectations for the forthcoming year.
12. Other organizational change expected in the near future?
13. Any policy change subsequent to the organizational change.
14. View on the dealership problems.

Fax No.: 5186572 or 4530003 S. W. Mak / M. H. Ho

APPENDIX III THE QUESTIONNAIRE FOR DESCRIPTIVE RESEARCH

Fax No.: 5286572 or 4550030 S. W. Mok / M. H. Ho

16. How many times in 1991 did you visit Jaguar showroom(s)?

— (Elizabeth House)
— (China HK City)

17. How many times in 1991 did you use Jaguar service centre(s)?

— (Aberdeen)
— (Kowloon Bay)

18. Sex

— Male — Female

- End -

11. Please rate the following parameters of the service centres you have ever used.
(1 - best; 3 - fair; 5 - worst)

Aberdeen	Kowloon Bay
1 2 3 4 5	1 2 3 4 5

Completion on time

Satisfaction with repair quality

Staff attitude

Tidiness & cleanliness of the returned car

Price

Delivery/pick up service

Convenience of location

Please answer Q12 if you have used only one of the service centres, otherwise go to Q13.

12. The reasons I have never been to the other service centre are:- (can be more than one choice)

— not aware of the existence
— location difficult to find
— no difference between the two service centres, why go to the other just out of habit
— others (please specify _____)

13. Are you aware that there are two different Jaguar dealerships in Hong Kong?

— Yes — No

14. In which district do you live?

15. In which district do you work?

Wide range of car models on display

Please answer Q6 if you have visited only one Jaguar showroom, otherwise go to Q7.

6. The reasons I have never been to the other showroom are:- (can be more than one choice)

— not aware of the existence
— location difficult to find
— no difference between the two showrooms, why go to the other just out of habit
— others (please specify _____)

7. Which service centres are you currently using to repair/maintain your Jaguar?
(can be more than one choice)

— Aberdeen
— Kowloon Bay
— Don't Know
— Others (please specify _____)

8. Who usually takes care of the repair/maintenance arrangements for your Jaguar?
(can be more than one choice)

— Self
— Spouse
— Secretary
— Driver
— Others (please specify _____)

9. Why did you select the abovementioned service centre(s)? (can be more than one choice)

— arranged by secretary/driver
— more convenient to get there
— better repair service
— referred by friend
— referred by salesperson
— cheaper price
— just out of habit
— others (please specify _____)

10. Which Jaguar service centre(s) have you ever used in the past? (can be more than one choice)

— Aberdeen (go to Q11)
— Kowloon Bay (go to Q11)
— Never used before (go to Q13)

1. When did you purchase your present Jaguar/Daimler?

Year 19 ____

2. From which showroom did you buy it?

— Elizabeth House
— China HK City
— Others (please specify _____)

3. Why did you choose the abovementioned showroom?
(can be more than one choice)

— referred by friend
— referred by automobile salesperson
— better service provided (product knowledge, professionalism)
— cheaper price offered
— Others (please specify _____)

4. Which Jaguar showroom(s) have you visited in the past? (can be more than one choice)

— Elizabeth House (go to Q5)
— China HK City (go to Q5)
— Others (please specify _____) (go to Q7)

5. Please rate the following parameters of the showrooms you have visited.
(1 - best; 3 - fair; 5 - worst)

Elizabeth House	China HK City
1 2 3 4 5	1 2 3 4 5

Convenience of location

Comfort of showroom

Leaflet/brochure availability

Knowledge and professionalism of salesman

Price

1. 請問閣下於何時買入現時的積架或丹拿汽車？ 一九九__年

2. 請問是從那一間陳列室購買？

- 依利沙伯大廈
- 中港城
- 其他 (請詳述 _____)

3. 請問為何閣下選擇上述的陳列室？(可多過一個選擇)

- 朋友介紹
- 汽車經紀介紹
- 服務比較良好 (產品及專業知識)
- 價錢比較便宜
- 其他 (請詳述 _____)

4. 請問以前曾到過那一間積架陳列室？(可多過一個選擇)

- 依利沙伯大廈 (續答問題5)
- 中港城 (續答問題5)
- 其他 (請詳述 _____) (跳答問題7)

5. 請對閣下去過的積架陳列室作出評分 (1-最好, 3-普通, 5-最差)

