

Research Article / Araştırma Makalesi

A NEW QUALITATIVE MEASUREMENT OF CUSTOMER EXPECTATIONS/SATISFACTION AND CROSS-BRAND COMPARISON IN THE AUTOMOTIVE AFTER SALES SERVICES INDUSTRY

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ABSTRACT

This research aims to reveal the Kano model, one of the models developed to gain loyalty by determining customer expectations and satisfaction, using a qualitative method, testing it with real experiences, and comparing it with other measurement methods. The research was conducted qualitatively and quantitatively on six different brands and 12 customers in the field of automotive after sales services and quantitatively on 21 customers. The results were compared with the quantitative results of the same customers and other customers and with other results in the literature. In addition, the sector's situation was revealed by evaluating the table of customer expectations based on real and exceptional experiences. According to the results, the "must-be" service expectations are the expectations that are met the most. On the other hand, attractive service expectations are met at a lower level, even though their number is lower. Customers expressed higher expectations in the qualitative measurements. At the end of the research, some practical suggestions were expressed.

Keywords: Customer Expectation, Satisfaction, Kano Model, Loyalty, Qualitative Research.

OTOMOTİV SATIŞ SONRASI HİZMETLER SEKTÖRÜNDE NİTEL YÖNTEMLE YAPILAN BİR MÜŞTERİ BEKLENTİ/MEMNUNİYET ÖLÇÜMÜ VE MARKALARARASI KARŞILAŞTIRMA

ÖZET

Bu araştırmanın amacı müşterilerin beklenti ve memnuniyetlerini belirleyerek sadakatlerini kazanma amacıyla geliştirilen modellerden birisi olan Kano Modelini nitel bir yöntemle ortaya koymak, gerçek deneyimlerle sınamak ve diğer ölçüm yöntemleri ile karşılaştırmaktır. Araştırma otomotiv satış sonrası hizmetler sektöründe altı farklı marka ve 12 müşteri üzerinde nitel ve nicel, 21 müşteri üzerinde ise nicel olarak yürütülmüştür. Sonuçlar hem aynı müşterilerin hem de farklı müşterilerin nicel bulguları ve literatürdeki diğer sonuçlarla karşılaştırılmıştır. Ayrıca elde edilen müşteri beklenti tablosu gerçek ve sıra dışı deneyimlerle değerlendirilerek sektörün durumu ortaya konulmuştur. Sonuçlara göre, beklenildiği üzere "must be" hizmet beklentileri en yüksek düzeyde tatmin edilen beklentilerdir. Attractive hizmet beklentileri ise daha az sayıda olmalarına rağmen daha düşük düzeyde karşılanmaktadır. Sektörde diğerlerinden olumlu yönde ayrılan iki markanın özellikle attractive hizmetler konusunda daha iyi performans sergiledikleri belirlenmiştir. Araştırma sonunda nitel olarak yapılan belirleme nicel yolla yapılan belirlemelerden daha farklı sonuçlar ortaya koymuştur. Müşteriler nitel yolla yapılan ölçümlerde daha yüksek beklentiler dile getirmişlerdir. Araştırma sonunda yöneticiler için bazı pratik öneriler ifade edilmiştir.

Anahtar Kelimeler: Müşteri Beklentisi, Memnuniyet, Kano Modeli, Sadakat, Nitel Araştırma.

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1. Introduction

Understanding and adapting to customers is one of the most fundamental issues of marketing. Thus, it is believed that there is an inverse relationship between customer expectations and satisfaction (Cardozo, 1965). Therefore, higher customer satisfaction after their expectations are met means higher customer loyalty, fewer customer complaints, and better financial performance (Bitner, 1990; Fornel, 1992; Cronin et al., 2000:197 and Chen & Wang, 2009:1118). On the other hand, as competition increases, it becomes more and more difficult to meet customers' expectations and to ensure and maintain their satisfaction. For this reason, companies need to explore and understand customers' expectations and their satisfaction, which shows the degree to which these expectations are met in a certain sense. In this way, companies can be closer to their customers, continuously improve their customer orientation, and identify their weaknesses or strengths in competition (Naumann, 1995:7-22).

This study aims to measure and evaluate customers' expectations and satisfaction using qualitative research techniques (in-depth interviews, observation) to conduct a thorough analysis. On the other hand, it is not always possible to accurately measure and compare customer expectations and satisfaction. It is extremely difficult to make comparisons between brands, mainly due to the confidentiality of data sharing and the sensitivity of brands regarding customer data. These difficulties increase, especially in sectors where competition is extremely high, such as the automotive industry. At the end of this research, a table of Kano's model (Kano et al., 1984) was presented, listing the services (expectations) categorized for an effective customer experience that can lead to loyalty in automotive after-sales services and create customer satisfaction. The fact that we can present customers' expectations and satisfaction in a qualitative, detailed, and comparative manner without requiring too much data and cost expresses the importance and practical benefit of this research. This is because of the literature's studies and measurements on the Kano model. However, the model is recognized as qualitative, carried out with quantitative surveys, and usually on a single brands. On the other hand, this study was conducted with qualitative methods and on more than one brand, and the results obtained were compared with the quantitative measurement results. However, the experiential aspect of the research and testing of the services received through the Kano model increased the importance of the research and distinguished it from other research. The researcher's participation in all real experiences and observations and the inclusion of a fictional experience in the research made the research original and showed the extent to which expectations were met.

The literature on satisfaction research and measurement was first mentioned as part of the research. Then, the content, method, and research process of the qualitative research supported by quantitative scoring were explained in detail. The results were presented under two main headings: perceptions and experimental evaluations. After the perception outputs, the Kano model table, which will ensure the loyalty of customers in the industry, was obtained. After the experimental evaluations, a comparison table between brands and categories was obtained. The resulting Kano model table was compared with the other Kano model tables obtained by other methods. In the final section, some recommendations and suggestions for the automotive after-sales services sector that can affect customer loyalty to brands are expressed as a result of the research.

2. Literature

2.1. Customer Expectation and Satisfaction

According to Oliver (1999), satisfaction is the customer's pleasure or dissatisfaction with the product or service they have received. This positive or negative subjective feeling arises after comparing customer expectations and their perception (Tsai et al., 2010). Therefore, the primary goal of marketers is to understand and meet customer expectations.

Over the past decade, evidence shows that customer satisfaction's determinants, namely their expectations, have shifted from product quality to service quality (Hallencreutz & Parmler, 2019). When examining the satisfaction literature, the relationship between service quality and customer satisfaction has been highlighted in many studies, such as Cronin & Taylor (1992), Rust & Zahorik (1993), and Cronin et al. (2000). On the other hand, in one of the most cited studies in the literature, Oliver (1999) found a positive correlation between satisfaction and customer loyalty. To date, many studies have been conducted that uncover this connection.

2.2. Measuring Customer Expectations and Satisfaction

Understanding and meeting customer expectations have become a necessity for businesses today. The first step is identifying customer needs, often through face-to-face interviews and/or focus groups. It is very important to discover not only expressed needs, but also exciting or unexpressed needs that, when satisfied, will delight and surprise the customer (Matzler & Hinterhuber, 1998:36).

