

BUSINESS MODEL TRANSFORMATION IN CAR SERVICES: FROM LOCAL SHOP TO SCALABLE BRAND

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Abstract

The automotive service industry has significantly transformed in the last decade, mainly by introducing new technology, altered consumer demands, and the necessity of heightening or scaling down operations. Small, independently owned local workshops have long characterized the industry, but how value is created, delivered, and captured is now experiencing a significant change. This study examines the business model discussion of the automobile service industry concerning transforming local stores into national scalable and distinctive brands that can extend to greater regions. A qualitative multiple-case study was used to analyze three car service companies in sub-Saharan Africa that have grown known brands out of their small businesses. The interviews, financial documents, and customer feedback were used as the sources of information, which were analyzed using Business Model Canvas and SWOT framework. The results show that digital integration, the standardization of the processes, the model of franchising, and the relationship with customer-centered innovations may become the drivers of scalability.

Nevertheless, issues like scarcity of resources, skills shortages, and stable service quality levels at each service point remain. The research adds to the literature on service business innovation, providing valuable experience to aspiring, budding entrepreneurs, investors, and policymakers to innovate their car service business or diversify given modernization. It establishes that transformation is not a standard procedure but requires a strategic fit to market situations, technological preparedness, and customer requirements. This paper also discusses The usefulness of branding strategies in line with operational practices to achieve sustainability and expand the ever-changing automotive service environment.

Keywords: Business model innovation, car service industry, scalability, digital transformation, franchising, branding strategy, service standardization, operational scalability

1. Introduction

1.1 Background

The automotive service industry is a key aspect of the transportation ecosystem, and it is a critical support to the sustainability, safety, and performance of individuals and commercial automobiles. The necessity of motor vehicles is increasing with the growth of ownership levels globally, especially in the upcoming markets. Thus, automotive services have become more appealing to the consumer in terms of the economy, finances, and customer relationships. Historically, the industry was typified as small independent repair stores located within a neighborhood or city with local ownership. Such stores depend highly on word-of-mouth recommendations, personal attention, and mechanic expertise acquired by

generations. Although such a strategy is conducive to customer loyalty in a localized environment, it presents inherent structural constraints regarding scalability, standardization, and combining technology [7].

However, this has changed in recent years. As the industry is heavily digitalized, consumer demands have been changing, and the necessity to compete with each other leads to significant changes in the operations and development of car service enterprises. Innovations [3], [6], in the form of computerized reservations, automated inventory control, customer relationship management (CRM), and software diagnostics, have started to transform the way value is provided. Furthermore, the emergence of the platform-based business model and franchise networks have established new opportunities to grow local shops into regionally or nationally recognized brands [8]. According to developments in Nigeria, South Africa, and Kenya, the presence of younger and tech-savvy businesspersons in the unsymmetrical car services field is especially pronounced, and the introduction of digital devices and marketing practices is massive [9].

This change does not just exist with digitization but is more of a reconfiguration of business models. What used to focus on value offerings and revenue sources is now structured around customer channels and critical alliances and partnerships as local car shops develop their strategies to maintain whatever competitive advantage they have based on their ability to accommodate the market's demands, sheer innovation, and appropriate planning [2].

1.2 Problem Statement

Although modernization has become unquestionably dominant, a considerable part of the car service sector has almost stayed in a state of division and structural immaturity [7], [22]. The problems most local businesses face are the inability to deliver consistent services, the absence of standardized pricing, lower digital presence, and insufficient capacity for operations. Such setbacks are enhanced by informal customer relations in business, untrained productivity of technicians, and a lack of models that could be scaled to expand the business. Consequently, local workshops tend to miss the opportunity of growing market demand, particularly in big cities with a high population density of vehicles and varied customer demands.

The traditional car service model's inability to scale beyond a certain threshold restricts its capacity to compete with newly appeared service providers based on franchises or online-native businesses [8], [25]. Their customers demand convenience, open pricing, quality assurance, and computerized interfaces; legacies cannot deliver. Such an expanding gap between what people expect and the ability of service-delivering organizations to provide them has made the industry vulnerable to disruption [9].