	依利沙伯大廈					中港城				
	1	2	3	4	5	1	2	3	4	5
地點方便程度	—	—	—	—	—	—	—	—	—	—
陳列室舒適程度	—	—	—	—	—	—	—	—	—	—
資料齊備程度	—	—	—	—	—	—	—	—	—	—
營業員的產品知識及專業程度	—	—	—	—	—	—	—	—	—	—
價錢方面	—	—	—	—	—	—	—	—	—	—
陳列車款種類	—	—	—	—	—	—	—	—	—	—

若閣下祇去過其中一間積架陳列室，請答問題6，否則答問題7。

6. 請問閣下沒有到另外一間積架陳列室的原因？(可多過一個選擇)

- 不知道它的存在
- 地點困難找到
- 兩間陳列室沒有分別，不必到另外一間
- 出於習慣
- 其他 (請詳述 _____)

7. 請問最近使用那一間維修中心維修閣下的積架？(可多過一個選擇)

- 香港仔
- 九龍灣
- 不知道
- 其他 (請詳述 _____)

8. 是誰通常安排閣下的積架維修？(可多過一個選擇)

- 自己
- 配偶
- 秘書
- 司機
- 其他 (請詳述 _____)

9. 請問為何閣下上述的維修中心？(可多過一個選擇)

- 秘書或司機安排
- 地點比較方便
- 維修服務比較好
- 朋友介紹
- 汽車經紀介紹
- 價錢比較相宜
- 出於習慣
- 其他 (請詳述 _____)

10. 請問閣下曾經用過那一間積架的維修中心？(可多過一個選擇)

- 香港仔 (續答問題11)
- 九龍灣 (續答問題11)
- 從未用過 (跳答問題13)

11. 請對閣下去過的積架維修中心作出評分 (1-最好, 3-普通, 5-最差)

	香港仔					九龍灣				
	1	2	3	4	5	1	2	3	4	5
即時完成	—	—	—	—	—	—	—	—	—	—
維修質量滿意程度	—	—	—	—	—	—	—	—	—	—
員工態度	—	—	—	—	—	—	—	—	—	—
取回的汽車的整潔程度	—	—	—	—	—	—	—	—	—	—
價錢方面	—	—	—	—	—	—	—	—	—	—
接送汽車服務	—	—	—	—	—	—	—	—	—	—
地點方便程度	—	—	—	—	—	—	—	—	—	—

若閣下祇去過其中一間積架維修中心，請答問題12，否則跳答問題13。

12. 請問閣下沒有到另外一間積架維修中心的原因？(可多過一個選擇)

- 不知道它的存在
- 地點困難找到
- 兩間維修中心沒有分別，不必到另外一間
- 出於習慣
- 其他 (請詳述 _____)

13. 請問閣下知否香港現有兩間積架代理商？

- 知
- 不知

14. 請問閣下在那一區居住？ _____

15. 請問閣下在那一區工作？ _____

16. 請問閣下在一九九一年曾到過積架陳列室多少次？
 _____次 (依利沙伯大廈) _____次 (中港城)

17. 請問閣下在一九九一年曾經使用積架維修中心多少次？
 _____次 (香港仔) _____次 (九龍灣)

18. 性別

- 男
- 女

TABLE 10: YEAR OF PROCURING THE PRESENT JAGUAR/DAIMLER

YEAR	FREQUENCY	PERCENT
78	1	.8
82	2	1.6
83	2	1.6
84	2	1.6
85	3	2.3
86	5	3.9
87	14	10.9
88	24	18.6
89	23	17.8
90	42	32.6
91	8	6.2
92	1	.8
MISSING CASE	2	1.6
TOTAL	129	100.0

TABLE 11: SHOWROOM FROM WHICH THE CAR WAS BOUGHT

SHOWROOM	FREQUENCY	PERCENT (NOTE 1)
E-HOUSE	79	61.3
CHINA HK CITY	8	6.2
AUTO SALESMAN	7	5.4
2ND HAND MARKET (NOTE 1)	21	16.3
OTHERS	11	8.5
MISSING CASES	3	2.3
TOTAL	129	100.0

NOTE 1 : 2nd hand market includes sales via advertising and private deals between friends.

TABLE 12: JAGUAR SHOWROOMS VISITED IN THE PAST

SHOWROOM	FREQUENCY	PERCENT (NOTE 1)
E-HOUSE	104	96.3
CHINA HK CITY	26	24.1
OTHERS	8	7.4

NOTE 1 : The percentage is calculated on the base of 108 respondents who have been to the Jaguar showrooms or other showrooms in the past.

