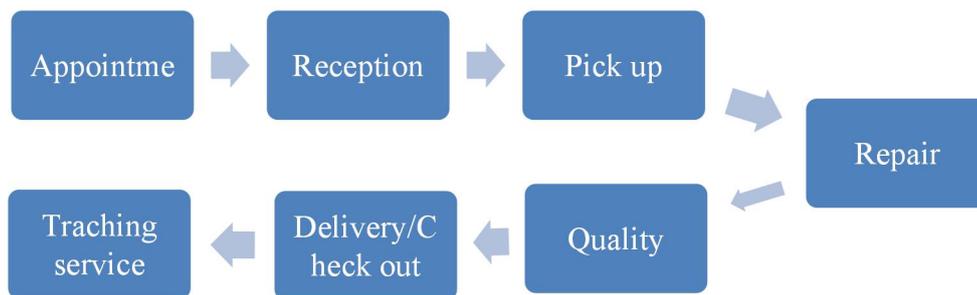


CHAPTER 2 RELATED THEORIES OF AFTER-SALES SERVICE MANAGEMENT

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.