



**RESEARCH ON AFTER-SALE SERVICE MANAGEMENT OF SHANGHAI  
VOLKSWAGEN 4S STORE**



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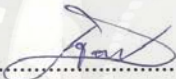
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**Thematic Certificate**

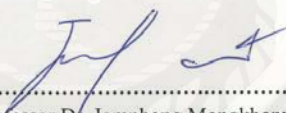
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RESEARCH ON AFTER-SALE SERVICE MANAGEMENT OF SHANGHAI  
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ABSTRACT

Title: Research on After-Sale Service Management of Shanghai  
Volkswagen 4S Store  
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In today's auto consumption field, for auto consumers, when they buy a car, they not only pay attention to the quality of autos, but also attach great importance to auto after-sales service.

Automobile after-sales service industry is an important link in the automobile circulation field. After-sales service as an important part of the automobile sales operation is not only an operation, but also a culture, an idea, it is a manifestation of the company's human care to customers and the company must undertake the social responsibility. It is an important link between automobile manufacturers and customers. The automotive industry is one of the fastest growing and most competitive industries. With China's accession to the WTO, foreign automakers have entered the Chinese market strongly, aggravating China industry competition. Driven by fierce competition in technological, the gap in functionality and quality of automotive products is getting smaller and smaller. In order to remain invincible in the competition, automakers and companies have started from the after-sales service industry to improve their business performance through high-quality after-sales services.

When these companies face increasingly fierce competition in the new car sales market, and the growing after-sales market. How participants in the Chinese car market judge the current situation and challenge in the aftermarket, is do plan practical and feasible countermeasures, or deploy new aftermarket services or introduce new ones. These models of operating seem to be necessary.

This article takes Shanghai Volkswagen after-sales service as the research object to understand the basic situation of Volkswagen's after-sales service management.

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The article uses related theories of marketing, organizational behavior, and customer relations, and uses research methods such as investigation methods, quantitative analysis, qualitative analysis methods, and research methods of literature.

The main content of this survey is to study Shanghai Volkswagen's after-sales service management. Including: related theories of after-sales service management, after-sales service management in Shanghai Volkswagen 4S shop, Shanghai Volkswagen after-sales service survey, analysis and recommendations.

This article conducted a survey and research on Shanghai Volkswagen, through questionnaires, to understand customer satisfaction with Shanghai Volkswagen, and Shanghai Volkswagen's after-sales service condition to customers. The purpose of this survey was to investigate the after-sales service condition of Shanghai Volkswagen through interviews and questionnaires. This survey involves a lot of people, so use a questionnaire. Face-to-face interviews are for more accurate information.

The research results show that the majority of customers and internal customers faced by Shanghai Volkswagen are young people or middle-aged people. Shanghai Volkswagen should first consider the safety and brand of the car. In the development of new models, first consider the safety of the car. At the same time, to establish a better brand image. Second, the company can adjust the price of the car to create a more cost-effective car. In regards to employees' service attitudes, the company has clear regulations, but after passing many managers convey, employees may make some changes when they are implemented. However, managers are working hard to reduce customer complaints. Shanghai Volkswagen can further improve its after-sales service according to actual conditions. They can design more specifically every aspect of after-sales to ensure they can better to do after sales.

Automotive after-sales service is an important part of the automotive industry and it is also a very complex project. With the development of economy and society and the continuous improvement of people's living standards, automobiles are becoming the first choice for people to travel daily, and automobiles are entering people's lives with the attitude of popular goods. The brand, style, performance and cleanliness of the car all reflect the character, culture, life and preferences of the car owner. Entering the "car era", car owners have gradually refined their requirements for car ownership. Car owners have paid more and more attention to the beauty care of private cars, and have also contributed to the growing market for car after-sales service industries. Consumers are increasingly concerned about the automotive service market and Service Level.

**Key words: Shanghai Volkswagen, after-sales service, quality, customer, satisfaction**

## 摘要


标题：上海大众 4S 店售后服务管理研究

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在当今的汽车消费领域，对汽车消费者来说，他们在购买汽车的时候，不仅仅是看中汽车的质量，同时也十分重视汽车的售后服务工作。汽车售后服务是汽车流通领域一个重要环节，作为汽车销售经营重要组成部分的售后服务不仅是一种经营，更是文化、理念，是体现企业对客户的人文关怀与企业必须承担的社会责任，是汽车生产商与客户沟通、联系的一个重要纽带。汽车行业是发展最快、竞争最激烈的行业之一。随着中国加入 WTO，国外汽车制造企业强势进入中国市场，加剧了国内企业的行业竞争。在激烈的技术竞争推动下，汽车产品在功能和质量上的差距越来越小。为了在竞争中立于不败之地，汽车制造企业纷纷从售后服务业着手，通过高质量的售后服务，提高企业业绩。

面对竞争日益激烈的新车销售市场，以及不断增长的售后市场，中国汽车市场里的参与者们如何面对当前售后市场的形势和挑战，谋划切实可行的应对措施，布局新的售后业务或引入新的运营模式显得必要。

文中运用了市场学，组织行为学，客户关系等相关理论，使用了调查法、定量、定性分析法，文献研究法等研究方法。

此次调查的主要内容是研究上海大众的售后服务管理。其中包括内容有 1. 售后服务相关管理理论 2. 上海大众售后服务管理 3. 上海大众售后服务调查 4 分析及建议。

本文对上海大众公司进行调查研究，通过调查问卷的方式，了解顾客对上海大众公司的满意度，以及上海大众公司对顾客的售后服务。这次调查的目的是，通过采访和问卷调查的形式调查上海大众的售后服务。因为，这次调查涉及到人群很多，所以要用问卷调查。面对面采访是为了更准确的了解信息。上海大众汽车有着自己的官方网站，还有上海大众汽车售后服务网站，通过网站，我可以更好的完成论文。

研究结果表明：上海大众面对的顾客群体以及内部顾客大部分是年轻人或中年人。上海大众公司应该首先考虑汽车的安全性和品牌，在开发新款车型时，首先考虑汽车的安全性。同时，树立更好的品牌形象。其次，公司可以对汽车的价格进行调整，

打造出性价比更高的汽车。在员工的服务态度方面，公司有明确的规定，但是可能在经过很多经理传达后，员工们实行起来会有一些改变。但是，经理们在努力的使顾客投诉率降低。上海大众公司可以根据实际情况，对售后服务方面进行进一步的提高。他们可以更具体的设计售后的每个环节，确保顾客对他们在售后处理方面变得更好。

汽车售后服务是汽车工业中的一个重要组成部分，也是一项非常复杂的工程。伴随着经济社会的发展和人们生活水平的不断提高，汽车正成为人们日常出行的首选，汽车正以大众化商品的姿态进入人们的生活中。汽车的品牌、款式、性能以及整洁程度，无不体现出车主的性格、修养、生活观及喜好等。进入“汽车时代”，有车族对爱车的要求逐渐细化，车主对私家车的美容保养愈发重视，也促使汽车售后服务行业的市场日益壮大，消费者越来越关注汽车服务市场和服务水平。

关键词：上海大众；售后服务；质量；消费者满意度



# **RESEARCH ON AFTER-SALE SERVICE MANAGEMENT OF SHANGHAI VOLKSWAGEN 4S STORE**

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# RESEARCH ON AFTER-SALE SERVICE MANAGEMENT OF SHANGHAI VOLKSWAGEN 4S STORE

## CHAPTER 1 INTRODUCTION

### 1.1 Research Background and Significance

#### 1.1.1 Research Background

The Chinese auto market has been the largest new car sales market in the world since 2009 and has ranked first in the world for seven consecutive years. In 2015, the sales of new cars in the Chinese auto market is expected to be about 24 million, of which new passenger car sales will reach 21 million. While continuing to lead the global automotive market, the growth rate has already dropped back to about 3%. With the continuous increase in the number of car ownership and the ever-increasing age of cars, China's auto aftermarket (including accessories, maintenance and value-added services) is playing an increasingly important role in the entire automotive industry.

General Motors' greatest return on capital does not come from selling cars. Although after-sale parts and services comprise a small amount of GM's sales, they are by far the largest contributors to shareholder value on a percentage-rate basis. In fact, an Accenture study of GM shareholder value revealed that \$9 billion in after-sale revenue produced \$2 billion in profits. Profits from the company's \$150 billion in car sales were relatively lower (Michael & Ajit, 2003) .

Shanghai Volkswagen Automotive Co., Ltd. is a Sino-German joint venture and Shanghai Volkswagen is one of the largest production modern bases. Under the background of cross-border, cross-cultural, trans-era, and cross-technology, Shanghai Volkswagen Chinese and foreign parties have sincerely cooperated and forged ahead. The Volkswagen automobile brand not only introduced the excellent and outstanding model, but also made an excellent localization design and adjustment for the Chinese road characteristics and the Chinese consumer aesthetics, and perfectly integrated into the local market in China.

Shanghai Volkswagen proactive care service has been unanimously endorsed by the users and the industry, there are a lot of people in the use of Shanghai Volkswagen products, and all of Shanghai Volkswagen's services have a higher rating. Shanghai Volkswagen has its own official website, as well as Shanghai Volkswagen car service website and it is easy to find information.

### **1.1.2 Research Significance**

The concept of automobile 4S shop was introduced into China gradually from Europe after 1998. 4S is an abbreviation of four English words. The meanings represented respectively: sale, spare part, service, and survey. It has a uniform appearance, a unified logo, a unified standard of management, and only operates a single brand. The 4S store is an important link in the overall performance of the company's overall image. It is a bond between manufacturers and consumers. It has obvious advantages in improving the brand of autos and the image of automakers.

After-sales service is a line that runs through the 4S shop vehicle sales, spare parts, and information feedback. Its existence makes the independent parts of 4S system integrate combined into a whole. The profitability of after-sales service is also the strongest in car profitability, it relative to several other aspects.

This article takes the after-sales service management of Shanghai Volkswagen 4S store as the research object, through its analysis of each important part of the 4S store after-sales service management of various aspects, and explores the impact of after-sales service on customer satisfaction, summing up the status quo and the deficiencies. Scientifically improve the quality of 4S store after-sales service and promote the profit growth of 4S stores. This has practical significance for improving the service quality, improving the service charging mechanism, and transforming the after-sales service into a new profit growth point for the majority of 4S shops. More is to analyze potential 4S shop profit models for potential investors and provide to valuable reference for existing managers to reposition their after-sales service status.