Large-scale and low prices do not guarantee customer satisfaction and loyalty. Because of this, many studies have been conducted to understand customer expectations. One of the most popular scales in this regard is Servqual, a multidimensional service quality scale developed by Parasuraman et al. (1998). Since it is a well-known and used scale, this scale is not discussed in the study. Likewise, other well-known scales, such as ACSI (American Customer Satisfaction Index) and NPS (Net Promoter Score), directly measure customer satisfaction. In particular, the NPS scale developed by Reichheld (2003), which claims to more accurately measure satisfaction with a single question (also known as a recommendation question) and a number, has found widespread use. However, many studies, such as Kristensen & Eskildsen (2014), have shown that the NPS for measuring customer satisfaction and loyalty is very inadequate. Another popular customer satisfaction model is the Kano model (Wang, 2010).

The Kano Model

The Kano model is a qualitative research method for evaluating customer satisfaction, particularly in the automotive industry (Chen et al., 2018). The model developed by Kano et al. (1984) addresses customer expectations in five categories: must be, one-dimensional, exciting/attractive, indifferent, and reverse. The biggest challenge in the Kano model is determining which feature impacts customers. While the presence of "must-be" services does not lead to satisfaction, dissatisfaction arises when they do not. They cause satisfaction when they are one-dimensional services and dissatisfaction when they are not. The lack of attractive services does not make you dissatisfied, but the presence does. While indifferent traits have no impact on satisfaction, inverse traits lead to dissatisfaction when they are.

Pouliot (1993) added the second type of model to this classical model (Shanin et al., 2013:349). Then Kuo et al. (2012) added the firm’s performance concerning this characteristic and revealed the third type. Matzler & Hinterhuber (1998) modified the original Kano measurement model and added evaluation criteria such as “I like it this way,” “It should be this way,” “I am neutral,” “I can live with it that way,” and “I do not like it this way.” Then, studies that developed models using quantitative methods were conducted, such as Shanin (2004) and Tan & Shen (2000). Madzik (2018) and Shahin et al. (2013) added new regulations to the quantitative measurement of the Kano model by expressing that the measurement method of the Kano model has shortcomings. For example, Shanin et al. (2013:356) proposed a new Kano model in which the origins, order, and slopes of curves in other model strands and the corresponding rubric are relatively different from the existing Kano model types.

Many studies in the literature measure customer expectations using the Kano model. Matzler & Hinterhuber (1998) developed a method for measuring via the Kano model. This method can be summarized as assessing previously identified product/service characteristics with positive (functional) and negative (dysfunctional) quantitative questions in individual or group focus interviews and classifying the noted characteristics via a template table. Figure 1 illustrates the assessment.

Figure 1. Evaluation Table in the Kano Model

If you can order cinema tickets online, how do you feel? (Functional form)	1. I like it that way 2. I am expecting it to be that way 3. I am neutral 4. I can accept it to be that way 5. I dislike it that way
If you can not order cinema tickets online, how do you feel? (Dysfunctional form)	1. I like it that way 2. I am expecting it to be that way 3. I am neutral 4. I can accept it to be that way 5. I dislike it that way

Customer Requirements	Dysfunctional	1	2	3	4	5
Functional form	1	Q	A	A	A	O
	2	R	I	I	I	M
	3	R	I	I	I	M
	4	R	I	I	I	M
	5	R	R	R	R	Q

Source: Madzik, P. (2018). Increasing accuracy of the kano model – a case study. *Total Quality Management & Business Excellence*, 29(3-4), 387–409 and Matzler, K., & Hinterhuber, H. H. (1998). How to make product development projects more successful by integrating kano’s model of customer satisfaction. *Into Quality Function Deployment. Technovation*, 18(1), 25–38.

Then, a feature is considered to belong to the category with which is maximally defined (M: Must be, O: One dimension, I: Indifferent, R: Reverse, Q: Questions - incomprehensible).

According to what Shanin et al. (2013:344) quoted from Hinterhuber et al. (1997), the Kano model has many advantages, such as accurate identification of customer needs, development of customer-oriented products/services, and allocation of financial resources to the right places. On the other hand, according to Shanin et al. (2013:344-345), the model also has some disadvantages:

- The Kano model has inherent quality due to the subjective approaches of customers and, therefore, cannot fully reflect the satisfaction level of customers (as cited in Berger et al., 1993).
- The classification of customer needs is also highly subjective.
- It is insufficient as a criterion for decision-making.
- It does not consider the service provider's capacities and capabilities.

According to Madzik (2018:18), the active participation of customers in data collection is crucial to reveal the purpose of the research, so the difficulty of customers to respond is one of the most important criteria for feasibility. Therefore, the first Kano measurement method (type 1) proposed by Matzer & Hinterhuber (1998) remains valid. Criteria such as importance and performance added to the Kano measurement method are unimportant as customer satisfaction is measured hypothetically rather than really (Madzik, 1998:20).

Research on the Kano Model in the Automotive Industry

Shokouhyar et al. (2020) conducted a study with a large amount of customer data (1351 items) using both the Servqual and Kano models corresponding to three different customer clusters in the automotive after-sales services industry. The 21 service elements used in the study (Shokouhyar et al., 2020:4) were selected from extensive literature through focus group interviews with 16 marketing experts from 6 different brands in the industry. The result of the research is that despite the differences between the three different types of customers, the common must-have factor for all three clusters is the professionalism of the employees. The service characteristics tested in the study and the results obtained are shown in Table 1.

Chen et al. (2018) also conducted a similar study. According to the results of 199 customers, most services were classified as "must be" and one-dimensional, and very few attractive services were found. Attractive services are only the services in the main title of "responsiveness." These are to be flexible to customers' time expectations, to have the technician finish the work on time, and to provide the customer with a temporary vehicle.

Table 1. Shokouhyar et al. (2020) Kano model (Quantitative 3)

Code	Attributes	C1 Group	C2 Group	C3 Group
S1	Availability of information and advice at the service center.	O	M	O
S2	Provision of service as promised .	M	M	M
S3	Consistency of service quality.	O	M	O
S4	Responsiveness to customer complaints.	O	M	O
S5	Competency and experience of employees.	O	M	O
S6	General attitude and behaviour of the technician.	I	M	O
S7	Professionalism of service people.	M	M	M
S8	Convenient operating hours.	M	O	M
S9	Immediate identification of defects.	M	O	O
S10	Availability of technical services staff.	M	O	M
S11	Time taken in servicing.	M	O	M
S12	The store employee gives prompt service to customers.	O	O	O
S13	Time taken for resolving the complaint.	M	O	M
S14	Availability of service staff.	M	O	M
S15	Modern looking equipment and fixtures.	A	O	I
S16	Proximity of service center.	O	A	A
S17	Good customer service during the warranty period.	O	A	A
S18	Interpersonal behaviour of service people.	I	A	I
S19	Individuated interactions between service front liners and customers.	I	A	I
S20	Availability of spare parts during service calls.	O	I	M
S21	Handling customers.		I	O

M: Must be O: One dimensional I:Indifferent, A: Attractive

Source: Shokouhyar, S., Shokoohyar, S. & Safari, S. (2020). *Research on the influence of after-sales service quality factors on customer satisfaction. Journal of Retailing and Consumer Services*, 56, 102-139.

Umami et al. (2021) discussed 20 service characteristics in their study with 100 customers after automotive sales and categorized them as shown in Table 2.

