



A Study on Sales and Service at Harsha Toyota

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Abstract – The study had examined sales and service in a dealership environment with particular emphasis on customer perception and customer intention. It had been undertaken in recognition of the fact that modern customers had evaluated organisations not solely through product quality, but through the combined influence of sales communication, service responsiveness, and postpurchase support. The research had adopted a quantitative design and had collected primary data from 100 customers through a structured questionnaire. Secondary information had been drawn from journals, books, internet sources, and organisational material in order to support the conceptual framework and contextual interpretation of the findings. The analysis had shown that customers had generally perceived the sales process favourably, especially in relation to the clarity of explanation, prompt response, and professionalism of the showroom environment. After-sales service had also been viewed positively in terms of timeliness, complaint handling, and transparency. The results had further demonstrated that customer perception had maintained a significant positive relationship with customer intention, indicating that favourable experiences had tended to encourage repeat purchase intention and recommendation behaviour. The statistical analysis had therefore supported the contention that customer-facing practices had shaped behavioural outcomes in meaningful ways.

Keywords - Sales, Service Quality, Customer Perception, Customer Intention, Customer Satisfaction, After-Sales Service, Dealership Environment, Sales Communication, Customer Experience, Repeat Purchase Intention. Customer Perception, Customer Intention, Service Quality, After-Sales Service, Sales Process, Dealership Environment.

I. INTRODUCTION

The study of sales and service had occupied a central position within contemporary management scholarship, because it encompassed the dual processes through which organisations attracted customers and sustained their long-term allegiance. In a highly competitive marketplace, the commercial success of any enterprise had depended not merely upon the ability to generate immediate transactions, but also upon the capacity to cultivate trust, consistency, and experiential satisfaction across the entire customer journey. Sales activity had therefore extended beyond persuasive selling, and service delivery had transcended routine support, since both had functioned as interdependent instruments of value creation. The broader managerial significance of this domain had rested in its ability to shape brand credibility, customer retention, and enduring market preference.

Sales and service had collectively represented the practical expression of customer orientation within organisational life. Through sales efforts, firms had communicated product value, market positioning, and competitive differentiation, whereas through service functions, they had reinforced reliability, responsiveness, and post-purchase reassurance. This combination had been particularly consequential in markets where consumers had evaluated not only the product itself, but also the manner in which the organisation had responded before and after purchase. As a result, the study of sales and service had required careful attention to behavioural expectations,

relational quality, and the subtle mechanisms through which confidence had been strengthened or weakened.

The theme had also assumed importance because consumer decision-making had become increasingly informed, selective, and experience-driven. Buyers had rarely responded to promotional claims in isolation; rather, they had interpreted such claims through direct encounters, word-of-mouth impressions, and service outcomes. Accordingly, sales performance had no longer depended exclusively upon outreach intensity, and service quality had no longer functioned as a peripheral support activity. Instead, both had operated as strategic dimensions of organisational competitiveness, shaping not only the first sale but also the probability of repeat patronage and favourable recommendation.

Within this broader setting, the relationship between sales conduct and service quality had emerged as especially significant. A well-articulated sales process had established expectations, while a competent service process had either validated or undermined those expectations after purchase. The extent to which an organisation had aligned its promises with its delivery had often determined whether customers had felt satisfied, respected, and inclined toward continued association. Consequently, the study of sales and service had become inseparable from the study of customer perception, purchase intention, and the behavioural consequences that had followed from these perceptions.



The commercial environment had further amplified the relevance of this subject because competition had compelled organisations to distinguish themselves through both tangible offerings and intangible experiences. Product attributes alone had seldom sufficed to secure loyalty, as customers had increasingly compared enterprises on the basis of responsiveness, communication, accessibility, and complaint resolution. Sales and service, therefore, had constituted a comprehensive system of market engagement through which organisations had sought to create value before, during, and after the transaction. Their integration had signified a shift from transactional selling toward relationship-oriented management.