### **1.2 Research Overview**

In recent years, as the living standard of people is improving with the rapid development of economy, people become more and more sensitive to nonprice factors they could enjoy rather than a price attribute. In 2007 the global consumer electronics products consumer research showed that service has become the second important factor that affects consumer's purchase behaviors. More and more enterprises have realized this point in time. Relying solely on price advantage, it is difficult to maintain a lasting competitive edge.

For the same product, providing different services in daily life is also becoming more common. When we buy a car, we will encounter this kind of situation. Basic quality assurance services are to be purchased, but not all consumers are satisfied with this basic service; there is a part of the consumers who want to get more and better service. Therefore, for retailers and manufacturers, it is necessary to set up a reasonable and optional service policy to meet more consumers.

After-sales service provided by auto after-sales vehicle, which includes vehicle insurance, on-boarding, annual inspection, maintenance, repair, replacement of parts, installation and purchase, cleaning and refueling, parking management, driving command, violation warning, information provision, etc.

### **1.2.1 Chinese Automobile Service**

1. Compared with capitalist countries, China is affected by the traditional planned economy, and the demand for automobile services is not high. It cannot adapt to the laws of the development of the market economy and does not form a suitable automobile service. As a result, the foundation of the automobile service industry in China is very poor.

2. Car related laws and regulations need to be improved.

3. Multiple mechanisms in parallel. From the analysis of the current automobile service mode, there are two main business models of automobile after-sales in China, namely "four in one" and "chain operation". "Four in one" is the current popular 4S shop. "Chain management" refers to a group of companies that operate similar products or services. These enterprises form a consortium in a certain form, conduct specialized division of labor under overall planning, and implement centralized management on the basis of division of labor, and make independent operations. The activities are combined into an overall scale operation to achieve economies of scale. This model integrated the resources of various brands of auto parts and broke the vertical monopoly. Based on the transparency of price services, the company provides "one-stop" services for car maintenance, repairs, quick repairs, and beauty and spare parts supply, allowing owners to solve problems at one-stop.

4. Chaos in the market order. The chaotic order in the current automobile service market is mainly manifested in the following three aspects: First, market operations are chaotic, especially in the circulation field, and the chaotic development is very clear; second, the price system and implementation are chaotic. In the automotive circulation field, automotive maintenance services, automotive insurance, and manufacturers' quality maintenance links, there is a widespread phenomenon of low transparency of services and irrational charges. Third, the market is in a chaotic order of competition due to automotive services. The low barriers to entry have led to a large number of practitioners and a lack of competitive means. In order to attract customers, they have to resort to low-cost vicious competition. Secondly, there are dealers who purchase cheaper non-original products at low prices to act as genuine sellers to consumers. Lead to price, quality, brands are affected (Dunning, 1977).

5. The service concept is lagging behind. The service concept lags behind the status

quo in China. For the lack of talents for the car service, the staff's awareness of service is not strong enough, and self-awareness is slow to update. China's auto industry is slow to update its consciousness. The backward concept and chaotic market have caused China's auto service industry to stop.

6. The lack of brand awareness. The most prominent feature of the current domestic market is the small scale of the company, poor ability to continue operations, and lack of prominent brand advantages. Compared with overseas chained car services, China's automotive service providers generally lack mature service brands and have a significant impact on the sustainable development of the company.

7. Inadequate professional personnel. The irrational knowledge structure restricts the rapid development of automobile service trade. Due to the relatively rapid development of automobiles and related training, the practitioners cannot update their self-knowledge in a timely manner, resulting in a shortage of automotive service personnel. Companies lack self-improvement awareness and standardized service processes and management. The service cannot meet the market demand.

### **1.2.2 Overseas Automotive Service**

The maturity of foreign auto after-sales service is mainly the automotive industry leaders such as Europe, the United States and Japan. Countries in Europe and America such as Germany, the United States, Britain, and France have had more than a hundred years of history in their automotive industry. Japan's automobile industry is relatively young, but it also exceeds 50 years. The automotive industry has gone through five stages in these countries: the product development stage, the technology development stage, the rapid expansion of production capacity, the rapid expansion of sales, and the industry tends to be stable. For European and American markets, as early as the 1990s, it has entered the "post-competition era." After 20 years of development, the after-sales market in Europe and the United States has formed its own unique style. The United States is dominated by the chain business model, and the 4S model is thriving in Europe. These developed countries in the auto industry are also far ahead of China in terms of after-sales service management, and have formed a system of sound development (Haywood & Garcelon, 1992).

1. The "four-in-one" sales service system the establishment of the sales service system takes the production enterprise as the center, forming a kind of cohesive relationship between production and sales. Generally rely on the contract to link sales activities with the interests of both parties, using the monopoly system controlled by the manufacturers, these stores are all "four in one". After-sales service is one of its main businesses. In this community of interests, the failure of one link will result in a decline in overall profit, so all links will spare no effort to satisfy the customer.

2. Advanced service concept. The concept of foreign automotive after-sales service is "people-oriented, customer first", establish a "life-long customers" concept, can take the initiative, enthusiasm, timely processing of user opinions, and set up service projects based on user requirements (Herbert, 2004). And after-sales service is no longer confined to providing convenience for consumers, but has added more content such as happy consumption, safe consumption, and cultural consumption.

3. The employees are of high quality. With the development of science and technology, the technical content of automobiles is getting higher and higher. In Germany, when a car enters a maintenance factory, it must first undergo the inspection of specialized intelligent instruments, and then use the special equipment for adjustment and repair according to the test results. In addition, the maintenance information required for vehicle repairs is also provided in the form of network and data CDs; almost all vehicle maintenance personnel have received vocational education in the automotive maintenance profession. Vocational education students receive more than twice the salary when they graduate from employment than those who have not been to vocational schools. Therefore, there are few employees who have not passed formal vocational education. German maintenance personnel have high technology and comprehensive quality. They will strictly maintain the customer's car in accordance with the relevant data regulations and standard operating procedures. Rarely replace some spare parts that have not yet reached the end of their service life. They never using the customer's ignorance to deliberately exaggerate the failure and let the customer spend money.

### **1.3 Research Contents and Methods**

#### **1.3.1 Research Contents**

This article first introduces the related theories of after-sales service management. These include: Concepts and Theories of Service Management, Appointment and Reception of Management, Maintenance of Management, The Management of Customer's Satisfaction and Management of Employees' Satisfaction.

Next, this article systematically discusses the content of after-sales service management of Shanghai Volkswagen. These include: Service management of appointment and Reception in Volkswagen 4S store, Maintenance the management of service in Shanghai Volkswagen 4S store, Management of customers' satisfaction in Shanghai Volkswagen and Management of employees' satisfaction in Shanghai Volkswagen.

Based on the Shanghai Volkswagen company's after-sales service, this article conducts a further investigation of the Shanghai Volkswagen 4S store and raises some questions. These include: Face of customer groups in Shanghai Volkswagen (who is the customer, The Equality of Customers' Service (internal customers, external customers),

The staff of the customers' service attitude and customers' evaluation ( Customer satisfaction).

And the last it make suggestions on improving the quality of service of Shanghai Volkswagen.

Investigating employee's solution to after-sales service and employee's attitude towards customers is very important. A good attitude can make many customers become loyal customers of the company. Get a new customer than to retain an old customer five times harder. Customer satisfaction survey for staff attitude and retain more earlier customers, so that when they replaced with a new car first select Shanghai Volkswagen. This will enhance the credibility of the company's lot. Therefore, only really get customer satisfaction, will reduce the negative feedback.

### **1.3.2 Research methods**

This article uses qualitative research methods, through field visits, online search for information, to study the service management of 4S shop in Shanghai Volkswagen.

Using qualitative research methods, these can through questionnaires, interviews and online search for information, to study the actual after-sales service of Shanghai Volkswagen.

In the investigation of the Shanghai Volkswagen's after-sales service, it needs to collect first-hand information and secondary sources. The first-hand data collection was conducted at the 4S shop of Shanghai Volkswagen. The contents of the survey included employees' service attitude toward customers and their handling of after-sales issues. Through the direct observation method to understand each link of the company, through questionnaires or telephone interviews to understand customer satisfaction with the company's handling issues. The first-hand information can be observed more accurately and in more details by the company. Therefore, I used first-hand information when completing the article. After getting the first-hand information, you can find second-hand information through the Internet to find information. I can find the official website of Shanghai Volkswagen on the Internet to understand the company's relevant information. Second-hand information can save time and save costs.



## CHAPTER 2

### RELATED THEORIES OF AFTER-SALES SERVICE MANAGEMENT

Each car manufacturer, including distributors, has its own unique style in after-sales service management, but there are many similar things among them. For example, the after-sales service process, although specific to each 4S shop will have corresponding adjustments, but overall the car 4S shop will be around the process shown in the after-sales service process Table 2-1 to step by step management.

**Table 2-1 Step management**



## 2.1 Concept and Theory of Service Management

### 2.1.1 Concept

One longstanding definition of a service is ‘a change in the condition of a person, or of a good belonging to some economic unit, which is brought about as the result of the activity of some other economic unit, with the prior agreement of the former person or economic unit (Hill, 1977).

The scholar who first proposed the concept of complete "service management" was James. A. Fitzsimmons. He believes that the core of service management is service quality (James, 2007). Service management includes four aspects: Studying the overall customer perception and quality (utility) in customer relationship and its law over time. To study how organizations (people, technology, material resources, customers, systems) generate and trade service quality. How to establish and manage organizational staff to obtain the expected quality (utility). Establish organizational functions to obtain service quality (utility) and to achieve the quality of service (utility) and the goals of all participants (organizations, customers, society, other participants).

"Service management" should be defined with a dynamic perspective. It should not only define the quality of customer perception and the benefits it pursues, but also its dynamic characteristics. The viewpoint of service management has seen four changes in comparison with the traditional “scientific management” view of manufacturing:

1. Change from product-based utility to total utility in customer relationships.

2. Change from short-term trading relationship to long-term partnership.
3. To change the quality of core products (products and services) to the total quality perceived by customers.
4. Taking the product technology and quality as the direction of the organization's production, taking the overall effectiveness and overall quality as the key change to organizational production.

In addition, service management has also made two basic changes in the center of management principles:

1. From the aspect of performance, from focusing on internal results to focusing on external results.
2. From the emphasis on the structure change to the emphasis on the process, the importance of the structure has declined.

The emphases on processes and external results have led to a number of results, including profit acquisition, decision-making power, and organizational structure (Xu, 2009).

From the concept of service management, we can extend to several aspects of automotive after-sales service management. The core is still the service quality. The standard for measuring the after-sales service quality is called the customer satisfaction index (CSI) in the automotive industry. In other words, the core value of after-sales service management is to improve "customer satisfaction." Around this core, after-sales service management is divided into three major blocks: booking reception management, maintenance service management, and satisfaction management of each section. In the after-sales management process there is another factor that is the most difficult to control, that is, people's management. So at the end of this chapter, we talked about employee satisfaction management.