Table 2. Ummi et al., (2021) Kano model service and categories (Quantitative 4)

N	Service Elements	Category
1	The strategic level of location of the workshop (ease of access to the location, ease of exit and entry of the workshop area).	A
2	There is an information tool in the form of banners about the flow of car repair.	A
3	The waiting room facility is very convenient for the customer (Adequate seating, the presence of a well-functioning TV, provided drinks and food).	O
4	Workshop facilities (reception room, waiting room, and toilet) are clean and very well maintained.	O
5	The cleanliness of the vehicle after service (washed and vacuumed).	O
6	The workshop employees took the initiative to help the customers of the workshop.	O
7	Workshop employee provides related information to perform the services periodically.	A
8	The workshop employees always do 3S (Greetings, Smile, Greetings) to the customers.	O
9	Follow up on the presence or absence of a complaint after a service conducted by the workshop.	A
10	The Service Advisor has extensive knowledge of complaint receipt and is able to explain improvement suggestions that should be made.	O
11	The timeliness of service of work in accordance with the estimated time given by the Service Advisor.	O
12	Mechanics are able to repair the damage properly and appropriately.	O
13	The proof of work done has been clearly defined and easily understood by the customer.	M
14	Customer complaints are responded quickly and accurately and given appropriate explanation by the workshop officer.	O
15	Responsible workshop officer in conducting vehicle inspection before and after service.	O
16	The checkout officer gives and explains in detail the overall costs incurred in the car repairs that have been made.	O
17	The workshop guarantees the repairs that have been made (15 Days Warranty).	O
18	Security of goods contained in the vehicle at the time of service is assured.	O
19	All spare parts are guaranteed authentic and competent workshop mechanics.	O
20	The repair shop provides bonuses or discounts to customers.	O

M: Must be O: One dimensional I:Indifferent, A: Attractive

Source: Ummi, N., Wahyuni, N. & Apriadi, I. (2021). Analysis of service quality on customer satisfaction through importance performance analysis and kano model. *Journal Industrial Services*, 6(2), 174-183.

3. Method

The descriptive phenomenology design was used in the study since it aims to uncover the meanings that people attribute to a previously conceptualized topic without deep awareness (Yıldırım & Şimşek, 2018:75). The universe of the research is automotive after-sales services sector customers who receive services from authorized services in Turkey. The population is automotive customers who live in Istanbul and receive services from authorized services. Criterion sampling was used in the research. According to Baltacı (2018:264), cited from Tashakkori

& Teddlie (2010), criterion-based sampling is a useful method in phenomenological research. This method allows individuals with experience with the phenomenon under study to participate in the research. The data sources in phenomenological research should be selected from individuals or groups who have personally experienced the phenomenon on which the research is focused and can transfer it to the outside world (Yıldırım & Şimşek, 2013:65). The criteria for the participants who will participate in the sample are as follows: The customers are motor vehicle users, have experience with authorized service, live in Istanbul, and the standard maintenance time of their vehicle is approaching.

According to Baltacı (2018:261-263), Miles & Huberman (1994), Neuman (2014), and Charmaz (2011), the sample number in phenomenological studies can be up to 325 people. According to Rubin & Babbie (2016) a study should be done between 3 and 10 people, Charmaz (2011) suggests that a phenomenological research should be carried out with at least 10 people.

Considering this information and according to the researcher's experience, a total of 12 customers, two each from the six brands B, F, P, R, T, and V (brand names are kept confidential but the codes were created from the first letters of brand names), which appeal to relatively all income groups in the industry, were included in the study. Customers were identified from volunteers who met the criteria and retweeted messages from the researcher to various social media groups.

As a data collection tool, in-depth interviews were first conducted with the customers using semi-structured questions according to the phenomenological pattern of qualitative research. In the second phase, observations were made through the face-to-face accompaniment of the service, the date of which was determined by the researcher (experiential phase). In the final stage, in order to strengthen the research results a quantitative online survey was conducted with the participants and an additional 21 automobile users.

The interviews were conducted face-to-face in public places just before the experienced services. Customers are encouraged to provide more objective evaluations than subjective evaluations of the services experienced. The technique of personification/ humanization, one of the projective techniques, was also used in the interviews. In other words, participants were asked to imagine an inanimate entity (the car brand's service) as a human being, thus allowing their implicit thoughts to emerge (Celep, 2020:218).

Since determining the questions to be used in the in-depth interviews is very important to overcome the difficulty of generalization of phenomenological research, the questions to be asked to the participants were determined in a semi-structured manner under the researcher's expertise and the literature review. The first part of the questions was set following Doherty & Nelson's (2010:402) personification questions about a business. The reason for including such questions in the research is to uncover the explicit or implicit concepts in customers' minds and comment on their meaning with frequency analysis. The identified questions were presented to the expert. The questionnaires that emerged after his comments and criticisms were tested with a customer with a corresponding profile. They were then forwarded to a Turkish specialist for final approval. The questions that emerged after his corrections and were used in the research are listed in Table 3.

Table 3. Questionnaire Used in the Study

Number	Question
1	Can you introduce yourself to us? Your Age: Gender: Education Level: Income Level: Occupation:
2	What rank is the vehicle brand you are using?
3	How long have you been using?
4	Why did you choose?
5	If "I am glad I use, if I were to buy a new vehicle, I would definitely use again" is 10 points, where are you now? <i>a) To those who gave 10, "why exactly did you give 10?" b) Ask others, "Which vehicle would you give 10?"</i>
6	If "I did not even think of taking my vehicle to an unauthorized service" is 10 points, where are you? <i>a) To those who gave 10, "why exactly did you give 10?" b) Ask others, "What vehicle would you give 10?"</i>
7	Cartesian questions. <i>a) What would happen for this service to be better than it is?</i> <i>b) What should not happen to make this service better than it is now?</i> <i>c) What would have to happen for this service to be worse than it is?</i> <i>d) What should not happen to make this service worse than it is now?</i>
8	If you had a magic wand and what you touched changed as you wished, what would you touch in this service, and what would you turn it into?
9	If you could reward something in this Authorized Service (AS), what would it be? What reward would you give? Why is that?
10	What do you think people in Authorized Service (AS) think about you?
11	Do you think our Authorized Service (AS) is loyal to you? So, of course, they want to make money, but do they also consider your interests? Why is that?
12	If this brand was an animal, what animal would it be? Why is that? / If this Authorized Service (AS) were a plant (tree), what tree would it be? Why is that?
13	If this brand was a person, what kind of person would it be? <i>a) How is his/her lifestyle? b) How does he/she look and dress? c) How is the area/house where he/she lives, and how did he/she decorate his/her house? d) Where does he/she go on vacation? e) What is his/her occupation? f) Favorite food? Why is that? g) How is his/her personality? h) What are his/her hobbies? i) What are his/her good points? j) What are the downsides? k) Does he/she smoke? If he/she smoked, why do you think he/she is smoking? If he/she is not smoking, why isn't he/she? l) How is your relationship with him/her? m) How old is he/she? n) Gender? o) You work at the same workplace as him/her, and you are his/her supervisor. Top management asked you to write a short report expressing your honest thoughts. What would you write?</i>
14	When you consider the service you have received in general, for you: <i>a) What are "must-be" services?</i> <i>b) What services would be nice if they were available, and would it not be a problem to have more?</i> <i>c) What services or behaviors will make you say "Wow" and make you very happy? (What would happen?)</i> <i>d) What service or behavior would cause you to feel dissatisfied with that service?</i> <i>e) What neutral services/behaviors do you say, "I can take it or leave it"?</i>