In such a context, the quality of interpersonal interaction had assumed profound importance. Sales personnel had frequently served as the initial human interface through which consumers had formed impressions of competence and sincerity. Likewise, service personnel had represented the continuity of organisational commitment when expectations had required confirmation or redress. These interactions had not merely facilitated exchange; they had embodied the organisation's ethical posture, managerial discipline, and customer respect. Thus, the study of sales and service had extended into the broader terrain of organisational behaviour and consumer psychology.

II. LITERATURE REVIEW

Karakoc (2026) empirically examined the interplay between information asymmetry, liquidity constraints, and credit sales within business-to-business marketing environments, employing robust analytical techniques to elucidate how firms strategically leveraged trade credit as a mechanism to mitigate transactional uncertainties. The study notably underscored that credit sales functioned as both a financing and signaling device, enabling firms to sustain sales performance amid liquidity shortages. Intriguingly, the findings highlighted that reduced asymmetry enhanced buyer-seller trust, thereby reinforcing long-term exchange relationships. This work held significant theoretical relevance for marketing-finance interface studies, particularly in understanding how financial constraints shaped marketing decisions and sales dynamics in competitive industrial markets.

Ganguli (2026) critically investigated the role of project marketing agencies in facilitating off-the-plan apartment sales within Sydney's build-to-sell housing market, drawing upon qualitative and market-based analyses. The research demonstrated that these intermediaries played a pivotal role in shaping buyer perceptions, managing risk communication, and enhancing preconstruction sales velocity. Notably, the study emphasized how marketing agencies strategically orchestrated promotional narratives to mitigate uncertainty associated with unfinished properties. The findings contributed to the broader discourse on real estate marketing and project management by illustrating how specialized marketing actors influenced

sales outcomes and project feasibility in large-scale urban development contexts.

Zhang (2026) explored the persistent conflicts at the sales-marketing interface within digitally transforming B2B firms through a tension-based theoretical lens, utilizing empirical data to unravel organizational frictions. The study revealed that digitalization intensified interdepartmental tensions due to divergent objectives, information asymmetries, and role ambiguities. However, it was also demonstrated that firms adopting integrative mechanisms, such as shared metrics and collaborative platforms, effectively mitigated these conflicts. The research offered nuanced insights into organizational behavior and strategic alignment, particularly highlighting the importance of harmonizing sales and marketing functions to enhance performance in digitally evolving industrial environments.

Iyer (2025) examined the transformative impact of artificial intelligence on sales management, with a particular focus on the mediating role of marketing agility in enhancing organizational responsiveness. Through empirical modeling, the study demonstrated that AI adoption significantly improved sales performance when complemented by agile marketing practices. Notably, the findings indicated that firms capable of rapidly adapting to market signals leveraged AI-driven insights more effectively. This research contributed to contemporary marketing and technology discourse by elucidating how dynamic capabilities, particularly agility, acted as critical enablers in translating technological investments into tangible sales outcomes within competitive business landscapes.

Cartwright (2025) investigated the dynamic influence of collaborative social media integration across operations, marketing, and sales functions, employing a supply chain perspective to assess organizational resilience and performance. The study revealed that integrated social media strategies facilitated real-time information sharing and enhanced cross-functional coordination, thereby improving responsiveness to market fluctuations. Intriguingly, the research highlighted that firms adopting collaborative digital ecosystems exhibited greater adaptability and sustained performance under uncertain conditions. This work significantly contributed to the intersection of supply chain management and marketing by demonstrating how digital integration fostered resilience and optimized sales performance in interconnected business environments.

Need for the Study

The study had been necessary because customer expectations had become increasingly complex, and organisations had been compelled to evaluate whether their sales and service practices had aligned with those expectations. In a market where customers had compared alternatives not only on the basis of price and product, but



also on the basis of experience and support, the interplay between sales conduct and after-sales service had become a critical determinant of business success. The study had therefore provided a means to understand customer responses more accurately and to identify managerial improvements that had supported stronger satisfaction, trust, and intention.

Scope of the Study

The scope of the study had been confined to the examination of customer responses to sales and service practices within the selected organisational context, with particular emphasis on customer perception, customer intention, and the relationship between these variables. It had covered the collection of primary responses from customers through a structured questionnaire, alongside the interpretation of secondary information obtained from published and organisational sources. The study had remained limited to the specified sample and study period, and it had sought to generate findings that had been relevant for managerial decision-making within the given operational setting.