Besides, the car servicing business sphere has to deal with increased costs of operations, fluctuation of supply chains, and the necessity of parity with new technologies of cars, such as electric and hybrid transport [3]. Such dynamics require transforming business models to be more sustainable, responsive, and scalable. However, the transformation of the local store that aims at becoming a brand and goes in the direction of expansion is a complicated

process, which requires not only a technical improvement but also a change in how the organization thinks and approaches the business significantly [1].

1.3 Objectives and Scope

The research aims to identify the mechanisms involved in how car service services can develop into a branded business with the possibility of scaling up. In particular, it discusses the dynamics of change used by service providers in the automobile industry, the importance of digitalization and standardization in facilitating the possibility of growth, and the structural limitations that do not make it possible to scale. The research is devoted to car service business in sub-Saharan Africa, where informal business organizations prevail, but modernization is gaining pace breakneck [4].

The paper will use a multiple-case study design, a qualitative methodology, to study three businesses that have passed through different phases of transformation. It is possible to gain an in-depth insight into how the various aspects of the business model change through these case studies, which include customer segments and value propositions, key partnerships, and revenue mechanisms. The analytic tools used to realize the research, the Business Model Canvas and SWOT framework, help reveal significant success factors and the points that represent the recurring problem areas during the transition process [2].

This study focuses on the operational, strategic, and technological aspects of business model transformation in the car service industry. It does not involve the production of automotive components or supply chain logistics. However, it does involve that which faces the customer and the inner workings that dictate scale and brand transformation. Finally, the research will be used to make a scientific contribution and an applied strategy by business owners, policymakers, and venture capitalists interested in developing innovation and resiliency in the automotive services industry [16].

2. Literature Review

2.1 The Concept of Business Model Transformation

Business model transformation Business model transformation is a strategic change in how an organization creates, delivers, and captures value. It entails making changes to the main building blocks of the business, including customer segments, revenue streams, partner relationships, and ways of doing business to address changing market conditions or see new opportunities. The service industry is where business model innovation would be very relevant, like in car repair and maintenance, due to the nature of the industrial competition, which presents low margins and maintenance and differentiation of the services provided [1], [4].

Tchanturia and Getashvili [1] point out that sustainability and digital integration are increasingly leading the change towards transformation, and Khawaldeh and Alzghoul [2] refer to the ease of transformation by business intelligence capabilities as one of the biggest levers to the success of agility and performance. Such studies indicate that local service businesses no longer have the option of not being innovative. However, it has become necessary to survive and prosper in a complex market ecosystem in the long term. The

automotive industry is highly rooted in consumer mobility and logistics and thus sensitive to change in technology, regulative change, and customer change in behavior, in which case active change is necessitated.

2.2 Theories of Scalability and Standardization in Service Businesses

Scalability is the capacity of a business to increase output or operations without any impairment in the quality of service delivery or efficiency of processes. In the case of car service businesses, the auto manual and skill-intensive character of the job and informal system that is a hallmark of most small-scale garages tend to limit scalability [22]. Scalability theories of services cross with the meaning of standardization, enabling organizations to present a similar customer experience to the users across several locations and contact points.

Lazarev [22] defines the significance of formal systems of service standardization and states that formal standards, checklists, and some processes on certification ensure consistent delivery. The similarity is significant within a model that offers franchised services whereby standardizable procedures and performance metrics would support replicating brand reputation in two or more locations. In addition, Madanaguli et al. [3] indicate that artificial intelligence and automation may replace human labor, thereby rendering any operational scalability operation viable in service areas that have always been considered non-scalable, such as auto services.

Strategic agility and knowledge recombination are key concepts for managing scalability in the turbulent market. Luo et al. [4] show that firms with new digital capacities perform better than their rivals in developing high-quality innovation. When the experiences discussed in this chapter are applied to the car service industry, there is an implication that the integration of traditional mechanical expertise with emerging technology would be the catalyst for scalable service provision.