Participants arranged an appointment with the authorized service for a date and time convenient for them and the researcher. As described above, interviews were conducted just prior to service experiences. Participants were repeatedly told that authorized services should not be informed about the research. Initially, interviews were recorded using participants' written informed consent forms. Care was taken to ensure that the authorized services for appointments differed. In the study, the same service (standard maintenance service based on the vehicle's mileage) was preferred for all experiences to provide an equivalent comparison and increase comfort. The 25 criteria used in the evaluations in the experience phase were created based on the joint opinion of the researcher with experience in automotive after-sales services experience and the joint opinion of two different experts currently working as managers in the industry, as well as the KPIs (Key Performance Indicators) commonly used in the industry. The researcher accompanied all experiences as a covert observer (in the role of the participant's friend), conducted observations, and then made quantitative assessments. This allowed a standard comparison to be made between brands.

In the second part of the experience phase, a fictitious experience application was performed. The WOW Effect application, experienced by default but separately for each brand, was designed as an example application for the services defined as Attractive Services in this research. The application was conducted as follows: Authorized Services were called by the researcher as a customer who wanted to make an appointment. The researcher said he would come to the appointment with his dog. While waiting for his car, he asked if there was a park nearby where he could walk her dog and, if so, what the park's name was. The expected response is that even if the service representative does not have this information (the probability is quite high), he or she will immediately call the internet and give the customer the requested information. Services that satisfy the customer (researcher) by meeting a similar response with high empathy and courtesy were scored 10. Appointment procedures, interviews, and service experiences were conducted and completed between October and December 2022.

To quantitatively test the Kano model table obtained from the in-depth interviews, questionnaires were deployed via Microsoft Teams Forms one month after the interviews to both in-depth interview participants (Quantitative 1) and 22 participants who met the criteria, and the results of 21 participants were analyzed (Quantitative 2). In this survey, the service characteristics in the table of the Kano model obtained as a result of the research were evaluated using the questionnaire form developed by Matzer & Hinterhuber (1998:32) and translated into Turkish by Yılmaz (2021:846). An example of a trait question and questionnaire form can be found in Table 4.

Approval for the study was granted by the Ethics Committee for Scientific Research of Health Sciences College Hamidiye under number 2022 /17/9.

Table 4. Quantitative Evaluation Questionnaire

Question	Answers
How would you feel if you were treated kindly in service? (Functional)	1. I like it that way,
	2. I expect it to be that way,
	3. I do not care,
	4. I do not like it, but I can live with it,
	5. I do not like it and cannot accept it.
How would you feel if you were not treated sincerely in service? (Unfunctional)	1. I like it that way,
	2. I expect it to be that way,
	3. I do not care,
	4. I do not like it, but I can live with it,
	5. I do not like it and cannot accept it.

3.1. Data Analysis Method

Frequency analysis for qualitative data and content analysis for qualitative research were used in the research, including categorical analysis methods, which is a systematic method according to Karakullukçu (2020:142-143). First, the participants' opinions were asked verbally, their responses were recorded, the recordings were written down, and confirmation of the content was obtained from the participants. Then, the recordings were read and coded by the researcher at least three times, and the codes' themes were determined. At this stage, the data, for which no software was used, were analyzed using the Excel program. This is because the words had to be interpreted based on the researcher's experience. For the validity and reliability of the research, the following procedures were carried out as indicated by Akgün (2020:96-99):

- For the study's internal validity (credibility), the questions were prepared with expert opinion and applied to a topic before the research. Participants were informed in detail about the purpose, content, and method of the interview beforehand, and the interview was kept long enough to collect data with a deep focus. The participant was reminded of the opportunity to make changes to the notes. The analysis and interpretation of what was given were also reviewed and confirmed by another expert.
- For external validity, i.e., transferability, the research process is described in detail. In addition, individual examples from the participant's point of view were also reproduced in the research text.
- The expert review method was used for internal and external reliability, i.e., consistency and confirmability. As mentioned earlier, another expert reviewed the study for integrity and compatibility, confirming consistency.

During the research, all responses given by the clients were considered and used to confirm the emerging themes and meanings.

The method used to create the Kano Model Table was developed by Matzer & Hinterhuber (1998:32). The survey results were analyzed according to the frequency numbers of the cat-

egories, which are derived from the table in Figure 1. When the frequency counts were equal, a preference of must be (M) to reverse (R) was first made, as predicted by Berger (1993:13). In addition, the Blauth formula was also considered in the evaluation. In this approach, the one dimensional (O)/attractive (A)/must be (M) categories and the indiffernet (I)/reverse(R) / questions-incomprehensible (Q) categories are considered as two separate groups, the group with the highest frequency is focused on, and the category of this group is selected (Yılmaz, 2021:847).

In order to reach a final research result, the results of the Kano qualitative model obtained through interviews (Qualitative Result) were compared and interpreted with both other quantitative evaluation results ((Quantitative 1 and Quantitative 2) and other research results (Quantitative 3 and Quantitative 4) from the literature.

The latest qualitative evaluation criteria of the Kano model were analyzed according to the experience evaluation results.

4. Findings and Comments

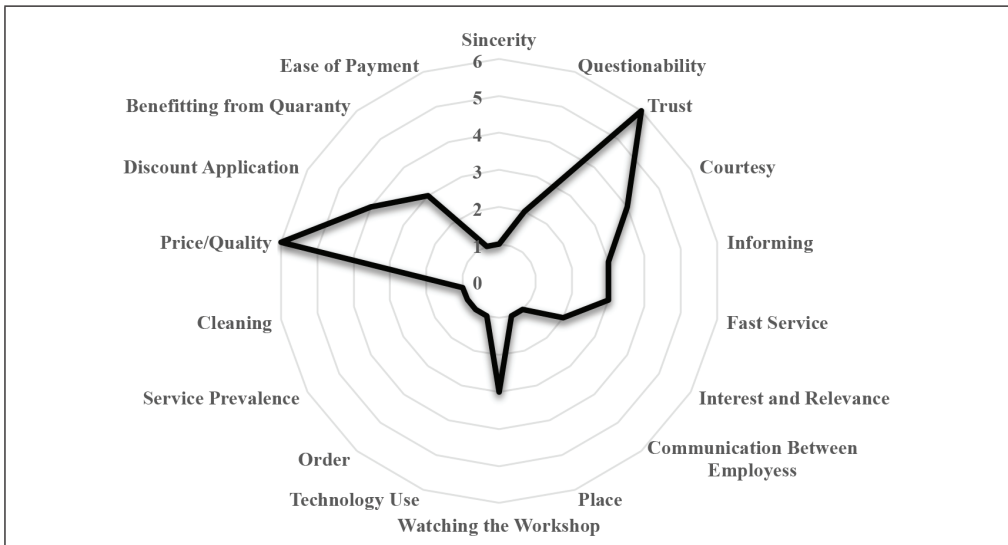
Since the research took place in two main axes (customer interviews and service experiences), the results were also analyzed in two separate parts.