### **2.1.2 Theory**

James. A. Fitzsimmons divided the company's competitive strategy into four forms based on cost, price, technology, and service. He pointed out that the current market competition is in the service competition stage. Therefore, the company's competitive strategy should be turned to "services" as the leading strategy. And put forward the concept of "customer perception service quality". Heskett, a Swedish scholar, put forward a framework of "service profit chain" based on the research on the quality of service and profitability of service companies and on the basis of the variables affecting profit and the relationship between them. It is of great significance for companies to find the reasons that affect service quality and help companies to conduct effective service management. Raster analyzed the ways and mechanisms of improving the quality of service for corporate profits, and demonstrated the relationship between service quality and corporate

profits: From the perspective of broad service quality, high-quality services can reduce rework costs, resulting in high profits. High-quality services can lead to high customer satisfaction, to improve efficiency and reduce costs. And high-quality services can attract competitors' customers, resulting in high market share and benefits.

Long-term, strategic planning provides potentials, which mid-term planning has to further develop and short-term planning has to implement. Of course, also long-term planning tasks are supported by OR methods. Concerning the product design, for example, the optimal commonality of automotive components (e.g. wire harnesses) is determined or the impact of product variety on the performance of mixed model assembly lines is analyzed. It is even worth to include assembly sequencing issues into product design decisions.

At the present stage, China's auto 4S stores have entered an adjustment period, profits have been substantially reduced, competition has become fiercer, and even some brand stores have experienced a crisis. The auto 4S store formed a "first-class facilities, second-rate sales, third-rate services," the embarrassing situation. As a 4S shop that focuses on car sales as the mainstream profit model, the outlook is not optimistic. At present, only one-third of the 4S stores in Beijing are profitable, one-third are at the edge of losses and another one-third are operating at negative profit. At present, China's 4S stores, in addition to BMW, Audi, Shanghai Volkswagen and Honda, and other best-selling products can also be profitable, other 4S shops are struggling to live.

The reasons for this situation are as follows: On the one hand, because the previous Chinese 4S shop-dominated strategy was generally sales, the merchants exaggerated the role of sales in the entire 4S system. As every household has its own car, each 4S shop is bound to re-establish its own strategy in the post-car era, with "service" as the dominant strategy. On the other hand, consumers are more and more rational and increasingly selective. China's 4S stores have been known for their expensive maintenance and poor service attitude in the past few years. It is an indisputable fact that the majority of owners are lacking in maintenance knowledge. As consumers' knowledge of automobile consumption increases, it is an inevitable trend to opt out of 4S stores and seek to provide better after-sales services.

A further result of the annual budget planning is the usage or reservation of additional capacities, as far as these can still be influenced on a mid-term basis. Because of the long lead times (e.g. two years or more to install an assembly line or a plant), usually capacities of production resources are adapted to customer demand in the long term and thus are a concern of strategic planning. However, agreements about the extent and flexibility of the yearly working time, for example, are also a task of mid-term planning. A lot of further constraints have to be respected like potential bottlenecks of suppliers, model mix restrictions (capacities of crucial options, minimum utilization) and

upper or lower bounds of the sales in certain markets. Lower bounds, for example, result from strategic directives about the presence in important markets, upper bounds may be due to marketing analyses about final customer demand.

## **2.2 Appointment and Reception Management**

The total order-to-delivery lead time (OTD) can be shortened by reducing the lead times of all individual processes (like order entry and processing, manufacturing, distribution) involved. Since manufacturing and distribution only comprise a very small percentage of the OTD (about 16 % according to, the highest potential can be found in order entry and processing. “Online ordering” initiatives aim at simplifying and accelerating the circumstantial and timely collecting and (weekly) bulk processing of orders within the multi-stage sales hierarchy. Thus retailers send fully specified ordering requests of final customers via the Extranet or Internet directly to a central order processing system, where the requests are online (i.e. within seconds or minutes) checked for technical feasibility and provided with a promised delivery date. In case of final customer’s acceptance of the promised date, the final order is processed with the same speed on the same route.

Appointment and reception are the starting point for the entire after-sales service process. They are important positions that make customers have a good first impression on the company, because the first impression is often the most profound in most people's memories. After the first call from the customer, or after entering the parking lot of the 4S store, the after-sales service has already begun. The atmosphere the customer feels in the first moment will make the customer consciously or unconsciously decide on a company’s favorite and trust.

The sales organization and distribution network of a car manufacturer have a divergent structure, which comprises several stages like the central sales department of the manufacturer, sales persons responsible for different world regions (also at the headquarter), sales companies in different countries or local areas and a rather high number of further retailers and sales subsidiaries. This type of customized premium cars can only be assembled “to order”, i.e. there has to be an “order” available – either by the final customer, a retailer or a sales department of the manufacturer – that specifies the options of the car. Current SCM initiatives in the automotive industry try to increase the share of final customers’ orders and to decrease the share of retailers’ and sales departments’ orders.

Whether customers can become real consumers and become loyal customers, salesmen have important responsibilities. An unsatisfied customer will complain about his dissatisfaction in front of his friends and colleagues. This influence will cause incalculable losses. If there is dissatisfaction during the booking process, the customer

may be lost in the first time.

The management of business reception is mainly reflected in the work quality of business personnel, including two aspects:

1. Business Reception Staff Service Quality. The service quality is the degree of courtesy of the business reception staff when receiving the customers, and the attitude to the users.

2. Service Quality of Business Reception staff. Quality of service refers to the quality of the business reception staff to complete their own business work. The quality of service includes two parts: the customer and the company's internal docking position. Therefore, the higher the quality of the service, will take the higher the degree of satisfaction of the customer, and lead to the more efficient the cooperation between colleagues.

The content of the business reception work is quite complex, but it is also very important. He is facing the dual users of internal maintenance personnel and customers of the company and plays a role of bridge and bond between the two. To do a good job of business management is to achieve the first step in the work of after-sales service.

### **2.3 Maintenance Service Management**

The core content of the maintenance service is the correct maintenance of the vehicle. If the vehicle is not repaired for the first time, then the best diagnosis, work distribution methods and customer service processes are useless (Wang, 2008). In other words, the quality of maintenance work must be maintained at a very high level. Quality is not a test. It is the comprehensive performance of each job link. Quality management is the decisive factor for ensuring quality in every job link.

The production system in a car assembly plant usually comprises the four stages pressing of metal or aluminum sheets, welding the body-in-white from the molded sheets in the body shop, painting it in the paint shop and final assembly, where painted body, engine, transmission and the further equipment are brought together or built in. For the final assembly one or several production lines are used. A production line consists of quite a lot of serially arranged assembly stations, between which cars are conveyed with a fixed belt rate. The processing time at an assembly station depends on the option chosen for the car to be assembled. Therefore, the overall utilization of a station is determined by the sequence in which cars orders are assembled on a line (the so-called “model mix”). If too many cars requiring the same options are following one another, some of the stations may be overloaded whereas others are under loaded. Thus a “balanced” model mix has to be found, almost equally utilizing the various stations of an assembly line.

### 2.3.1 Maintenance the Quality of Management

The quality of vehicle maintenance is the lifeline of automotive after-sales service. The quality of maintenance is a comprehensive reflection of 4S shop management, which is related to the survival and development of 4S shop after-sales service. There are many aspects that need to be grasped to improve the quality of maintenance. The important one is the one-time repair rate.

The one-time repair rate (FFV) is a key parameter for the evaluation of maintenance service quality (Zhao & Ma, 2010). We assume that the number of vehicles for which the customer vehicle receives satisfactory maintenance service for the first time into the factory is A, and the total amount of maintenance into the factory is B. Then  $FFV = a/b * 100\%$ . In theory, customer satisfaction is directly proportional to the one-time repair rate (FFV). That is, improving the one-time repair rate is enough to increase customer satisfaction. On the contrary, it will reduce customer satisfaction.

In order to achieve higher delivery reliability, a shorter-term and more detailed capacity check is necessary, which motivates the other, more challenging extreme, the capable-to-promise (CTP) scenario. When accepting orders and confirming delivery dates, the customer orders are directly booked to a day of production or week of production (if a late delivery is desired by the final customer) of an adequate assembly plant. In contrary to the QATP scenario, all or at least the most crucial constraints, relevant for model mix planning (like options of the orders, material required, production capacity, quotas of the respective sales hierarchy), are considered. The order promising is extended such that production orders can automatically be generated. Thus the online order promising takes on planning tasks of the short-term production planning or—at least—limits its scope. Furthermore, also the plant assignment has to be integrated into such a comprehensive online ordering.

1. Improve one-time repair rate and increase customer satisfaction. Improving customer satisfaction and after-sales service quality are the highest goals and pursuits of after-sales service work. This involves how to maintain good customer relationship issues. There are also some specific service quality issues such as workshop management and maintenance technology. For these issues, managers need to adopt a focused and targeted approach to achieve customer satisfaction.

Without a good customer relationship, customer satisfaction may not be achieved, but customer relationship maintenance is no matter how good, and the rate of rework is high, and the same cannot make customers feel satisfied. This is an indisputable fact. In order to enhance customer satisfaction, we must reduce the rate of rework, improve the rate of one-time repairs, and then increase customer satisfaction.

According to the survey, 78% of the customers were satisfied with the one-time

repaired vehicles, and only 42% of the customers were satisfied with the vehicles that could not be repaired at one time. Of these, 36% of customers whose balances were poor were not satisfied because the vehicle was not repaired at one time. If there were repairs in vehicles that could not be repaired at once, customers would have a greater proportion of complaints.

One time rework will lead to a decrease in customer satisfaction. Even more frightening is that rework often occurs twice or even three times, or similar causes cannot be properly resolved. This will cause rework to appear repeatedly over a period of time (Bao, 2005). Therefore, in order to achieve customer satisfaction, special attention should be paid to the issue of one-time repair rate. Significantly and persistently maintaining and improving the one-time repair rate is an effective way to increase customer satisfaction.

Raising customer satisfaction is not only the focus of car manufacturers, but also the direction of car dealers' continuous optimization and improvement. To improve the one-time repair rate as a key point to improve customer satisfaction, we should start with the following links: First, we need auto manufacturers and car dealers to be able to correctly understand the characteristics of their respective markets, it is necessary to conduct a thorough investigation of the market, and secondly, to use the customer. Satisfaction surveys sample data of CSS results and sales and service visits, conducts statistical analysis, and then makes targeted adjustments to the measures being implemented and will be implemented, and implements these measures more favorably in local organizations to improve one-time repairs rate. And then improve customer satisfaction; this is a process of continuous optimization and improvement.