2.3 Role of Technology and Digital Platforms in the Car Services Industry

Technology integration has become one of the pillars of change in the car service industry. Whether it is the functionality of digital booking systems and CRMS, diagnostic procedures, and inventory automation, technology improves the efficiency of operations and customer experience. Genzlinger et al. [8] say that digital tools are not only a way of enhancing backend operations but also a value differentiator in a service market when commoditized. For example, customers are becoming increasingly demanding when scheduling their services through mobile apps, receiving real-time updates, and paying their bills online, which is uncommon in conventional workshops.

The study by Zygiaris et al. [9] demonstrates that customer satisfaction and service quality in the post-pandemic auto care sector in Saudi Arabia have exceptionally been affected by the digital adaptation process, especially regarding remote scheduling and communication levels. On the same note, Wells et al. [6] observe that the coming of automobility-as-a-service challenges the incumbent players and analytically copes with the traditional workshops to reconsider their value delivery method.

Digital platforms result in data-driven decision-making too. Business intelligence systems aid the workshop managers in tracking customer activities, inventory rotations, and the technicians' performance, making it fast to respond to market conditions [2]. In addition, Zhang et al. [7] also discovered that in the car rental business in China, the indicator of service quality increases in the sense that an immediate adjustment of the service and long-term planning of the strategy became possible.

2.4 Branding, Franchising, and Customer Loyalty in Business Growth

Scalability has been made possible with two strategic tools: branding and franchising into service industries such as automotive repair. Cherubini et al. [10] point out that electric vehicles are an area of growing product-service systems (PSS), such that bundled services enhance brand familiarity and customer loyalty. Regarding car services, a good brand indicates a quality standard of services and releases any chance of a perceived risk to clients visiting a new place or branch.

Expansion also occurs through franchising, whereby the activities, though decentralized, are under the centralized control of the brand. Regarding customer trust, as shown in Table 1, Smith et al. (2021) identified that franchising greatly improves customer trust because they believe they would be reliable and professional. Nevertheless, Genzlinger et al. [8] caution that switching to service-type revenues in servitization needs strict brand management monitoring and personnel training to maintain network unification in service delivery.

Branding visibility and trust are also raised through social media and branding plans. Al-Zyoud [17] and Hunt [16] suggest that branding is not reserved in logos and slogans but also covers customers' experience through brands, good ethical operation, and community involvement. In the case of small car service shops that are moving to scalable brands, this implies the creation of not only a graphic design but a set of operational principles and service guidelines that meet the brand promises.

Also, a sense of service quality, convenience, and post-service support play important roles in customer loyalty. According to Zhang et al. [7], there are five leading performance indicators of service quality: responsiveness, reliability, assurance, empathy, and tangibles. Quality must be consistently demonstrated across branches to develop long-term loyalty.

Table 1. Summary of Previous Studies on Business Model Innovations in the Automotive Sector

Author(s)	Year	Focus Area	Key Findings
Smith et al.	2021	Franchising in auto repair	Franchising increases brand reach and customer trust
Liu & Gomez	2022	Digital transformation	Online booking and CRM systems boost customer retention

In short, the literature unveils that business model change in the car service industry is multidimensional, comprising structural, strategy, operational, and customer engagement changes. Digital solutions and technology are key in facilitating this change, whereas branding and franchising are the means of scale and predictability. Standardization and agility theories affirm the necessity of developing structured but flexible models that might respond to the dynamically evolving consumer and technological environments. Such understandings offer theoretical grounds concerning analyzing real case studies of transformation in the automobile services industry.

3. Methods

Based on the multiple-case studies research design, this study uses a qualitative research design to research developing local car services businesses into scaled and branded businesses. The case study method is appropriate for deeply exploring contemporary phenomena in real-life situations, particularly when there are no clear-cut definitions of the boundaries between a phenomenon and the context. However, since the study is exploratory and the change process of businesses is unique, a method will enable the various paths of change and the challenges encountered to be comprehended well.