4.1. Customer Reviews and Kano Table

The results obtained after evaluating the customers' answers to the corresponding questions in Table 3 using the qualitative method mentioned above are presented in the following sections.

Reasons for Preferring an Authorized Service

Figure 2. Reasons for Preferring an Authorized Service



The most important factor influencing a customer's loyalty to an authorized service is **trust** (mean score is 6) and **price-quality ratio (6)**. All customers mentioned these two factors. The trust factor, which stands out for all brands, includes elements such as refraining from unnecessary, unfair, and wrong actions, exhibiting work that has not been done as if it had been done, and using original parts. "Watching the workshop" and "informing" among the other notable factors, are actually factors that can be considered under the trust factor. Courtesy is another important factor. Some notable customer testimonial in this area is as follows:

"There will definitely be a camera at the head of the car during the repair. They will make you watch over the phone. And right now, it is very easy. The man will say, "Go to this link. Watch your car". (customer: V2)"

Although it is not statistically significant, the quantitative evaluation mean of being related to Authorized Service (AS) is 6.

Must Be Services

Figure 3. Must Be Services

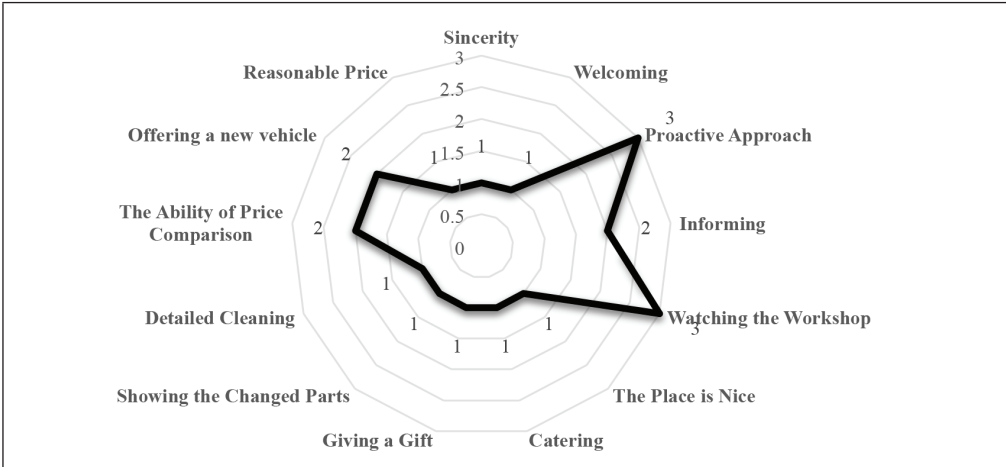


The concept most often mentioned by customers concerning Must Be Services is the concept of trust. The concept of trust is followed by the correct and complete execution of transactions and the concepts of information. In fact, these two concepts are closely related to the concept of trust. Interest, relevance, and smile are two other important concepts. Thus, the most basic services customers expect from an authorized service are purely relational services. Since price is a factor that customers have already predetermined, it is never mentioned among the mandatory services. Some notable customer testimonial in this area is as follows:

"For example, they called me for my discs; they said, "Your discs have something, but if they recover, we will continue; we will not change them." A few hours later, they said, "Okay, we will continue; we will not change." For example, I liked that. He could not have said that. This is entirely up to the customer representative's approach. If it was up to the mechanic, he could have said, "let us change it; why are we bothering?.(B1)"

One Dimensional Services

Figure 4. One Dimensional Services

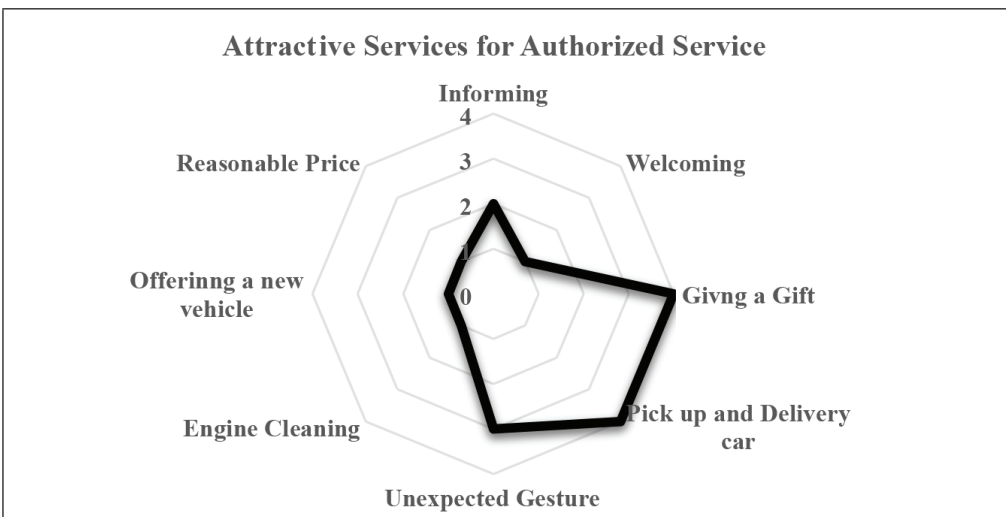


One Dimensional services are also observed to be relational. Here, a proactive approach and watching the workshop are the first factors. Information follows these two factors. Some notable customer testimonials in this area are as follows:

“Behaviors such as “These are the things we do, but this is the problem of heavy maintenance, but we saw that there was a problem, and we fixed it” will satisfy the customer. It may not be a problem to be reflected in the fee (P1).”

Attractive Services

Figure 5. Attractive Services

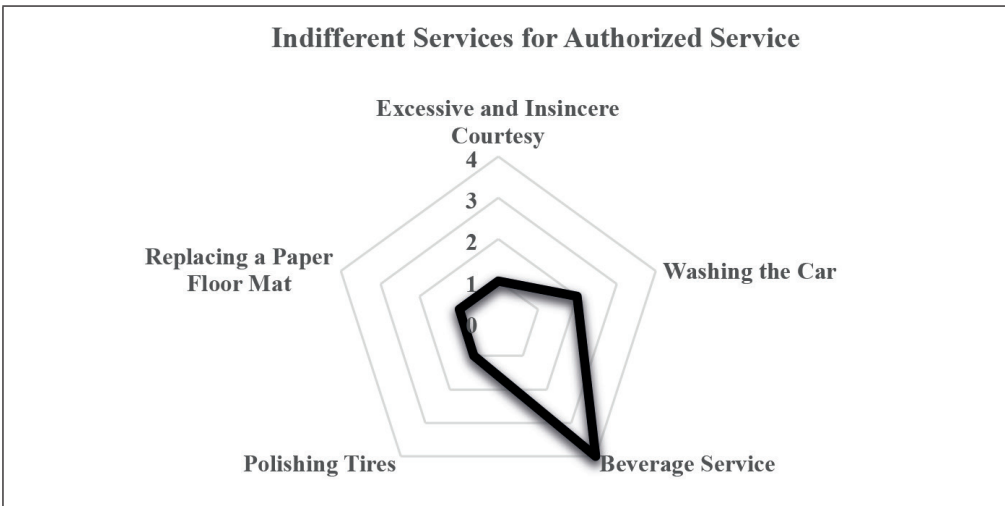


According to the Kano model, the factors that connect customers to Authorized Service (AS) are mainly physical factors related to the process. Delivery to the point of purchase, small gifts, and surprising gestures stand out. Authorized Service (AS) can achieve big results with small budgets. Some notable customer testimonials in this area are as follows:

“It would be great if they would drop us home. They call a taxi, but why not drop us home? I mean, I have never heard of such a thing at..... There were also services I took earlier. There is no such thing in the dealer, and it would be nice if they dropped us home. (B1).”