Objectives of the Study

- To study the sales and marketing strategies of Harsha Toyota.
- To study customer perception towards after-sales service of Harsha Toyota.
- To study the customer intention towards Harsha Toyota.
- To know the relationship between customer perception and customer intention towards Harsha Toyota products.
- To give suggestions for marketing managers at Harsha Toyota.

Limitations of the Study

- The study had been confined to a sample of 100 respondents, which had limited the breadth of generalisation.
- The investigation had covered only customers of a single dealership, thereby reducing the scope for wider comparison.
- The study had relied on purposive sampling, which had restricted the level of random representation.
- The data had been collected within a short study period, which had limited prolonged observation.
- The questionnaire had used closed-ended responses only, which had constrained the depth of customer expression.
- The study had focused primarily on perception and intention, and had not examined all possible behavioural or financial outcomes.

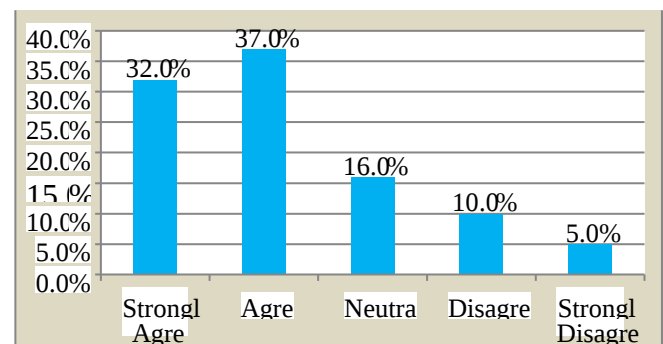
III. DATA ANALYSIS & RESULTS DISCUSSION

1. The showroom environment was pleasant and professional.

Table 1: Ambience

Response	Frequency	
Strongly Agree	32	32.0%
Agree	37	37.0%
Neutral	16	16.0%
Disagree	10	10.0%
Strongly Disagree	5	5.0%
Total	100	100.0%

Figure 1:



Interpretation

The table revealed that 69.0% of the respondents agreed or strongly agreed that the showroom environment was pleasant and professional. Neutral responses accounted for 16.0%, whereas 15.0% expressed disagreement. This result indicated that the physical and service ambience of the showroom had been viewed positively by most customers. Such an environment generally supported credibility and comfort during interaction, and the findings suggested that the dealership had succeeded in creating a reasonably favourable customer-facing atmosphere.

2. The dealership provided accurate information during the purchase process.

Table 2: Information

Response	Frequency	
Strongly Agree	40	40.0%
Agree	33	33.0%
Neutral	14	14.0%



Disagree	8	8.0%
Strongly Disagree	5	5.0%
Total	100	100.0%

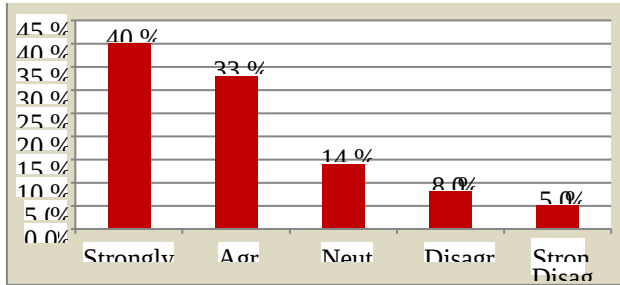


Figure 2: Information

Interpretation

The above table demonstrated a strong level of agreement, as 73.0% of the respondents agreed or strongly agreed that the dealership provided accurate information during the purchase process. Only 13.0% disagreed, while 14.0% were neutral. The result suggested that informational reliability had been a significant strength of the sales process. Accurate information generally enhanced trust and reduced post-purchase dissatisfaction, and the present outcome indicated that customers had largely perceived the dealership as credible and transparent.