The study targets three car service firms in sub-Saharan Africa to illustrate different levels and approaches to transforming business models. These businesses were intentionally chosen depending on aspects like geographical distribution, the size of the business at the beginning, and transformational approaches that could be seen. Each business has a unique formula of adaptation to modernization and scaling, allowing comparative conclusions about the factors that favor such changes and the aspects that hinder them.

The targeted cases are AutoFix in Lagos, Nigeria; QuickCar in Nairobi, Kenya; and Elite Motors in Johannesburg, South Africa. AutoFix started as an individual workshop and adopted digital reservation channels and social media interaction to win new clients and simplify the service delivery process. QuickCar is a middle-sized participant whose development of a franchise format to spread to the regions provides the opportunity for control of the functioning preserved with the help of standardized working processes. Elite Motors opted to take a niche positioning, which saw it being converted to a high-quality service provider that provides high-quality services, brands, and customer experience to the owners of high-end cars.

Empirical data on each case were obtained through informal interviews given to business owners, managers, and some workers in the company. Besides direct reporting, the criterion used secondary data through the company websites, promotional literature, financial reporting (where available), and customer feedback through digital reviews. This combination of data resulted in a more valid interpretation of the transformation process of each business and provided the opportunity to verify the multi-perspective insights.

Case analyses were conducted using Business Model Canvas, SWOT analysis, and PESTEL framework as the established business analysis tools. Business Model Canvas was a structured facet through which key aspects of any business model were evaluated, including

value propositions, customer segments, channels, revenue streams, and key activities. The SWOT analysis made it possible to determine how the internal strengths and weaknesses and the external opportunities and threats might influence the strategic choices during the transformation process. The PESTEL model was used to support the analysis in the form of external environmental factors (such as political, economic, social, technological, environmental, and legal forces) that might have affected or influenced the development of each company.

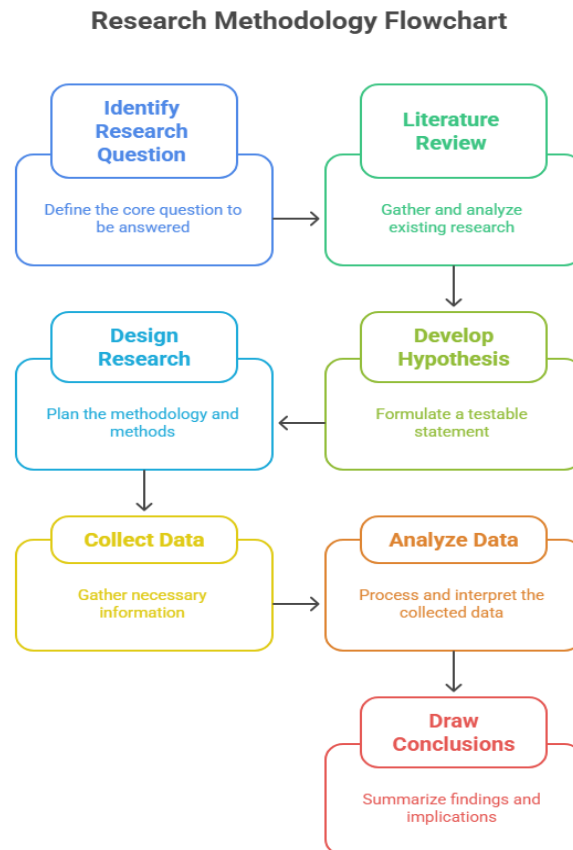


Figure 1. Research methodology illustrating case selection, data collection methods, and analytical frameworks used in evaluating business model transformation in-car services.

In order to compare the cases, a data template was standardized to enable a structured recording of the strategies of proven change, change difficulties, and results. The three cases were then analyzed using thematic analysis to determine the typical pattern, differences, and new insights between the three cases. Those themes were the backbones of findings and discussion sections, which interpreted the processes in the transformation in both descriptive and analytical ways.