2. Improve the One-time Repair Method. The purpose of the one-time repair analysis is to use certain methods to find out the reasons for returning repairs, and to formulate measures that can be implemented to improve the one-time repair rate for related service links. In order to improve the one-time repair rate, it is necessary to analyze the rework. Rework analysis can be divided into two types: one is the detailed analysis method of the maintenance process, the other is the customer dialogue sample survey method.

The reasons for returning repairs vary widely, but they can be divided into two major categories: automotive manufacturers and non-automotive manufacturers. The reasons for auto manufacturers can be divided into cooperative parts manufacturers, importers, and automobiles. The reasons for the manufacturer's regional, cooperative supporting factories, need to be rectified and improved from the auto manufacturer's link, and other reasons can be improved from the small service sector.

How does the company define the specific reasons why the customer complains about the repair of the vehicle? Some automobile manufacturers and distributors each have a customer satisfaction survey system CSS, and they will come to their own

conclusions and some still contradict each other. Therefore, the analysis and comparison of data is an important process to further understand the real reason for the rework. The comparative sampling process is based on the chassis number. For each chassis number, compare the sample survey of customer satisfaction surveys of dealers and auto manufacturers with CSS to see if the classification of survey results of auto manufacturers and distributors is consistent. If it is inconsistent, the analysis team will re-analyze the details to find out the real reasons that can affect the repair. In this case, the analysis team should contact the dealer or customer directly to find out the real reason for the rework and use it to formulate effective solutions. The best way to reduce the discrepancy rate of the customer satisfaction survey system is to establish a unified customer satisfaction survey system between car manufacturers and distributors, so that data analysts can easily draw accurate conclusions.

### **2.3.2 Maintenance the Technology of Management**

Different automobile manufacturers have established after-sales service technical management requirements for their dealers. The use of maintenance technicians, special tools, equipment and measuring instruments for distributors, and clear feedback on maintenance vehicle information all have clear rules and requirements.

Maintenance technician training management: Manufacturers or distributors provide systematic training for service technicians to help technicians to improve their technical level. Some vendors set up technical ability level tests for technicians, providing clear goals for technicians to improve their own level.

Special tools, equipment and measurement instrument management. For special tools, equipment (computer detectors) and measurement configuration, use, regular maintenance, etc. must have instructions, operating manuals, etc, and require the technical staff to strictly follow the instructions operating manual.

Repaired vehicle information feedback management: The Company collects and collates information for maintenance vehicles, which can help 4S stores and manufacturers provide better support and services for various models.

## **2.4 The Management of Customer's Satisfaction**

Consumer Satisfaction Research (CSR), also known as customer satisfaction index, then what is customer satisfaction? In general, customer satisfaction refers to the feeling of pleasure or disappointment that a customer creates by comparing the feeling of a product with his or her expectations. The customer's feeling is lower than the expectation, the customer will be dissatisfied; if the customer's feeling matches the expectation, the customer will be satisfied; if the customer's feeling exceeds the expectation, and the



customer will be highly satisfied or happy. How do customers shape their expectations? Customer expectations come from past experience, comments from friends and partners, media promotions, information from marketers and competitors, and promises. If marketers set expectations too high, customers are likely to be disappointed in the actual experience. On the other hand, if marketers set expectations too low, they can't attract customers. From this we can see that customer satisfaction is closely linked to customer expectations for service. It is very important how to guide customers correctly so that their expectations can be as close as possible to the products or services they actually obtain.

Customer satisfaction is the abbreviation of the customer satisfaction survey system for the service industry (Ding, 2005). It is a relative degree of match between the customer's expected value and the final acquired value. The ultimate goal of customer satisfaction management is to pursue customer loyalty. Whether a customer is loyal or not depends on the accumulation of small events. Customer satisfaction and customer loyalty usually have the following four kinds of performance:

1. When customer satisfaction is “unsatisfactory”, customer loyalty is negative, and customers will not only don't choose products and services that they feel are unsatisfied, but also affect other people around them to choose such products or services.

2. Customer loyalty is zero when customer satisfaction is “average”, customers do not have any special deep understanding of the product or service. The customer will try any similar product or service until he finds a product or service that really makes him trust.

3. When customer satisfaction is “basically satisfactory”, although customer loyalty is positive, they also have a high conversion rate, and may abandon the current products or services that make customers feel basically satisfied and switch to other experiences. Better brands or alternatives.

4. When the customer satisfaction is “very satisfied”, the customer will show high loyalty and low conversion rate, which is the highest level of customer satisfaction. Because they provide customers with products or services that exceed their expectations, they switch to other experiences and feelings and therefore show high loyalty. Major automobile manufacturers and distributors achieve economic and social benefits through these highly loyal customers.

As the core content of after-sales service management, customer satisfaction management is increasingly valued by major autos and dealers. Customer satisfaction management is based on customer experience as the main line, customer satisfaction as the focus of attention, and the use of customer satisfaction measurement analysis and

evaluation tools to continuously improve and innovate after-sales service management. Improving customer satisfaction is a service management model that enhances the competitiveness of auto manufacturers and distributors.

#### **2.4.1 Establish a System of Customer's Service**

The customer service system refers to the service value orientation and service brand positioning represented by the service strategy formed on the basis of a series of service organization and management measures (Donthu, 2011). It is the organizational structure and system structure of the entire service process based on the customer. An effective customer service system is a necessary condition for ensuring customer satisfaction. It can improve customer satisfaction. Fostering customer loyalty and winning a good reputation for the company will help establish a good corporate image. A complete customer service system includes customer service brands, customer service products, and customer service activities.

Late order assignment undoubtedly has its major impacts on strategic planning. Products have to be re-designed so that a high number of options (high external variety) can be kept up while simultaneously reducing the number of body-in-white variations (low internal complexity). Furthermore, the re-dimensioning of the (body store and) painted body store is a strategic planning task.

##### **2.4.1.1 Brand**

Customer service brand is the core of service organization and management. It generally includes customer service commitment and customer service features. The customer service commitment can be divided into time commitment, cost commitment and quality commitment. Different customer service brands are supported by distinctive service commitments. For example, Chevrolet launched the "Golden Tie" after-sales brand service to further enhance Chevrolet's caring for customers. "Golden Tie" advocates thoughtful, professional and honest service concepts. Emphasis is not only on providing professional and comprehensive maintenance services for Chevrolet, but also on Chevrolet owners' caring services based on active care.

##### **2.4.1.2 Products**

Customer service products refer to the activities launched by companies in the course of service marketing. Their forms and contents are relatively fixed to meet the needs and desires of customers (Johnson, Andreas, & Frank, 1998). They usually guarantee the launch of customer loyalty service products through original spare parts, professional services, and can better meet the requirements. The customer's needs improve customer satisfaction, and at the same time, it can also facilitate publicity.

Through branding operations, it is more conducive to improving customers' feelings. Common service products include: delay service. Auscultation service, menu maintenance, self-service maintenance, car maintenance classroom, double quick service, old customer advisory reception, one-on-one service system, service car, promotional materials, 24 hours emergency services and many more.

### **2.4.1.3 Activities**

Customer service activities refer to the various forms of customer service marketing activities conducted to promote and market customer service products and maintain and promote good communication between distributors and customers. Common customer service activities include spring, summer, autumn and winter service festivals, skills competitions, long-distance circuit services, free testing, car owners clubs, and customer conferences. The customer service activities promoted by automobile manufacturers are an important means for the organization and management of dealer services and have been highly valued by various brands (Heskett, 1986).

After the establishment of the customer service system (customer service brand, customer service product, and customer service activity), it must undergo brand operation, accurately implement the customer service concept to the distributor, and effectively deliver it to the customer (Lu, 2005). The brand operation of the customer service system includes:

1. Design an independent service brand logo to facilitate service brand promotion and recognition.
2. Formulate specific operational procedures and standards for service products and service activities.
3. The introduction of service commitments, service products and service activities will be placed in the prominent position of the dealer service reception hall in the form of an identification system, so that customers can feel the service awareness of the distributors in the first place.
4. Print a series of service brochures, publicity albums, and guide customers to enhance their understanding and understanding of customer service systems.
5. Strengthen the training and guidance of distributors to ensure the effective implementation of customer service system.
6. Establish detailed and objective assessment criteria, incorporate customer service products and customer service activities into the assessment system to promote the

implementation and implementation of service system standards within the dealership.

#### **2.4.2 Ways to Improve Customer Satisfaction**

1. Pay attention to the value of "customer resources". For a long time in the past, people's understanding of "customer resources" often stayed within the scope of "customer files". With the changes in the market environment and the increasingly fierce competition, various automotive manufacturers have become more and more specific about the "customer resources". While fully recognizing the value of "customer resources", various automobile manufacturers also pay more and more attention to the effective management and utilization of "customer resources". Usually, the following methods are used to manage customer resources: First, establish a professional customer relationship management department to centrally manage the "customer profiles" and "business data" of car manufacturers and distributors. Second, pay attention to the customer request and demand information of each channel. Third, pay attention to the management of marketing opportunities so that it has a higher success rate. Fourth, the company manages "customer resources" as corporate assets and combines its "utilization rate" with performance evaluation of business departments to better utilize customer resources.

2. Dividing customer types. Providing different types of services for different types of customers should optimize the allocation of scarce management resources and concentrate on enhancing the satisfaction of high-value customers. At the same time, we should also pay attention to potential high-value customers, gradually increase their satisfaction, from all customer satisfaction, to value customer satisfaction, to high-value customer satisfaction, and finally to high-value customer satisfaction with key factors, this should be the enterprise the "process" to increase customer satisfaction.

3. Continuously collect and research customer need. To achieve stable growth and development in the medium to long term, auto manufacturers must continuously collect and study the product and service needs of the target customer group, actively and effectively feedback and integrate it into their own products and marketing strategies. Only in the fierce competition can we increase the satisfaction of existing customers and win new customers.

4. Establish a good relationship with customers. Nowadays, customers are more and savvier and more rational. They can obtain more detailed product and service information through the media such as the Internet and television, and they can't tolerate passive marketing. Customers hope that the relationship with the company will go beyond simple sales Relationships. So each auto manufacturer should provide personalized services to customers, so that customers in the process of using products and receiving services to obtain a good experience beyond the product. The service staff should be good at

listening to the customer's opinions and suggestions in the process of interacting with the customer, showing respect and understanding to the customer, and let the customer feel that the company is particularly concerned about their needs. The company should also encourage employees to stand in the customer's perspective. Think about what kind of service employee should provide and how to provide it.