3. The after-sales service was timely and dependable.

Table 3: Reliability

Response	Frequency	
Strongly Agree	37	37.0%
Agree	34	34.0%
Neutral	13	13.0%
Disagree	10	10.0%
Strongly Disagree	6	6.0%
Total	100	100.0%

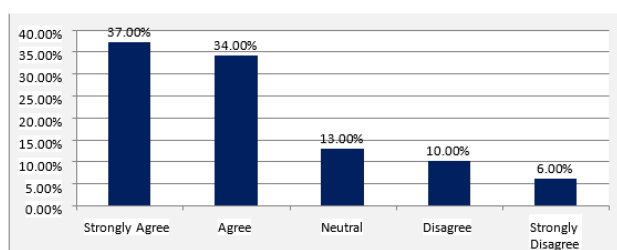


Figure 3: Reliability

Interpretation

The table indicated that 71.0% of the respondents agreed or strongly agreed that after-sales service was timely and dependable. Neutral responses stood at 13.0%, while 16.0% disagreed. This pattern suggested that the service function had generally met customer expectations in terms of promptness and reliability. Timely service was particularly important in establishing customer confidence after the sale, and the finding implied that the dealership had maintained a largely dependable post-purchase support structure.

Findings

- The study had revealed that the respondents generally perceived the dealership's sales process as courteous, informative, and professionally managed.
- The investigation had indicated that the sales staff had played a meaningful role in clarifying product features and reducing customer uncertainty during purchase.
- The findings had shown that prompt response to customer queries had been one of the stronger aspects of the sales experience.
- The research had demonstrated that the showroom environment had contributed positively to the overall customer impression of the dealership.
- The analysis had suggested that customers had placed considerable importance on both product-related and service-related factors while choosing the dealership.
- The study had found that after-sales service had been perceived as dependable and generally timely by a substantial segment of respondents.
- The findings had indicated that complaint handling had been viewed as effective, which had strengthened the credibility of the service system.
- The investigation had revealed that transparency in billing and repairs had contributed to customer trust in the service process.
- The study had shown that overall purchase and service experience had resulted in a favourable level of satisfaction among customers.
- The findings had established that customer perception had been positively associated with customer intention.

Recommendations

- The dealership should have provided continuous training to sales staff so that product explanations could have remained clear, accurate, and customer-oriented.
- The organisation should have strengthened its response systems so that customer queries could have been addressed more quickly and consistently.
- The service department should have improved its complaint-resolution mechanism so that customer dissatisfaction could have been reduced at an early stage.
- The dealership should have maintained greater transparency in billing, estimates, and repair



communication so that trust could have been sustained more effectively.

- The management should have monitored customer feedback regularly so that recurring service weaknesses could have been identified and corrected.
- The showroom environment should have been preserved as professional and welcoming so that first impressions could have remained favourable.
- The dealership should have enhanced coordination between sales and service teams so that customers could have experienced continuity across the entire purchase cycle.
- The organisation should have introduced follow-up communication after service visits so that customers could have felt valued beyond the transaction.
- The dealership should have strengthened relationship-building practices so that repeat purchase intention could have been converted into actual loyalty.
- The management should have used customer perception studies periodically so that strategic decisions could have remained aligned with changing customer expectations.

IV. CONCLUSION

The study had established that sales and service had remained central to shaping customer perception in a competitive automotive dealership context. The evidence had shown that customers had evaluated the organisation through a broad experiential lens, which had included the behaviour of sales staff, the quality of information provided, the environment of the showroom, and the reliability of after-sales support. These elements had collectively influenced the manner in which customers had assessed the dealership, thereby reinforcing the importance of integrated customer facing management.

The investigation had further confirmed that customer perception had meaningfully influenced customer intention. Positive impressions had tended to translate into repeat purchase intention and recommendation behaviour, while weaker experiences had carried the potential to erode trust and future engagement. This had demonstrated that perception had operated as a behavioural bridge between service experience and future commercial response, and had therefore warranted sustained managerial attention.

Overall, the study had provided empirical support for the view that organisational success in the dealership environment had depended not only on product availability, but also on the quality of sales communication and service delivery. The dealership had benefited when customers had experienced clarity, responsiveness, and dependability across the entire purchase cycle. Accordingly, the findings had underscored the strategic value of customer satisfaction management as a driver of loyalty, reputation, and long-term business sustainability

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