Indifferent and Reverse Services

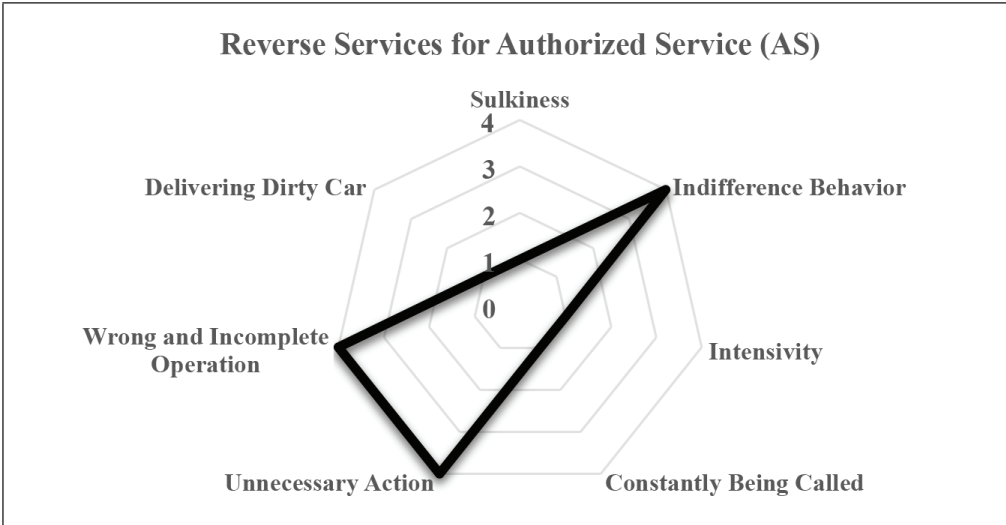
Figure 6. Indifferent Services



Customers indicated that services that are not very effective include serving drinks and cleaning the vehicle, which can be counted as physical services. On the other hand, there are also customers for whom cleaning is necessary. For this reason, Authorized Service (AS) must use cost analysis to decide whether to discontinue this service or change its qualifications. For example, eliminating paper mats for washing or replacing the tea service worker with a tea vending machine will not significantly change customer satisfaction. Some notable customer testimonials in this area are as follows:

“Frankly, I do not care if there is tea or not. It does not make any difference. One common thing is the cleanliness of the car. For example, the service is much more important to me than the car’s cleanliness. Otherwise, my car is already polished, painted, etc., which is unimportant to me. (T1).”

Figure 7. Reverse Services



The main factors that drive customers away from Authorized Service (AS) and make them leave are indifference, wrong, incomplete, or unnecessary actions. Financial factors seem unimportant at this stage. Some notable customer testimonials in this area are as follows:

“If I feel they are dishonest, trying to rip me off, I will dislike them if I see that they do poor-quality work. Let us say they did, but 1 week passed, 2 weeks passed, and the same thing broke again. So they did not do it right. I could sour on because of this. (R1)”

Kano Model Chart for the Automotive Aftermarket

Table 5, the main result of the research, was obtained by analyzing the answers given by customers to the corresponding questions in Table 3 using the method described in the Method section.

Table 5. Kano Model Table Obtained by Qualitative Valuation (Qualitative Result)

No	Attribute	M	O	A	I	R	TOT	M+O+A	I+R	Category
N1	Friendly approach	1	1			2		1	1	O
N2	Welcoming	1	1			2		2	0	O
N3	Proactive approach.	1	3			4		4	0	O
N4	Informing	3	2	2		7		7	0	M
N5	Watching the repair store	3				3		3	0	O
N6	The place is nice and comfort	1	1			2		2	0	M
N7	Catering	1	4			5		1	4	I
N8	Giving a gift	1	4			5		5	0	A
N9	Showing the changing parts	1				1		1	0	O
N10	Detailed Cleaning (polishing of tires, paper mop)	1	1	4	1	7		2	5	I
N11	Price comparison and posting on the Internet	2				2		2	0	O
N12	Attractive new vehicle and service offer.	2	1			3		3	0	O
N13	Low price	1	1	1		3		3	0	M
N14	Trust	4				4		4	0	M
N15	Correct, Necessary, and Complete Processes	3		8	11			3	8	R
N16	Being good-humored	2		1	3			2	1	M
N17	Interest and Relevance, Sensitivity	2		5	7			2	5	R
N18	Fast Service	1			1			1	0	M
N19	Qualified Employee	1			1			1	0	M
T20	Institutionalism	1			1			1	0	M
N21	Roadside Assistance	1			1			1	0	M
N22	Discount Application	1			1			1	0	M
N23	Pick-up and delivery		4			4		4	0	A
N24	Unexpected gesture (engine cleaning etc.)		4			4		4	0	A

M: Must be O: One dimensional A: Attractive I:Indifferent, R:Reverse

On the other hand, the results of the quantitative survey conducted with the same 12 participants and 21 other participants using the same criteria are shown in Table 6.

Table 6. Results of the quantitative evaluation of the participants in the qualitative research (Quantitative 1 and Quantitative 2)

Number	Qualitative Research Participants (12 participants)							Others (21 participants)								
	A	M	O	R	Q	I	Total	Qu. 1	A	M	O	R	Q	I	TOT	Qu.2
N1	8	1				3	12	A	5	3	6			7	21	I
N2	6	4	2				12	A	4	8	6			3	21	M
N3	5	3	3			1	12	A	15	2	2			2	21	A
N4	1	5	4			2	12	M	3	13	3			2	21	M
N5	7		1			2	12	A	12					9	21	A
N6	6				1	5	12	A	9	2	1			9	21	A
N7	6					6	12	A	11		1			9	21	A
N8	9					3	12	A	20					1	21	A
N9	4	1	2			5	12	I	5	8				8	21	M
N10	7	1	1			3	12	A	7	2	4			8	21	I
N11	7					5	12	A	16	2				3	21	A
N12	5		1			6	12	I	10					11	21	I
N13	6	2	3			1	12	A	13		5			3	21	A
N14		8	3			1	12	M	2	11	8				21	M
N15		7	4			1	12	M	1	13	7				21	M
N16	5	1	2			4	12	A	7	4	3			7	21	A
N17	7		2			3	12	A	7	4	4		1	5	21	A
N18	4	2				6	12	I	7	3	3			8	21	I
N19	1	6	2			3	12	M	2	11	4			4	21	M
T20	3	3	3			3	12	M	5	10	2			4	21	M
N21	6	1				5	12	A	13	5	1			2	21	A
N22	7					5	12	A	15	3	1			2	21	A
N23	7					5	12	A	13		1			7	21	A
N24	10					2	12	A	20		1				21	A

M: Must be O: One dimensional A: Attractive I:Indifferent, R:Reverse Q:Questions

Finally, the criteria of the Kano chart for the middle segment of the C2 cluster mentioned in the literature were classified as quantitative 3 in the study by Shokouhyar et al. (2020), and the criteria in Umami et al. (2021) were classified as quantitative 4 and reconciled with the criteria (qualitative 1) that emerged in this study, resulting in Table 7.