5. Actively resolve customer complaints. Relevant statistics show that 6.5% of customers who are dissatisfied will adopt open complaints. These public complaints will bring various negative impacts to the company. If these complaints are not dealt with promptly and unreasonably, some customers will take some drastic measures, such as not paying bills, being impolite to customer service personnel, and more seriously destroying the company (through network, media and other channels to influence Potential customers). Therefore, the company should provide customers with channels for complaints, and take seriously the customer's complaints, establish rules and business processes to deal with complaints within the company, such as the response time to the customer complaints, treatment methods and complaints trend analysis and so on.

The customer's complaints included any negative comments from the customer on the car manufacturer's products, the dealer's service, and the employees representing the company (Ni, 2009). Let's take a look at the reasons why customers complain:

1. Reasons for customer complaints. When the customer feels that the product used or service received does not meet expectations, it will complain and even complain. There are many reasons why customers complain. In general, customer complaints mainly focus on product issues and service issues. The customer's dissatisfaction with the product or service is a gap after the customer's feelings and expectations are compared. These gaps can bring the customer's complaints. These differences can be summarized as the following four kinds: First, understanding the gap: The gap between the expectations of the customers and the understanding of the managers, that is, the companies cannot correctly understand the needs and ideas of the customers. Second, procedural gap: The gap between goal and execution, that is to understand the customer's needs, but due to the workflow, the specification is not perfect and other reasons can not meet the needs of customers. Third, behavior gap: The difference in execution power means that the customer's needs have been understood, and a complete work flow and specifications have been formulated, but they have not been effectively implemented. Fourth, feeling gap, the gap between customer expectations and customer perceptions. That is, products and services provided by enterprises cannot be completely felt by customers, or the quality of products and services received by customers cannot reach the level of corporate propaganda and commitment.

2. Customers complain about the process

(1) Full understanding of customer complaints

First, careful service: Listen and understand customer's feelings carefully, and think about it more than once, so as to avoid any solution to the problem. Second, in the face of emotionally agitated customers, service advisors should remain calm, sincere, and allow customers to vent their dissatisfaction. After customers calm down and learn more about the reasons for their dissatisfaction, this is the basic principle for handling customer complaints.

(2) Accept customer complaints. Dealers' service personnel must maintain a good attitude when accepting complaints from customers, use communication skills to actively communicate with customers, and pay attention to collecting information.

(3) Negotiate with customers, handle complaints. Dealer service personnel must patiently communicate with customers, to maximize the customer's approval, as quickly as possible to resolve customer complaints.

(4) Reply to customers. Dealer service personnel are required to notify the processing result within the shortest possible time. The notification generally includes two situations: First result processing notice: After obtaining a clear result of the processing, accurately explain the results to the customer. Second, escalation processing notice: The escalation processing notice is usually a customer complaint that is beyond the scope of what the service consultant can process. This need to be solved or approved by the leader or higher level leader.

(5) Tracking service. Tracking service is a test of the effect of dealer service personnel on the complaint processing of complaining customer complaints, and it is also a kind of performance to the customer. The tracking service can be completed by telephone, email, letter, customer visit and other forms.

By improving the level of after-sales service management and improving customer satisfaction and even loyalty, after-sales service has created greater profit margins for the company, which is a concern for the entire automotive industry. Only consider the customer as a true friend, fully respect the customer, and let the customer really appreciate the concern of the enterprise to the customer. Therefore, winning the trust of the customer is not a problem, and customer satisfaction and even loyalty will inevitably be greatly improved.

## **2.5 Management of Employees' Satisfaction**

Employee satisfaction refers to the positive feeling of the work that the employee feels at work because of the assessment of the work characteristics (Stephen, 2008). The core product of a service company is often the service itself, and the quality of the service experience directly affects the degree of customer satisfaction. And employees are the

direct carrier of this experience. Therefore, the quality of employees, service attitude of employees, service efficiency and service level directly determine customer satisfaction. For service companies, front-line employees who are in direct contact with customers are responsible for creating value for the organization. This importance can be proved by the following relationship:

1. The degree of employee satisfaction is related to the internal quality of the company.
2. Staff loyalty is related to employee satisfaction.
3. Employees' productivity is related to loyalty.
4. The value of services is related to the productivity of employees.

This puts forward the concept of "employee satisfaction". Different from manufacturing companies, the satisfaction of employees in service companies is even more important because the employees of service companies can directly pass the satisfied or dissatisfied emotions to customers and thus affect the quality of service perceived by customers.

The concept of "service profit chain" believes that employee satisfaction affects customer satisfaction, customer satisfaction affects customer loyalty, and customer loyalty affects corporate value. Therefore, for service companies, creating employee satisfaction is also the key to creating business value link.

Thomas and other scholars made further research on this basis. They divided the evaluation index of employee satisfaction into five aspects. Five aspects were: Job satisfaction, Salary satisfaction, Promotion opportunity satisfaction, Cooperation satisfaction and Superior satisfaction. After investigating nearly 2,000 white-collar workers in 11 industrial and commercial institutions in Pittsburgh, the American psychologist Herzberg found that the factors that cause employee dissatisfaction are often some non-work factors, mostly with their working conditions. Environment-related, factors that can bring people satisfaction are usually internal to the work and are determined by themselves.

Companies that often have high employee satisfaction, customer satisfaction, work efficiency, and profitability are also relatively high. At the same time, turnover rates and accident rates are relatively low. It can be seen that in the development process of the company, employee management is directly related to the success or failure of the enterprise, especially the service-oriented enterprise with the human being as the main body. The correct strategy should be to create a good working atmosphere and teamwork

as much as possible, and use the incentive mechanism to fully tap the work enthusiasm and work potential of employees, and at the same time pass the appropriate service processes and service methods to the customers, so as to create a bigger business value.

Taken as a whole, these examples illustrate that the key to successful growth lies in a firm's ability to leverage existing skills and resources (Barney, 1991) or core competencies (Prahalad & Hamel, 1990). This resource-based view of competition and growth recognizes that organizational learning, or the accumulation of skills and resources, occurs with respect to both what a company does internally and who it serves externally (Nonaka & Takeuchi, 1995). Accordingly, market penetration and development strategies allow firms to leverage internal expertise in the production of a product or delivery of a service.





## **CHAPTER 3**

### **SHANGHAI VOLKSWAGEN 4S SHOP AFTER SERVICE MANAGEMENT**

Shanghai Volkswagen knows well that buying a car is not an end. After-sales service is the beginning of the emotional connection between the customer and the brand. Only professional and thoughtful after-sales service can let customers feel the quality of a brand pursuit and rigorous system. Volkswagen Group (China) continuously develops and improves its after-sales service system so that each Volkswagen customer can receive high-quality services that exceed their expectations. While Shanghai Volkswagen introduced Germany's high-quality after-sales service system into China, service personnel through the combination of convenient online communication and the following face-to-face service enable consumers to experience a more comprehensive, thoughtful, caring and convenient experience.

Across industries, delivering after-sales services is more complex than manufacturing products. When delivering service products, executives have to deploy parts, people, and equipment at more locations than they do to make products. An after-sales network has to support all the goods a company has sold in the past as well as those it currently makes. Each generation has different parts and vendors, so the service network often has to cope with 20 times the number of SKUs that the manufacturing function deals with. Businesses also have to train service personnel, who are dispersed all over the world, in a variety of technical skills. Moreover, after-sales networks operate in an unpredictable and inconsistent marketplace because demands for repairs crop up unexpectedly and sporadically. On top of that, companies have to handle—in an environmentally safe fashion—the return, repair, and disposal of failed components (Moms, Narendra, & Vipul, 2016).

#### **3.1 Service Management of Appointment and Reception in Volkswagen 4S Store**

Shanghai Volkswagen has an efficient spirit. Volkswagen began to implement appointment booking service in China in 2009. At the same time, Shanghai Volkswagen has continuously strengthened service network coverage and parts supply, optimized the booking service process, and ensured the promotion of efficient services.

##### **3.1.1 Classification of Appointments**

Shanghai Volkswagen's appointment rapid repairs are currently divided into two categories: one is an appointment for maintenance, and the other is a quick maintenance of a appointment with sheet metal paint. After years of experience, more than 80% of the after-sales services fall into these two categories, and some of them are combinations of the two. Other services such as vehicle parts replacement and maintenance or large-area sheet metal paintings have a low percentage. Therefore, Volkswagen classifies such large

probability events separately to provide rapid maintenance services. In the case of customer appointments, if the customer arrives at the store on time for maintenance, it only takes about 0.6-0.7 hours to complete a routine maintenance. The relatively complex sheet metal spray paint also takes only 2-3 hours to complete.

This kind of efficiency is amazing. For other brands of 4S stores, if customers do not have an appointment, if they want to complete maintenance on the car, the average waiting time will be 1.5 hours, plus the average maintenance time is 1 hour. It takes 2.5 hours. The efficiency of the sheet metal painting is even lower. If the customer takes the car to the 4S shop for sheet metal painting in the morning, it will be difficult to get the car within 24 hours.

Shanghai Volkswagen has separately classified the major after-sales maintenance services. This management is a step ahead in the industry.

### **3.1.2 Management of Reception Service**

#### **3.1.2.1 Etiquette of Receptionists**

Etiquette reflects a person's mental state, gives a visual impression, and represents a person's temperament. The normative and systematic service etiquette can not only establish a good image of service personnel and enterprises, but also create service norms and service skills that are welcomed by customers, so that service personnel can win customers' understanding, favor and trust.

Shanghai Volkswagen 4S stores have strict rules on the etiquette of reception staff and are divided into the following categories (Shanghai, 2009).

1. Manner and behavior. Defining the reception staff of different genders separately, and making detailed provisions on hair style, hair color, make-up, nails, dress, etc, of the reception staff.

2. Body language. The details of the receptionist's standing posture, sitting posture, walking posture, kneeling posture, smiling, shaking hands, and exchange of business cards are specified.

3. Service language. The use of the receptionist's voice, standard service language, common etiquette and honorific language, and taboo language were detailed.

4. Phone manners. Matters needing attention for making a call, notes for making calls, notes for transferring calls, and notes for leaving a message have been specified.

5. Other common courtesies have made detailed stipulations on regards such as

greetings, apologies, seats, and tea or coffee etiquette.

### **3.1.2.2 Assess the Content of Reception Service**

#### **1. Pre-service reception process**

First the time required to arrange the service. After entering the parking area of the 4S shop, the customer can be counted as starting to accept the services provided by the 4S shop. Shanghai Volkswagen 4S stores manage the time from entering the parking area, parking the car, entering the 4S shop, and attending the service personnel. The length of the parking time and the distance from the parking area to the 4S shop service area are all it is an element that the staff needs to improve.