TABLE 13: JAGUAR SERVICE CENTRES USED IN THE PAST

SERVICE CENTRE	FREQUENCY	PERCENT (NOTE 1)
ABERDEEN	95	79.2
KOWLOON BAY	43	35.8
NEVER USED BEFORE	4	3.3

NOTE 1 : The percentage is calculated on the base of 120 respondents who have answered the question.

TABLE 14: RATINGS OF THE TWO JAGUAR SHOWROOMS

PARAMETER	E-HOUSE					CHINA HK CITY				
	BEST	GOOD	FAIR	POOR	WORST	BEST	GOOD	FAIR	POOR	WORST
CONVENIENCE OF LOCATION	27	25	29	6	4	6	6	11	2	1
COMFORT OF SHOWROOM	11	38	34	6	2	1	9	11	3	1
LEAFLET/BROCHURE AVAILABILITY	16	27	36	6	2	1	9	9	4	1
KNOWLEDGE AND PROFESSIONALISM OF SALESMAN	17	32	30	6	2	4	6	10	3	1
PRICE	12	25	26	11	2	4	7	6	2	0
WIDE RANGE OF CAR MODELS ON DISPLAY	7	29	34	12	1	1	7	8	5	1

TABLE 15: RATINGS OF THE TWO JAGUAR SERVICE CENTRES

PARAMETER	ABERDEEN					KOWLOON BAY				
	BEST	GOOD	FAIR	POOR	WORST	BEST	GOOD	FAIR	POOR	WORST
COMPLETION ON TIME	25	33	26	2	4	15	19	5	4	2
SATISFACTION WITH REPAIR QUALITY	9	35	34	11	5	5	19	11	5	3
STAFF ATTITUDE	28	33	25	2	2	12	21	7	1	3
TIDINESS & CLEANLINESS OF THE RETURNED CAR	20	36	24	6	4	7	23	10	3	1
PRICE	6	13	26	20	19	5	6	12	11	6
DELIVERY/PICK UP SERVICE	13	22	30	2	3	7	11	11	3	4
CONVENIENCE OF LOCATION	21	23	24	14	4	9	11	13	6	3

TABLE 16: NUMBER OF TIMES RESPONDENTS HAVE VISITED THE E-HOUSE SHOWROOM IN 1991

NO. OF TIMES	FREQUENCY	PERCENT
0	71	55.0
1	28	21.7
2	20	15.5
3	5	3.9
4	2	1.6
5	1	.8
10	2	1.6
TOTAL	129	100.0

TABLE 17: NUMBER OF TIMES RESPONDENTS HAVE VISITED THE CHINA HK CITY SHOWROOM IN 1991

NO. OF TIMES	FREQUENCY	PERCENT
0	110	85.3
1	14	10.9
2	5	3.9
TOTAL	129	100.0

TABLE 18: NUMBER OF TIMES RESPONDENTS HAVE VISITED THE ABERDEEN SERVICE CENTRE IN 1991

NO. OF TIMES	FREQUENCY	PERCENT
0	50	38.8
1	14	10.9
2	12	9.3
3	14	10.9
4	14	10.9
5	12	9.3
6	6	4.7
7	1	.8
8	1	.8
9	1	.8
10	1	.8
11	1	.8
12	2	1.6
TOTAL	129	100.0

TABLE 19: NUMBER OF TIMES RESPONDENTS HAVE VISITED THE KOWLOON BAY SERVICE CENTRE IN 1991

NO. OF TIMES	FREQUENCY	PERCENT
0	88	68.2
1	7	5.4
2	7	5.4
3	6	4.7
4	6	4.7
5	7	5.4
6	2	1.6
7	2	1.6
8	1	.8
10	1	.8
12	1	.8
15	1	.8
TOTAL	129	100.0

TABLE 20: RESIDENTIAL DISTRICT

DISTRICT	FREQUENCY	PERCENT
HONG KONG ISLAND	77	59.7
KOWLOON	27	20.9
NEW TERRITORIES	23	17.8
MISSING CASES	2	1.6
TOTAL	129	100.0

TABLE 21: WORKING DISTRICT

DISTRICT	FREQUENCY	PERCENT
HONG KONG ISLAND	67	51.9
KOWLOON	46	35.7
NEW TERRITORIES	9	7.0
MISSING CASES	7	5.4
TOTAL	129	100.0

TABLE 22: SEX OF THE RESPONDENT

SEX	FREQUENCY	PERCENT
MALE	116	89.9
FEMALE	12	9.3
TOTAL	129	100.0

APPENDIX V REFERENCES

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