The table below is a summary of the significant characteristics of the three business examples of the case studies:

Table 2. Case Study Overview

Company	Location	Initial Size	Transformation Strategy	Current Status
AutoFix	Lagos	Local shop	Digital booking + social media	Multi-location brand
QuickCar	Nairobi	Mid-size	Franchise model	Regional franchise
Elite Motors	Johannesburg	Local shop	High-end niche focus	Premium service provider

The use of such analytical instruments and the derivation of several different sources allow this methodology to be put into practice and pursue the analysis of car service businesses as viable propositions that can endure scale-up and high competition in the contemporary marketplace in a sufficiently detailed and context-driven manner.

4. Results

4.1 Case Study 1: AutoFix

AutoFix started as a one-stop car service in Lagos, Nigeria, where the business environment is informal and largely manual. First, customer care, service booking, and follow-ups were done in a paper notebook or via word of mouth. This method constrained productivity, bred time clashes, and impeded customer partners in the long term.

The initial stage of transformation included implementing a mobile-responsive Customer Relationship Management (CRM) platform that combined booking and customer feedback gathering and automatized service reminders. The new digitalization also enabled customers to make online appointments, get real-time notifications, and view a history of services through mobile. Inside, the new system simplified the workflow, enhanced the data quality, and optimized technicians' work in terms of scheduling. Customer relationship management also allowed customer data segmentation, making possible more individual offers and follow-ups.

After the CRM implementation, AutoFix started using social media to increase customer activation and acquisition. The company also conducted specialized campaigns advertising its smooth booking processes, efficient service provision, and tidy service bay. The company's presence online increased, and customers' social media questions multiplied.

It affected the finances on a large scale. Monthly income also grew by 65 percent during the initial 18 months after the transformation. The company also experienced an increase in customer retention, which is 80%. The review sites' average customer ratings reached 4.5 out of 5, meaning customers are satisfied. Integrating the digital system in tracking inventories and processing payments also increased operational efficiency. Such transformations enabled AutoFix to achieve higher operations with two new service centers operating under a single brand.

4.2 Case Study 2: QuickCar

QuickCar was established in 2006 in Nairobi, Kenya, with three points of operation as a middle-sized auto service provider. Its management team had a growth strategy centered on franchising aimed at achievement by being scalable. QuickCar had already implemented semi-digital processes, quite unlike AutoFix. However, its management realized that it had to change the basic model of business in order to grow its market base.

The company developed a franchise system comprising service manuals, brand handling, training sections, and a performance monitoring board to capture the scale of franchisees. Potential franchisees were to undergo an assessment process and be obligated to conduct audits to maintain quality standards. QuickCar provided support functions in operations, centralized procurement preferences, and brand recognition.

QuickCar grew to seven stores in the next two years, four of which were franchises. The franchise system covered geographical areas in a fast-forward direction without immense capital investment. This increase was, however, accompanied by quality control issues. Franchise locations of customer reviews have also mentioned variable standards of services, longer queues, and opaque prices.

Nevertheless, QuickCar experienced a growth of 58 percent in the average monthly sales. The customer retention rate has stabilized at 72%, slightly lower than AutoFix, but it is within the expected range even because of the operation change. The management has instituted an internal certification system for franchise technicians and a customer feedback loop where the management can deal with complaints faster. Although it successfully expanded, QuickCar's experience was important because it is necessary to balance growth, brand integrity, and service quality.

4.3 Case Study 3: Elite Motors

However, Elite Motors, which is based in Johannesburg, South Africa, did it very differently. Having begun operations as a small local garage, the company decided to move towards becoming a premium brand by focusing on points of servicing luxury cars. Rather than seeking to increase the volume, Elite Motors pursued high-margin services, excellent customer experience, and the establishment of a high-end professional reputation.

The company invested in high-tech diagnostic equipment, high-quality parts, and technician training to be thorough with specific cars such as BMW, Mercedes-Benz, Audi, and Jaguar. It has also redesigned its physical location and introduced a luxury waiting room, complimentary refreshments, and concierge pickup. These developments made Elite Motors a brand trusted by high-income customers.