Table 7. Quantitative 3 and Quantitative 4 Harmonized Criteria

Attiribute	Quantitative 3		Quantitative 4		
Friendly approach	S19	A	A		
Proactive approach.				U6	O O
Informing	S1	M	M	U2, U7, U16	A, A, O A
The place is nice and comfort	S15	O	O	U1, U3, U4	A, O, O O
Trust	S2	M	M	U11, U13, U17, U18, U19	O, M, O, O, O O
Correct, Necessary, and Complete Processes	S3	M	M	U12	O O
Being good-humored				U8	O
Interest and Relevance, Sensitivity	S4, S6, S10, S14, S17, S21	M, M, O, O, A, I	M	U8, U9, U15	O, A, O O
Fast Service	S9, S11, S12, S13, S20	O, O, O, O, I	O	U11, U14	O, O O
Qualified Employee	S5, S7	M, M	M	U10, U14	O, O O
Institutionalism	S18	A	A		
Discount Application				U20	O O

M: Must be O: One dimensional A: Attractive I:Indifferent, R:Reverse

Thus, finally, the Kano Table obtained after the qualitative research was compared with all the tables mentioned above. Table 8 contains the comparison.

The table of the Kano model obtained by the qualitative method used in the investigation was compared with the other 4 results. In calculating the difference totals, the importance order was considered $M > O > A > I$. A score was given as 1 if the degree of importance was high, -1 if it was low, and 0 if it was the same. So, it is clear that the qualitative method determines customer expectations higher than the other 3 methods. For example, in the qualitative determination conducted with the same participants (12 people), importance was rated higher in 14 out of 24 categories, lower in 2 categories, and the same in 10 categories.

Table 8. Kano Measurement Methods Comparison Table

Code	Attribute	Qu 1	Qu1	Qu 2	Qu 3	Qun 4	F1	F2	F3	F4
N1	Friendly approach	O	A	I	A		1	1	1	-
N2	Welcoming	O	A	M			1	-1	-	-
N3	Proactive approach.	O	A	A		O	1	1	-	0
N4	Informing	M	M	M	M	A	0	0	0	1
N5	Watching the repair store	O	A	A			1	1	-	-
N6	The place is nice and comfort	M	A	A	O	O	1	1	1	1
N7	Catering	I	A	A	-	-	-1	-1	-	-
N8	Giving a gift	A	A	A	-	-	0	0	-	-
N9	Showing the changing parts	O	I	M	-	-	1	-1	-	-
N10	Detailed Cleaning (polishing of tires, paper mop)	I	A	I	-	-	-1	0	-	-
N11	Price comparison and posting on the Internet	O	A	A	-	-	1	1	-	-
N12	Attractive new vehicle and service offer.	O	I	I	-	-	1	1	-	-
N13	Low price	M	A	A	-	-	1	1	-	-
N14	Trust	M	M	M	M	O	0	0	0	1
N15	Correct, Necessary, and Complete Processes	M	M	M	M	O	0	0	0	1
N16	Being good-humored	M	A	A		O	1	1	-	1
N17	Interest and Relevance, Sensitivity	M	A	A	M	O	1	1	0	1
N18	Fast Service	M	I	I	O	O	1	1	1	1
N19	Qualified Employee	M	M	M	M	O	0	0	0	1
T20	Institutionalism	M	M	M	A		0	0	1	-
N21	Roadside Assistance	M	A	A			1	1	-	-
N22	Discount Application	M	A	A		O	1	1	-	1
N23	Pick-up and delivery	A	A	A			0	0	-	-
N24	Unexpected gesture (engine cleaning etc.)	A	A	A			0	0	-	-
Total							12	9	4	9

M: Must be O: One dimensional A: Attractive I:Indifferent, R:Reverse

4.2. Experience Ratings And Interbrand Comparison Table

The ratings and comparisons obtained from 10 full points according to the experience applications explained in detail in the methods section are shown in Table 9.

Table 9. Rating and Comparison of Brand Experiences

Criterion	Kano Criteria	Categ.	B	P	T	F	V	R	TOT	AVR.
Are additional fees required?	13	M	10	10	10	10	5.5	10	55.5	9.3
Car wash and cleaning	10	I	10	9.5	7.5	8	10	9.5	54.5	9.1
Work orders signing process	18.20	M	9	8.5	7	9.5	6.5	8	48.5	8.1
Description of the work done	4	M	9	9	6	8	7.5	7.5	47	7.8
Description of action to be taken	4	M	9.5	9	8	7.5	4.5	7.5	46	7.7
Discount Method	22	M	9	8.5	5	7.5	10	5.5	45.5	7.6
Processing time description	4	M	9	9	7.5	6.5	6.5	5	43.5	7.3
Attire	19.20	M	7	8.5	7	7	7	7	43.5	7.3
Welcome and informing	2	O	7.5	9	9	6	6.5	5	43	7.2
Compliance with vehicle acceptance appointment	15.18	M	7.5	6.5	10	2	8	7	41	6.8
Waiting room comfort	6	M	9.5	5.5	7.5	4.5	8	4.5	39.5	6.6
Compliance with the delivery time	15,18	M	6,5	10	3,5	4,5	9	5	38,5	6,4
Communication and behavior	17	M	7,5	7	6,5	5,5	4,5	7,5	38,5	6,4
Being good-humored	16	M	8	7,5	5	5,5	5,5	6,5	38	6,3
WOW Effect Application	24	A	10	8,5	4,5	8,5	2,5	3	37	6,2
Appointment time	18	M	7,5	4	10	4	2	9	36,5	6,1
Use of technology in communication	4	M	8	5,5	0	8,5	5,5	6	33,5	5,6
Informing during the process	4	M	5	5	4	7,5	5	5	31,5	5,3
Permission for marketing approval and digitalization	4	M	6	0	4	5	5	5	25	4,2
Co-acceptance of vehicles	15	M	1	9	3	2	3,5	4,5	23	3,8
Asking questions other than maintenance	3	O	5	9	0	3,5	5	0	22,5	3,8
Additional sales (warranty, accessories, etc.)	12	O	5	3,5	10	0	0	0	18,5	3,1
Tablet use	4	M	2	0,5	0	2	1	0	5,5	0,9
Information about transportation options	23	A	0	5	0	0	0	0	5	0,8
Substitute vehicle presentation	23	A	0	0	0	0	3,5	0	3,5	0,6
Total Points			169	168	135	133	132	128	864	

M: Must be O: One dimensional A: Attractive I:Indifferent, R:Reverse

The performance results of 10 brands whose qualitative ratings were experienced according to the criteria of the Kano model are shown in Table 10.

Table 10. Experience Ratings of Kano Model Criteria

Criteria	Avr.Score
M	6.3
O	4.7
A	2.53

M: Must be O: One dimensional A: Attractive

In general, it can be seen that the brands perform slightly better than average in “must be” services, average in one-dimensional services, and quite poor in attractive services. In the attractive services, “transportation” and “the provision of replacement vehicles” are the areas that make the fastest difference.