Second, waiting for service personnel to receive the required time. The customer waits for the time required by the service personnel after the reception staff has arranged the service personnel. Many customers, but fewer service personnel, will make the waiting time get longer. Arranging appointments to improve the reception efficiency of service personnel is an important condition for reducing waiting time.

#### **2. First impression of the service center**

In the after-sales service process, the customer's waiting time is unavoidable. The waiting time will account for more than 90% of the entire service process. Therefore, the comfort and cleanliness of the rest area and the completeness of the supporting facilities will make the customer's first impression of the service center. First, the comfort of the rest area, second, neatness of the rest area, third, the time of the facilities in the rest area waits for the service.

## **3.2 Maintenance the Management of Service in Shanghai Volkswagen 4S Store**

Shanghai Volkswagen's investment in maintenance classification is very large. Advanced technology helps Shanghai Volkswagen 4S store to easily obtain customer vehicle status information. In order to allow customers to better carry out maintenance services for Shanghai Volkswagen, the company will specifically organize customers to introduce oil replacement, condition checking, brakes, filters, and all other Shanghai Volkswagen maintenance service items and related price information. Shanghai Volkswagen's advanced after-sales service technology can help the customer to maintain comfort and maintenance time, and timely rush to the Shanghai Volkswagen 4S store to enjoy a high-quality Shanghai Volkswagen service experience.

### **3.2.1 One-stop Maintained Service in Shanghai Volkswagen**

Shanghai Volkswagen's appointment of a quick maintenance channel provides customers with time-saving and professional quick service. Customers can call the

Shanghai Volkswagen Quick Repair Service Consultant at any time to make an appointment for the express repair service channel. When the customer arrives at the scheduled time and arrives on time, the professional will immediately perform a quick cycle inspection and immediately provide one-stop efficient maintenance. After a short wait, the customer gets a repaired car on time and continues his journey.

1. Shanghai Volkswagen Appoints a Quick Maintenance Pass. Shanghai Volkswagen's appointment of a quick maintenance access service optimized the vehicle maintenance and repair service process to provide customers with higher service efficiency: First, dedicated service: Shanghai Volkswagen's professional rapid repair service consultants develop quick repair plans for customers. Second, quick pick-up service: Prepare in advance and quickly check the car. Third, Professional maintenance: Professional technicians provide special services. Fourth, one-stop completion: No needs to repeat the process, carry out the quick repair service according to the scheduled time, and deliver the car on time. Fifth, save time: Telephone appointment, flexible schedule, and efficient maintenance.

2. Shanghai Volkswagen sheet metal paint appointment booking service. Shanghai Volkswagen's fast-track maintenance service is aimed at providing highly efficient maintenance services for the slight deformation of metal parts of automobiles due to bumps, scratches, corrosion, and aging. Customers only need to make an appointment in advance, so that customers can enjoy a brand-new driving pleasure within 24 hours of signing a maintenance work order.

The degree of car damage that meets the fast maintenance standards for sheet metal painting: first, 1 to 2 parts damage. Second, facade (Including bumpers, fenders, doors, rear sides, etc. Excluding flat parts such as automobile engine covers, automobile trunks, and automobile roofs). Fourth, no need for sheet metal repair or sheet metal repair time is less than 2 hours.

Service process with just 4 steps, customers can complete Shanghai Volkswagen's appointment for a quick repair service: first, telephone appointment: The Shanghai Volkswagen Proprietary Service Consultant will develop a suitable quick repair plan for the customer. Second, fast pick-up: Get everything ready, wait until the customer arrives on time, and have a quick check by a professional. Third, efficient maintenance: proprietary workstations and technicians, rigorous standards and innovative technologies to create a one-stop service. Fourth, car delivery on time: Restoring the perfect state of the car, the wonderful journey will start immediately.

### **3.2.2 Maintain the Management of Assessment Service Content**

1. The assessment of the maintenance consultant include: First, service/repair

suggestions. Second, courtesy and respect for customers. Third, the degree of honesty. Fourth, expertise. Fifth, the level of attention to inquiries. Sixth, explaining maintenance requirements. Seventh, understanding of vehicle problems. Eighth, Fulfillment of commitments.

2. The content of assessment when the vehicle is delivered include: First, complete work within the promised time. Second, explain service/maintenance clearly. Third, explain the charges. Fourth, convenient payment process. Fourth, cleaning of vehicles after completion of work. Fifth, the time required to collect and pay.

3. Assessment of service and maintenance quality include: First, correctly detect vehicle failure. Second, service / maintenance quality. Fourth, thoroughness work. Fifth, timely supply of accessories.

4. Assessment of vehicle problems include: First, operation is not faulty. Second, vehicles have no noise. Third, easy to maintain.

### **3.3 Management of Customers' Satisfaction in Shanghai Volkswagen**

#### **3.3.1 Management of Customer's Satisfaction**

In terms of customer satisfaction, Shanghai Volkswagen takes "love" as the core idea. Continue to strengthen roadside assistance services and customer service hotlines. And for the different seasons to launch car care activities and dealer caring activities, always protect the customer's car is in perfect condition.

Shanghai Volkswagen provides customers with a series of services to enhance customer satisfaction.

1. Shanghai Volkswagen Refurbishment Service. This service can make the customer's vehicle the same as the new one. Shanghai Volkswagen Refurbishment Services provides customers with a wide range of vehicle repair services. Whether it is a scratch or a post-accident reinstatement, Shanghai Volkswagen's professional technicians can all restore the customer's car. During the repair, only Shanghai Volkswagen original parts are used, and Shanghai Volkswagen's processes and procedures are strictly followed, and the severely damaged parts are replaced to ensure comfort and safety for the customers.

2. Let customers have no worries. Shanghai Volkswagen has always advocated providing users with the best quality service. If faults cannot be eliminated on site, Shanghai Volkswagen will provide professional towing services. In general, the faulty car will be delivered to the nearest Shanghai Volkswagen 4S shop from the fault site. If the customer wants to appoint a Shanghai Volkswagen 4S shop, the distance from the fault

location to the dealer and the nearest dealer must not exceed 30 Kilometers. On the day the vehicle is towed, the customer may need to take a taxi to continue the journey. Shanghai Volkswagen can pay taxi fees one to two times, but the total distance cannot exceed 150 kilometers. The 4S shop also provides customers with a continuation of travel and pick-up service. After the customer's vehicle is towed to the Shanghai Volkswagen 4S shop, if the car cannot be repaired on the same day, the customer is in a different location. Shanghai Volkswagen will arrange suitable solutions for customers and bear the necessary expenses.

### **3.3.2 Local Assessment of Customer Service**

1. Reasonable fees
2. Service value
3. Cherish and value customer time
4. The degree of emphasis on the customer himself
5. Support and commitment to the services provided
6. Convenience of business hours
7. Convenience of business place
8. Service Center appearance and cleanliness

### **3.4 Management of Employees' Satisfaction in Shanghai Volkswagen**

In terms of the most important personnel, Shanghai Volkswagen has become the benchmark for training in the industry. At present, Shanghai Volkswagen has established training bases in Beijing and Shanghai.

Shanghai Volkswagen Automotive has designed a set of rewards and incentives to ensure smooth and effective implementation of various programs to enhance customer satisfaction. At the same time, on-site counseling work was conducted for each 4S store to improve the understanding and execution capabilities of 4S store service personnel in improving customer satisfaction programs.

Shanghai Volkswagen 4S stores have service satisfaction bonuses for service consultants.

1. Purpose of Service Satisfaction Bonus Incentive: First, the company encourages the improvement of car repair rates and customer satisfaction through positive incentives for economic benefits. Because service consultants have the greatest impact on the repair rate, customer satisfaction bonuses are set for service consultants. Second, target recognition and reward of the few best service personnel. Improve the purpose and drive the overall service capabilities of the service consultant.

2. Service satisfaction bonus incentive rules: Limit the number of assessed rewarded personnel to a lower range, assess customer satisfaction on a quarterly or monthly basis, and reward outstanding service consultants. The relevant assessment factors for improving customer satisfaction and after-sales service quality and reducing the repair rate are as follows: First, the weight of the service consultant assessment standard can be set as the repair rate (50%). Second, describe the work done at the time of delivery (10%). Third, in-depth understanding of customer needs and wishes (10%). Fourth, the repair station is working correctly (10%). Fifth, customer contact index (20%).

In order to ensure that the number of rewarded persons in the assessment is limited to a lower range, the recognition condition can be set to: First, the repeated repair rate of the pick-up truck is less than the top 40% of the service consultants. Second, service advisors with customer satisfaction rankings greater than the top 40%.

Only with these two conditions at the same time can it be considered as a representative service consultant in the 4S store. And then the company gets to establish a model to stimulate the purpose of the service consultant group's aim.

Determine reward level include: First, determine the overall incentive budget: The bonus distribution plan is related to two factors, namely the number of service advisors that need to be commended (typically 30%) and the highest award amount (50% to 15% of monthly salary). Second, Determine the number of award-winning service consultants: Distributors should make each after-sales service consultant aware of the existence of incentives and incentives, so at least the top 30% of service consultants should have been rewarded. Third, rewards expansion plan: In order to commend the best after-sales service advisor, they can also reward the most advanced after-sales service personnel in the previous year, and they can also make the best evaluation (according to the rankings) into the biggest progress to encourage new employees. Or the progress of long-term service consultants, which will be reviewed once a year. 4S stores also provide technical contest incentives for maintenance personnel, including both annual service technology competitions and daily service evaluation service technology competitions.

## CHAPTER 4

### SHANGHAI VOLKSWAGEN AFTER SERVICE SURVY

During the survey, I used a questionnaire survey to investigate. In the survey, 100 customers were randomly selected as the survey objects. I made 100 paper questionnaires, and sent questionnaires to customers of Shanghai Volkswagen 4S Store using a random distribution method. Make sure the response rate is above 60%. Because questionnaires can write all the questions that I want to ask in the questionnaire, the questions asked are more comprehensive. I can also learn more about the needs of customers and potential customers. Understand what customers are not satisfied with the company's services. The advantage of the survey questionnaire is that there are many people surveyed and the survey is extensive. Therefore, I chose to use questionnaires to investigate customer satisfaction with the company and customer needs.