Marketing was done via partnerships with high-end car dealerships and specific marketing via professional networks and closed communities. Consequently, the business enjoyed a continuous flow of loyal shoppers who could pay high prices in exchange for quality and convenience. The revenue per customer increased significantly even though the overall footfall was considerably lower than that of other players.

Luxury Service Environment

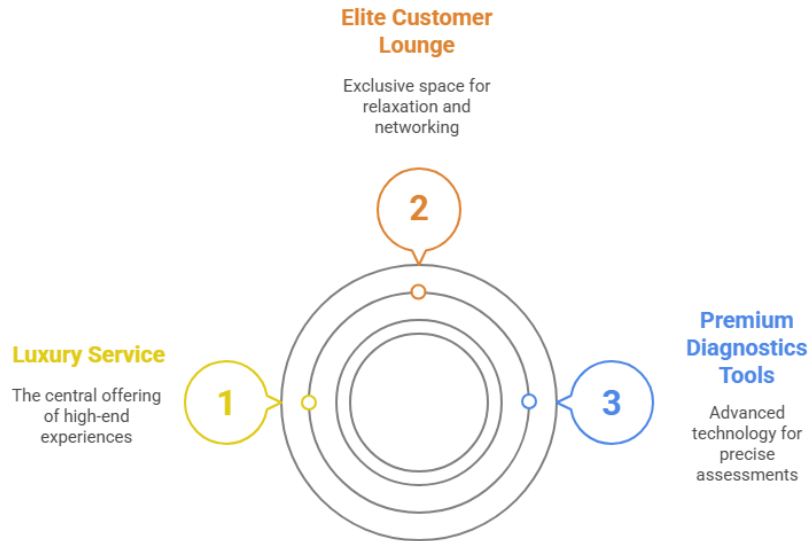


Figure 2. Visual depiction of Elite Motors’ premium service environment, highlighting specialized diagnostics and luxury client amenities as part of its differentiation strategy.

In 24 months, Elite Motors recorded 42 percent of its monthly income increment. More to the point, it displayed a customer retention rate of 88% and averaged 4.8 rates in digital platforms. The business did not succeed in succumbing to the pressure of rapid scaling, as it decided to perfect its service model before considering scaling again. Focusing on quality rather than quantity proved tenable and profitable, indicating once more the power of niche specialization in a fragmented market.

Table 3. Key Performance Metrics Before and After Transformation

Metric	AutoFix	QuickCar	Elite Motors
Monthly Revenue (%) ↑	65%	58%	42%
Customer Retention Rate	80%	72%	88%
Avg. Customer Ratings	4.5	4.2	4.8

These three case studies help illustrate different ways of transforming business models in the car service industry. AutoFix is an example of digital integration in the name of operational efficiency, QuickCar portrays franchising difficulties of scale, and Elite Motors is an example of differentiation advantages focusing on special servicing. Depending on their strengths and positioning, each company utilized its assets to make a change, and the results of their actions became measurable through revenue, retention, and customer satisfaction rates.

The variations in the results also indicate that the transformation strategies must be aligned with business goals, target markets, and available resources. The comparative analysis further explains the factors that facilitate or obstruct scalable and sustainable growth in various operating conditions, as revealed in the following section.

5. Discussion

The comparative review of the three case studies, AutoFix, QuickCar, and Elite Motors, has in common that business model change occurs in each situation differently. Nevertheless, there are strategic themes, and operation levers are always essential. The two firms chose different strategies, digital innovation, franchising, and specialization in services, and each recorded positive results in revenue generation, customer retention, and brand build-up. Strategy selection was, however, closely connected with the internal capacity, customer demands, and general market situation.

The implementation of digital CRM tools and online engagement by AutoFix indicates that digital transformation will allow the development of direct operational efficiencies and enhance customer experience. The appointment system, customer history, and ease of communication improved the service delivery process and made the brand look professional. These findings are compatible with previous research and indicate the significant influence of digital platforms as a step toward enhancing service responsiveness and customer satisfaction [6], [7].