A comparison shows that brands B and P receive the highest scores. The “benchmark” brands to take a cue from when competing for the sector should be B and P. For this reason, it is necessary to look closely at the areas where these two brands score high. Areas where these brands score at least 2 points (20%) above the average of all brands can be considered as areas where these brands are more successful than other brands. “ Detailed information on the WOW effect can be found in the methodology section and below. These brands have demonstrated a high level of customer focus. On the other hand, “comfort of the waiting room,” “use of technology in communication,” “meeting delivery time,” “accepting vehicles together,” “asking for things to be done outside of maintenance,” and “transportation options” were significantly different from those of other brands. Areas where they showed positive performance.

Applications of the WOW effect by the brands

WOW Effect application was used as described in the Method section. The results of the experiences of the brand are shown in Table 11.

Table 11. WOW Effect Experience Ratings

Brand Rating Description		
B	10	Both services demonstrated the desired behavior with the desired speed and courtesy.
F	8.5	Both services spoke openly. One asked around and relayed the information; the other said you could look it up on the internet.
P	8.5	The first service was very attentive. He asked his friend from the service. He made sure there was parking nearby. “If you want, we can drop you off by car,” he said. He was very helpful. He said he did not know the name of the park. But he went out of his way. The other service also listened carefully. “Maybe not,” he said. “You had better look it up on Google Maps.” He was very polite. He also said, “If you come for an appointment, we are very busy since it is the end of the year. Unfortunately, we can make an appointment for 10 days later.”
R	3	The accounting department answered the phone. He said he did not know either. He said, “There are vacancies here; I will refer you to the vehicle receiving department,” and no one answered the phone he referred to. The second service did not understand the problem. He tried to schedule an appointment for service. When I pointed it out again, he said, “no parking.” “You can walk it in the street,” he said. In fact, there were parks nearby.
T	4.5	First, the CR department’s phone rang, but no one answered. The operator was asked to connect the phone a second time. The operator forwarded it to another location, but the phone stayed on for 3 minutes and 57 seconds; music played, no one answered, and the phone turned off. The second service person was very interested; even though he did not know the park’s name, he asked around and tried to find out.
V	2.5	The authorized person could not be reached for the information requested. Note left. Then he was called two more times. But he could not be reached by phone. No one answered the phone. The second service used corporate language. However, he was not sincere. He said, “How are you going to walk around when it is raining?” He said there might be places above. He had a bored tone.

WOW Effect valuation score is 6.1, which is consistent with the other scores. In other words, it can be argued that brands perform moderately in securing customer loyalty. Thus, the brands have deficiencies that they need to expand to gain a competitive advantage.

5. Conclusion

According to this research, which aims to determine the service expectations of customers in the field of automotive customer service using a qualitative method based on the Kano model, it was found that the most basic expectation of customers, which can be considered as a hygiene factor, is trust. In other words, unnecessary, dishonest, and incorrect transactions must not be made, work that has not been done is not presented as if it had been done, original parts must be used, and processes must be carried out completely and without gaps. In support of this finding, it was found that conducting unnecessary and unfair transactions is the strongest reason for customers to turn away from authorized services.

The second important expectation is interest and relevance. Financial expectations are not among the most basic expectations. One-dimensional services that ensure customer satisfaction are relational services such as a proactive approach (recognizing customer needs and targeting them even if they do not express them) and information. Attractive services promoting customer loyalty to the brand are small gifts, gestures, and services such as pick-up and delivery. On the other hand, it can be deduced from the customers' statements that the price or financial expectations are an important part of the trust concept (not being deceived, receiving one's rights in return for the consideration), and they expect a small financial gesture that shows that their interests are also taken into account.

The experience phase of the research is, in a sense, an indicator of the extent to which the above expectations are met. If the results of the experience are interpreted, it can be claimed that the expectations are met at a moderate level. It has been shown that the best brands perform better in terms of both attention (Wow! application) and meeting basic expectations (trust) in applications such as meeting delivery times and sharing acceptance of vehicles. They do better in hardware features such as the waiting room and the use of technology.

This research is a qualitative method that categorically shows customer expectations, including different brands in the automotive aftermarket sector, as an example for other sectors. It also differs from other research in that it conducts an experiential phase that measures the extent to which these expectations have been met. As Madzik (2018:18) states, this research overcomes the difficulty of surveying customers in Kano model applications.

On the other hand, it can be said that the obtained results are not very surprising. Similar results have already been obtained in many studies. The trust or professionalism of employees is among the important factors in this research and the results in the literature. The number of attractive services is also very low, as in the studies in the literature (e.g., Chen et al. (2018)). However, they consist of different services in terms of content. Although providing temporary vehicles for customers is an attractive service that seems widely used, it appears as an informational or business-related service in other research. However, in this research, it has emerged as a must-be or one-dimensional service.

In line with these different results, it has been found that the Kano model should be adapted depending on the sector and company, similar to Shokouhyar et al. (2020). However, qualitative research, such as the method tested in this study, will provide more insightful results. This is because, as mentioned earlier, the in-depth (qualitative) interview method used in this study had higher customer expectations than quantitative assessments.

Advice for administrators and academics

In light of all these findings, the following are some suggestions for companies considering stronger customer loyalty:

Must Be Service Advice

- Establishing a system that shows and explains transactions to customers supports the trust factor, which is the most basic expectation of customers. For example, it would be beneficial to shoot and post videos describing how to service standard packages, especially if you send a customer a video specific to their vehicle.
- Sending an informative short video commentary recorded by the mechanic who made the vehicle or a personal interview.
- Sending photos of the parts replaced on the vehicle to the customer.
- Posting a text within the service that includes evidence of why Authorized Service (AS) is safe.

One Dimensional Service Suggestions

- Making the workshop visible from the waiting room or allowing customers to watch their vehicle on the Internet while it is being worked on.
- Publish prices on the Internet, if possible, with comparison tables
- Putting up a huge, full-length, illuminated live image in the waiting room
- During vehicle acceptance, display the customer's name and photo on the screen behind the receiving bench.
- Establish a system to track vehicles in service and post online.
- Provide an appointment service from WP
- Payment with QR code and kiosk
- Establishing a fund for customers to contribute small amounts and insure their vehicle breakdowns.

Attractive Service Suggestions

- Make some transactions that customers have not mentioned free of charge and convey this situation to customers.
- Leave small surprise gifts on the vehicles
- Offer a delivery service to the place of pick-up.

- Set up a kiosk to advertise the ball transport options where customers can take advantage of this service.
- Focus on cultivation studies that increase the quantity and quality of applications of the WOW effect, which indicates high customer engagement (training, reward, punishment, performance measurement supplement, etc.).

Limitations of the Research and Future Studies

Since this is qualitative research, the number of samples was kept small. However, it would be beneficial to include more brands. At the same time, conducting this research in other sectors will help the method be accepted as a general method for categorizing customer expectations. At the same time, comparison between sectors will contribute to the development of competition. In particular, the applications of the WOW Effect Applications can be conducted in different sectors and over a large sample, and a cross-sector comparison of customer orientation can be made.

Statements and Declarations

The author declared that have no conflict of interest and the author did not receive support from any organization for the submitted work.

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