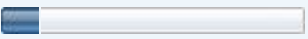

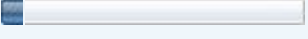
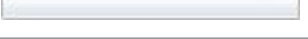
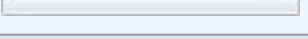
I will also conduct surveys on the Internet, investigate customer reviews of products on Taobao and JD, and get real customer feedback. Based on the data obtained, the customer's satisfaction with the product and the customer's satisfaction with the after-sales service are analyzed. While surfing the Internet, I will also use the official website of Shanghai Volkswagen, where have more information about the company's after-sales service. Shanghai Volkswagen has a separate website for after-sales services that can handle after-sales issues more quickly and easily for each customer.

#### 4.1 Question of Investigation

##### 4.1.1 Face of Customer Groups in Shanghai Volkswagen

According to the survey results Table 4-1 show that people participate in the survey of the number of people aged 18-25 the most, accounting for 74.29%. Ages 26-35 accounted for 12.33% of. Ages 36-45 accounted for 5.48%. Ages 46-55 accounted for 6.85%.

**Table 4-1 Age ratio**

Option	total	percentage
18-25	55	 75.34%
26-35	9	 12.33%
36-45	4	 5.48%
46-55	5	 6.85%
55-60	0	 0%
60 Above60	0	 0%
<b>The number of the answer</b>	<b>73</b>	



Shanghai Volkswagen in the face of customer groups are the young or middle-aged, and the company's internal staff. As long as people interested in the car will become potential customers of Shanghai Volkswagen. Therefore, Shanghai Volkswagen should pay more attention to doing more advertising in places where young and middle-aged people are active. Let them learn more about Shanghai Volkswagen to meet their needs.

Shanghai Volkswagen has been to meet customer demand for the purpose, and gradually improve the service.

Shanghai Volkswagen's product positioning a mid-range car, the original PASAT primarily for business with the government and enterprises, and now the product PASAT more stylish than the old models PASAT, most use in private owners, some low-end products like POLO belong to family car. On brand and price, the Shanghai Volkswagen products on the market share and reputation are good (Qian, 2007).

#### 4.1.2 The Equality of Customers' Service

We can see about Table 4-2. People are most concerned about is the car brand and security, they accounted for 78.08%. Secondly, 68.4% of people are concerned about the fuel consumption of the car. And they buy a car is subject to many factors. There are 80.82% of people will Contrast between same rank vehicles.

**Table 4-2 Select category ratio**

Option	total	percentage
Price	56	76.71%
Brand	57	78.08%
Security	57	78.08%
Spatial size	49	67.12%
Decoration	23	31.51%
Oil consumption	50	68.49%
Post-sale service	31	42.47%
Vehicle power	28	38.36%
<b>The number of the answer</b>	<b>73</b>	

That can be seen; Shanghai Volkswagen customer services should focus on improving the quality of the car, the car's safety performance and establish a brand image. Most people like German cars 41.1%, of the total. As can be seen, a majority of people on the Shanghai Volkswagen Automotive Company is interested in, because Shanghai Volkswagen is cooperation with German car brand. Therefore, most people are very

willing to buy Shanghai Volkswagen cars.

Since 2001, Shanghai Volkswagen began to advocate "marketing services", namely by improving the "customer satisfaction product" and "sales and service user satisfaction", so as to enhance customer loyalty, creates Shanghai marketing network and new competitive advantages (Ke, 2008).

Promoting service marketing, higher customer satisfaction, the ultimate interest lies in customer repeat purchase, and influences the behavior of potential customers, improve operational efficiency, reduce costs and get better benefits.

#### **4.1.3 The Staff of the Customers' Service Attitude**

"The service will win the future and the details will determine success or failure." This is the last sentence of a senior service worker from Shanghai Volkswagen who spoke at the 2004 after-sale service work conference. This sentence of more than 20,000 staff Shanghai Volkswagen service network is undoubtedly encourage everyone of the speech, but also to "the pursuit of excellence, never lose out," the business purpose of the in-depth understanding. While to more than 100 million Shanghai Volkswagen brand car owners, this sentence is undoubtedly a commitment. It is a 20-year-old Shanghai Volkswagen 100% commitment to service for current and future customers (Shanghai Volkswagen, 2012). Attention to detail and will have a future, which is Shanghai Volkswagen's understanding of after-sales service.

More and more car brands after-sales service network in growth, Shanghai Volkswagen as the industry leader, while maintaining the size of the industry's first, but also to the pursuit of higher customer satisfaction, which is from the Shanghai Volkswagen has been advocating form "The maximum" to "The best". Institutions and organizations are basic elements of society, such as the family, school, workplaces, and the community. (Donthu & Boonghee, 2011)

#### **4.1.4 Customer Evaluations**

The survey is for customer satisfaction research to understand customer satisfaction for enterprises, help to understand the market trends, provide a basis for business decisions, better corporate profits improve, enhance the competitiveness of enterprises, conducive to better meet customer needs, to ensure that the interests of customers.

In automotive products, the Shanghai Volkswagen all car manufacturers earn the highest rating of consumers in terms of quality service. In product quality, German-based car camp has won the praise of consumers; Shanghai Volkswagen continues to lead the industry (Zhong, 2007).



## 4.2 Analyze the Collected Data and Information

In my article , a part of which is, according to the survey analysis understanding of the Shanghai Volkswagen, as well as their suggestions for Shanghai Volkswagen. Therefore, 24/11/2017 I distribute to 10 questionnaires in school as the test survey found that some people are not interested in open questions. Therefore, 25/11/2017 I used wenjuanxing platform distributed 100 questionnaires, when surveys done after the people can draw a prize, so there are more people willing to fill out the questionnaire. After 13 days, I withdraw the 73 questionnaires. So my questionnaire response rate was 73%.

### 4.2.1 Analysis of the Age, Occupation, Education and Income of the Respondents.


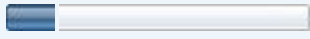

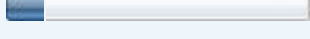
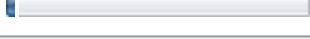
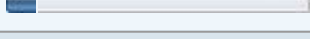
The results of the questionnaire showed that of the 73 people surveyed, 34 were male and 39 were female. Among them, aged of 18-25, have 55 people, 75.43% of their total number. Between the ages of 26-35 have 9 people, 12.33% of their total number. Between the ages of 36-45 with 4 people, 5.48 % of their total number. Between the ages of 46-55 are 5 people, 6.85 % of their total number. As shown in Table 4-3 and 4-1

**Table 4-3 Gender ratio**

Option	total	percentage
Man	34	 46.58%
Femal	39	 53.42%
<b>The number of the answer</b>	<b>73</b>	

As shown in Table 4-4. Among them, the average monthly income below 2000 are 31, 42.47% of their total number. Average monthly incomes 2001-4000 have 12 people, 16.44% of their total number. The average monthly incomes 4001-6000 have 12 people, the total number of 16.44%. The average monthly incomes 6001-8000 have 9 people, 12.33% of their total number. The average monthly incomes 8001-10000 have 2 people, 2.74% of their total number. In the survey, the occupation is divided into the first industry, the second industry, and the third industry.

**Table 4-4 Monthly salary ratio**

Option	total	percentage
Below2000	31	 42.47%
2001-4000	12	 16.44%
4001-6000	12	 16.44%
6001-8000	9	 12.33%
8001-10000	2	 2.74%
Above 10000	7	 9.59%
<b>The number of the answer</b>	<b>73</b>	

#### **4.2.2 Analysis the Primary Information and Data**

In the results of the questionnaire it shows that there are some people for Shanghai Volkswagen recommendations.

In the automotive aftermarket, some people think Shanghai Volkswagen should raise perfect service system, strengthen after-sales service.

In terms of price, some people think the company should do more promotions, more new models to market, and there can be a reasonable price.


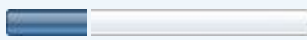

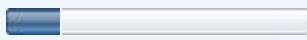

In terms of innovation, some people believe that Shanghai Volkswagen should be more models, allowing consumers to choose; they think Shanghai Volkswagen models of different series is basically the same.

Still others believe that the market share of Shanghai Volkswagen car is not good enough, they need to improve product performance, so there will be more people like Shanghai Volkswagen products.

On the end, people to recommend most is the need to improve in the aftermarket. After-sales service includes employee attitudes, the sale of the project, and the staff to handle issues time in the after - sales.



Among the 73 returned questionnaires, there are 73 people know Shanghai Volkswagen. As shown in Table 4-5. 21.92% of people through the network to know Shanghai Volkswagen, 27.4% of people through television know Shanghai Volkswagen, 2.74% of people know about the company through newspapers, 17.81% people through friends otherwise understand Shanghai Volkswagen, 30.14% of people through other ways to understand the Shanghai Volkswagen.

**Table 4-5 The proportion of understanding methods**

Option	total	percentage
Net	16	 21.92%
Television	20	 27.4%
Newspaper	2	 2.74%
Relatives and friends	13	 17.81%
Others	22	 30.14%
<b>The number of the answer</b>	<b>73</b>	



In the survey, 78.08% of people driven a car, 21.92% have not driven a car. As can be seen, Shanghai Volkswagen can face the market are many. As shown in Table4-6.

**Table 4-6 Whether to drive**

Option	total	percentage
Yes	57	 78.08%
No	16	 21.92%
<b>The number of the answer</b>	<b>73</b>	

In the survey, Private car is 32.88%. Renting a car is 67.12%. As can be seen, there are very few young people they have a car. As shown in Table 4-7.

**Table 4-7 The family car owners ratio**

Option	total	percentage
Private car	24	 32.88%
Renting a car	49	 67.12%
<b>The number of the answer</b>	<b>73</b>	

And 41.43% of people have driven a car. Most people like German cars, 41.1% of the total. Then, like American vehicle people have 17.14%. Domestically produced vehicle and Japanese vehicle like as many people are 14.29%. As shown in Table 4-8.

**Table 4-8 Country of production**

Option	total	percentage
Domestically produced vehicle	10	13.7%
Japanese vehicle	11	15.07%
American vehicle	12	16.44%
British vehicle	2	2.74%
German vehicle	30	41.1%
Others	8	10.96%
<b>The number of the answer</b>	<b>73</b>	

People are most concerned about is the car brand and security, they accounted for 76.08%. Secondly, 76.71% of people are concerned about the car's price. Third, 68.49% concern the oil consumption. Fourth, 68.71% concern car spatial size. Fifth, 42.47% concern Post-sale service. Sixth, 38.36% concern Vehicle power. Seventh, 31.51% concern Decoration. And they buy a car is subject to many factors. There are 80.82% of people will Contrast between same rank vehicles. 65.71% of people are more concerned about Product detail description and demonstration. 34.29% of people are concerned about Attention of Getting the vehicle. 32.86% of people would refer Expert's suggestion. 28.57% of promotional activities are concerned, 21.43% Council Dealer's introduction. As shown in Table 4-9.