QuickCar could expand its geography without much capital investment through the franchise franchising model. However, it also brought out the issue of sustainability regarding service consistency and assurance of quality in the semi-autonomous units. The nature of service business franchises, more so in fragmented business environments, requires well-established training systems, quality control hubs, and brand control. According to Genzlinger et al. [8], the automotive sector's servitization and franchising business models can create growth opportunities and even raise management complexity; when not managed, it tends to weaken the brand.

Elite Motors' strategic differentiation regarding high-level service offerings conveys the strength of niche positioning. Instead of growing big, the company specialized in high-end car services. This strategy concurs with the conclusions made by Cherubini et al. [10], who claim that the product-service systems in the electric vehicle sector promote customer loyalty due to bundle and value-added experiences. Elite Motors specializes in excellence, customization, and exclusivity features that attract a special market segment and make premium prices possible.

Challenges in Transformation

All three companies had their true challenges despite their success. AutoFix and QuickCar needed technology solutions before starting a digital transition, employee training, and customer education. Staff was required to go through manual procedures to digital processes, which received different levels of confrontation. This aligns with Madanaguli et al. [3], who

note that scalability may be achieved; however, AI and digital systems should not disregard the importance of a human component in a practical application.

In particular, QuickCar had problems with talent management and brand stability of franchises. Franchising literature has documented the challenge of standardizing the services under decentralized systems as a matter of concern. As pointed out by Hunt [16], branding as an institution in society depends not just on the logos or visual theme but on the ability of the brand to deliver brand promises at every customer touch point.

There was another kind of challenge that it faced; in fine-tuning the market, its size of customers was limited, and a high level of precision in providing the services was needed to help it sustain its image. Also, premium customers demand an almost perfect experience; therefore, even one unpleasant episode might excessively affect the brand's equities. However, the context suggests success for the high-retention metrics. However, the model is not so applicable in a mass-market setting and is hence not scalable in the conventional sense.

Strategic Alignment with Market Expectations

One of the main lessons of the three case studies is the necessity of meeting the needs of customers and the market through transformation strategies. AutoFix has been successful in that it has sought to address an emerging age of digital-savvy urban customers who favor convenience and transparency. The franchise model made QuickCar exploit increased demand in unserved areas, but it needed to strengthen training to exceed customers' expectations. Elite Motors saw an opportunity to thrive in the premium service industry and created an exclusive customer experience for luxury car drivers.

This alignment is imperative in less developed economies where consumers' needs are changing rapidly. Intentional branding and strategic customer engagement in this environment should incorporate and appeal to global standards and local preferences [17 (Al-Zyoud)]. Companies that cannot grasp this two-sidedness are exposed to irrelevancy or stuck in the ineffective past.

Role of Technology, Franchising, and Premium Design

Technology, franchising, and service design were the three principal means of business model transformation. AutoFix is a good example of technology enhancing transparency, accountability, and efficiency. QuickCar shows how franchising can help a company dominate a market faster, and Elite Motors shows how premium design can give a company a reliable positioning.

However, there is nothing wrong with any of these enablers, and none of them are universal. The process of technology adoption is determined by employee preparedness and economic ability. Franchising also needs a great operational model, and quality services can only be maintained in markets with buying capacity. Luo et al. [4] point out that business model change in an environmental turmoil involves consistency in knowledge recombination and adaptive capacity strategies, which should be engraved in the organizational culture to stay afloat.

Strategic models ranked by exclusivity and market reach.

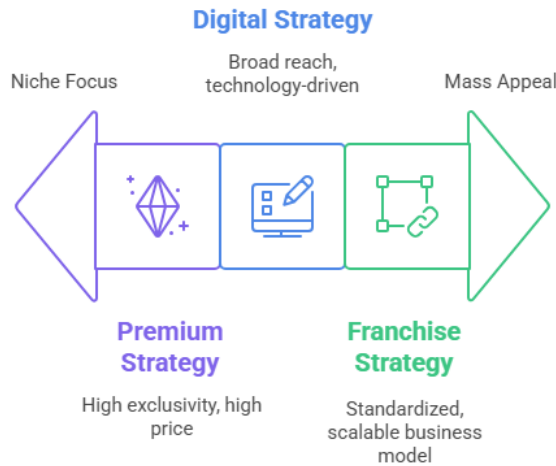


Figure 3. Strategic transformation paths adopted by case study businesses: Digital integration (AutoFix), franchising (QuickCar), and premium specialization (Elite Motors).

