

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.