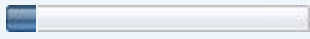




**Table 4-9 Considerations when buying a car**

Option	total	percentage
Price	56	76.71%
Brand	57	78.08%
Security	57	78.08%
Spatial size	49	67.12%
Decoration	23	31.51%
Oil consumption	50	68.49%
Post-sale service	31	42.47%
Vehicle power	28	38.36%
<b>The number of the answer</b>	<b>73</b>	

In the survey results showed that 44.29 % of people prefer Passat, 14.29% of people

like Sunny, Polo, Other, 10% of people like Toura, 2.86% of people like Sangtana. As can be seen, Passat is the most popular series. As shown in Table 4-10.

**Table 4-10 Cars species**

Option	total	percentage
Passat	33	 45.21%
Toura	7	 9.59%
Sunny	10	 13.7%
Polo	10	 13.7%
Sangtana	2	 2.74%
Others	11	 15.07%
<b>The number of the answer</b>	<b>73</b>	

#### 4.2.3 Analysis the Secondary Information and Data

The president and CEO of Volkswagen Group China: “We are quite confident that in the medium and long-term, the Chinese automotive industry, especially in business growth, will be higher than any other relevant automotive markets.”

Has this to say in the Shanghai Volkswagen official website, "As long as you are Shanghai Volkswagen owners, the club is your home. Shanghai Volkswagen owners club aims to provide a platform to share the joys of life, in addition to your enjoyment of driving, also can enjoy friendship and more fun in time. Shanghai Volkswagen will be happy to provide you exceed expectations of member’s interests, a variety of member activities and unparalleled interactive experience! You will be the at the first time to get aftermarket information and promotions, enjoy co-tenants Special Offers participating Member exclusive enrichment activities, more interaction through membership site online around drivers, sharing colorful car life!" It can be seen, Shanghai Volkswagen has been to meet customer demand for the purpose of gradually improving after-sales customer service.

Shanghai Volkswagen the company in the official website issued a notice, it is changed its name. By the Board of Directors resolution, the State Administration for Industry and Commerce approved since December 7, 2015, Shanghai Volkswagen Automotive Co., Ltd. changed its name to SAIC Volkswagen Automotive Company Limited, called SAIC-Volkswagen (SAIC VOLKSWAGEN). The name change will further enhance the company's brand influence, fully embodies the shareholder parties SAIC and Volkswagen support and sustainable development for SAIC-Volkswagen confidence. After the name change, SAIC Volkswagen Co., Ltd. will assume all rights and company obligations of the original, company its business scope and business

relationships remain unchanged. SAIC Volkswagen will actively fulfill corporate social responsibility, as always, to provide reliable products and high quality services to Chinese consumers.

SAIC In terms of production, in April the company produced a total of 479,975 cars of various types, an increase of 9.42%; terms of sales, April sales of all types of cars 460 864, an increase of 8.70% ( Shanghai Volkswagen, 2007).

### **4.3 Assessment of the Implication of These Effects in Shanghai Volkswagen**

#### **4.3.1 Face of Customer Groups in Shanghai Volkswagen**

Through the questionnaire, it can be found that most of the customer groups faced by Shanghai Volkswagen are young people or middle-aged people. Shanghai Volkswagen do well in this regard, because, according to the current development of the automotive industry point of view, they are faced with consumer groups, only the middle-age and young people. However, they can go to increase the types of consumer groups, according to market demand. For example, women prefer lightweight lovely type of car, they can make a special series of models for women.

Shanghai Volkswagen outstanding service levels have become brand value. Generally, buyers are most concerned about is the quality of the car, followed by after-sales service, if service is not good, no matter how good the quality of car consumers will worry. While sales of the Passat series models can record highs, it is inseparable from the Shanghai Volkswagen powerful after-sales service system. Shanghai Volkswagen owned by more than 500 service network, Shanghai Volkswagen has become the country with the most service outlets car repair enterprises, network throughout the country. A Passat owners say well, buy Passat not only because the car is good, but also because of Shanghai Volkswagen, good service, buy a Passat, which is bought at ease.

#### **4.3.2 The Equality of Customers' Service**

Quality of staff service is needed to improve, because in the survey, people to recommend the most is in the aftermarket need to improve, improve the service system, and strengthen after-sales service. Sale includes employee attitudes, the sale of the project, and the time staff to handle the problem in the aftermarket.

On December 6th, 2007, the "China Automotive Annual Service Brand, Annual Service Product Supplier Golden Wrench Award, Golden Finger Award" award ceremony was held in Beijing. With a series of innovative initiatives in customer care, Shanghai Volkswagen Automotive Co., Ltd. won the "Golden Wrench Customer Care Award" for 2007 China Automotive Service. This was after winning the "Golden Wrench Technology Contribution Award" last year, Shanghai Volkswagen won the award of the annual service



brand issued held by authoritative domestic media again (Volkswagen, 2010).

#### **4.3.3 The Staff of the Customers' Service Attitude**

In the attitude of the staff service, the company has clearly defined, but may be conveyed through many managers, the employees put into practice there will be some changes. This led Shanghai Volkswagen to rank ninth in the auto brand complaints list in November 2015. It can be seen that Shanghai Volkswagen has paid more attention to after-sales service. Shanghai Volkswagen Company is not forgetting to update after-sales service while developing new products. This is a serious and responsible attitude towards customers.

Shanghai Volkswagen in early 2002 launched a free service hotline 800-820-1111, they to potential clients and customers about products, services, marketing activities inquiry to provide answers, for complaints against dealers, service stations recorded, and timely results feedback to customers. When reply potential customers to inquiries, complaints handling process, to discover the intention to buy potential customers, further to record their details, provide details and explanation for their interest in the model, and potential customers further communication, and in accordance with the customer's purchase of Time intention type, for further communication and follow-up. At the same time, customer development center also shoulder the outgoing phone verification, update customer information, phone survey, mail product information and marketing activities, prizes and other function.

#### **4.3.4 Customers' Evaluation**

In terms of customer satisfaction, Shanghai Volkswagen and strive to do our best. It can be seen through consumer complaints, Shanghai Volkswagen ranked No. 9 in car brands complaint rankings in November 2015, with decrease 3.57% compared to last year.

All types of vehicles, the German cars has been the most satisfying to Chinese consumers. There has a high reputation among Chinese customers. Shanghai Volkswagen brand dealers assessment primarily assess its operating capability, management capability directly reflected in the number of sales, service units times and customer satisfaction. Shanghai Volkswagen has a very comprehensive service guidebook to regulate dealers' pre and post sales behavior to quality of service to consumers, and Shanghai Volkswagen will be checking through the headquarters, "mystery customer" checks and other ways to monitor the implementation of dealer.

## **CHAPTER 5**

### **CONCLUSION OF THE SURVEY**

#### **5.1 Analysis of Customer Service Management in Shanghai Volkswagen**

Most Shanghai Volkswagen face customer groups are young or middle-aged. Because according to the current development of the automotive industry point of view, they face only the elderly and young people consumer groups. The quality of customer service staff is the need to improve, because in the survey, it is the most people to recommend in the aftermarket needs to improve, improve the service system, and strengthen after-sales service. Sale includes employee attitudes, the sale of the project, and the time staff to handle the problem in the aftermarket they need to improve.

In the attitude of the staff, the company has clearly defined, but may convey through many managers, the employees put into practice there will be some changes. Shanghai Volkswagen can accord to actual situations, to further improve after-sales service. They can make to each part of the design sale more specific, ensuring customer for them to get better terms in the sale process. In terms of customer satisfaction, Shanghai Volkswagen strives to do our best.

#### **5.2 Suggestions for Improvement in Shanghai Volkswagen Service Management**

Technological developments have brought about a change in the nature of services. While services were traditionally considered as non-tradable, these days it is difficult to imagine a commercial service that is not tradable within the current classifications in use. This has also contributed to the increasing prevalence of services, and of trade in services, in the economy (Welsum, 2003).

Through the introduction and analysis of the after-sales service management of Shanghai Volkswagen 4S store, we have a general understanding of the outline of after-sales service. In general, we have divided the after-sales service management into three phases: appointment/reception management, maintenance service management, the management outside the after-sales service process and the core of the entire after-sales service management (customer satisfaction). If the company wants to do a good after-sales service, it must strictly abide by these three phases, thereby improving customer satisfaction.

##### **5.2.1 Management of Appointment and Reception**

The quality of the appointment/reception determines the quality of the customer's first impression of the 4S store. After the customer enters the 4S store, everything that should be done should be paid attention to by each 4S store employee. By observing the customer's behavior, the clerk you can find someone to simulate the customer to discover

every detail that can affect the customer in this process.

Whether it is convenient for parking, whether there are enough parking spaces, whether the road passing through the middle is good, and whether the first feeling after entering the hall (that is, the overall layout of the reception hall) is to make the customer feel comfortable. Whether it is convenient for parking, whether there is enough parking space, whether the overall layout of the reception hall makes the customer feel comfortable, whether the reception staff are enthusiastic, if the customer needs to wait, whether there have enough rest areas when the customer waits and on to help customers enjoy waiting time, etc. All these problems will vary according to the layout of the 4S shop itself, the size of the venue, and the quality of the employees. Therefore, the 4S shop must start from its actual situation and adjust measures to reservations and reception in accordance with local conditions.

### **5.2.2 Management of Maintained Services**

The quality of maintenance determines the success or failure of after-sales service and this sentence is very appropriate. Any maintenance service failed is a fatal blow to customer satisfaction. Strictly controlling the quality of maintenance is the fundamental of maintenance service management. The key to improving the maintenance quality and reducing the repair rate lies in the technical level and attitude of the maintenance technicians, because under the standard operating conditions of the 4S shop, the impact of the tools on the maintenance quality has been almost negligible (except in special cases). The technical level of maintenance technicians depends on the occasional training and assessment of 4S shops, and the work attitude of technicians is the prerequisite for ensuring the quality of maintenance.

The maintenance price is standardized and transparent, and the maintenance site is visible to customers. The first is the maintenance price, and the price of parts and accessories working hours should be standardized and placed in a position easily visible to customers. If the maintenance process is visible to customers, this can enhance the customer's trust.

### **5.2.3 Management beyond the After-Sales Service Process**

The interaction between the customer and the 4S shop can essentially be more than just car purchases and maintenance. 4S shop tracking customer's after-sales service is also a way to effectively promote customer satisfaction. Irregularly organizing customers to carry out various meaningful activities and provide free full-vehicle inspections are effective ways for 4S stores to promote communication with customers.

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