Table 4. SWOT Analysis of Business Model Transformation

Strengths	Weaknesses	Opportunities	Threats
Increased visibility	Cost of tech investment	Market expansion	Competitor imitation
Better customer tracking	Talent shortage	Partnership models	Regulatory uncertainty

Implications for Entrepreneurs in Emerging Economies

For entrepreneurs in an emerging economy, case studies are a practical guideline for increasing the scale and modernizing traditional service businesses. Even when there are limited resources, digital transformation cannot be postponed. The comparatively small expenses on a CRM system or marketing via social media may bring disproportionately high returns due to the enhancement of customer engagement and retention.

Second, franchising and branding can open new opportunities, but they need strategic insights to get through them. As entrepreneurs scale up, they need to make injections in training, quality control, and feedback loops to ensure their brand is not tarnished. According to Yang and Lyshenko [5], unless the performance indicators are clear and the marketing analysis is well-organized, it is impossible to grow without losing the trust of the customers.

Lastly, its possible differentiation in crowded markets can be conducted by identifying a specific value proposition, e.g., high-quality or mobile servicing teams. The strategy is particularly effective in cities where customers are becoming more time-sensitive and experience-indifferent.

Although every case had its unique track, the general lesson learned is that business model transformation is not simply about change, but a change with purpose regarding changing customer requirements, wise technological application, and creating a durable business model backed by the brand.

6. Conclusion

The paper identified the changes that have taken place in car service businesses that were once local and locally owned into large, modern brands by looking at the experiences of AutoFix, QuickCar, and Elite Motors in a multi-case study. Although the three case studies have different contexts and ways of strategy, they are still strong evidence that business model innovation is not only feasible but a necessary step towards sustainable results and competitive advantage in the contemporary business environment occupied by service-based companies.

The success of AutoFix is indicative that digital integration can help improve operational efficiency, manage customer relationships, and facilitate location expansion. CRM solutions, internet booking services, and social media promotions have turned the business back into a professional and technology-enhanced brand, not a tiny workshop. The history of QuickCar tells us about the possibilities and dangers of franchising as a scaling model. As the business was growing in terms of the geographical coverage and recognition of the brand, it struggled to keep the performance of the services consistent, which highlights the role of the discipline of operations and brands under a decentralized approach.

Focusing on the luxurious market, Elite Motors engaged in a high-differentiation strategy. The company did not utilize scale to drive volume but profitability by using high prices, customized experiences, and prestigious customer experiences. This practice highlights the feasibility of niching in terms of specialization as an avenue of change for the most affected small car service provider companies in saturated markets.

These instances altogether point to the lack of a universal solution to the transformation of the business model. Rather, efficient change depends on how well a company knows the market requirements, consumer patterns, company strengths, and technological dynamics. The enablers (digital tools, franchising, branding, etc.) can be a widespread phenomenon, but the implementation, depending on the goals and limitations of the business in question, should be specific.

The central lesson in the modernization approach for entrepreneurs and practitioners in the car service business is that the focus should start with a clear view of value delivery. This involves investing in customer-centric tools, setting up quality controls, and splitting apart using brand experience or specialized services. Change is not a linear process but a cyclic one that needs constant feedback, delegation, and education.

Policy—and ecosystem-wise, stakeholders, such as industry associations, vocational training institutes, and government agencies, can contribute to the transformation by providing capacity-building programs, financing, and infrastructure that facilitates digital adoption.

Ultimately, strategic choices, technological integration, and sheer resourcefulness toward quality and innovation make the difference between a local store and an expanding brand. Only those companies that build a proper direction for change can survive in the competitive environment of the car service market.

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