

# The study of the after-sale service value chain of automobile industry-example of T Company

林權裕、羅世輝

E-mail: 9600706@mail.dyu.edu.tw

## ABSTRACT

In this environment of the fierce competition for the automobile after-sales services industry. The competition of the price is an existent phenomenon over a long period of time. Therefore, the competitive advantage that obtains the non-price factor is a vital matter of immediate urgency. While the vehicle is using the automobile has to return to factories for servicing regularly. For the car owners what kind of processes they will care the most. What kind of processes has the most value for the factories? And what's the difference for the processes. They are all what we have to know. "value chain" is the idea of porter (1985). It considers every activities of the inner of enterprise with the strategy. Appraises these activities in the cost leadership and the difference strategy two constructions. Surface influence. The research attempt by value chain analysis. Aiming at the customer services process of the car maintenance service factory, being each chain crunode of analysis to find out the key process of the creation value. Specifically says, there are 3 goals for this research. 1. Collect the customer to the expectation of the automobile brand service factory after-sales service. 2. Inquire to the automobile service value chain in the core process of the main activity, and the core process difference turns the influence toward the service results. 3. Proposes according to the research results to the domestically produced automobile merchant post-sale service value chain improvement. According the result. We found that: the new difference way service. Can bring the positive benefit for the individual company. Specifically says the growth, the service earning that goes into the factory number of synchronous growth, and the customer satisfaction gets a goal of promote.

Keywords : After-sale service value chains ; Automobile industry ; serve quality

## Table of Contents

封面內頁 簽名頁 授權書 iii	中文摘要 iv	英文摘要 v	誌謝 vi	目錄 vii	圖目錄 ix	表目錄 x																																																									
第一章 導論 第一節 研究背景與動機 1	第二節 研究問題與目的 5	第三節 研究範圍與對象 9	第四節 研究方法與研究流程 11	第五節 研究限制 13	第二章 文獻探討 第一節 價值鏈 14	第二節 競爭策略 18	第三節 產品品質與服務品質 22	第四節 顧客忠誠度 26	第三章 研究方法 第一節 研究架構 36	第二節 研究變數定義 37	第三節 研究方法 41	第四章 個案研究分析 第一節 個案公司現有流程介紹 57	第二節 流程差異化及創新的思考點 64	第三節 創新的流程 66	第四節 新舊流程差異比較 67	第五節 創新流程導入的效益比較 73	第六節 創新流程導入後服務認知度的探討 76	第五章 結論與建議 第一節 對個案公司的建議 83	第二節 後續研究方向 84	參考文獻 86	附錄 92	圖目錄 圖1-1顧客入廠服務流程 4	圖1-2本研究步驟 12	圖2-1價值系統 15	圖2-2價值鏈模型 16	圖2-3三種一般策略 19	圖2-4顧客滿意理論觀念性架構 28	圖2-5期望不一致理論 30	圖2-6顧客知覺服務與顧客滿意度關係圖 33	圖3-1研究架構 36	圖3-2服務的品質預期與認知的差距 40	圖3-3汽車公司售後服務價值鏈 54	圖4-1 EM作業流程 67	圖4-2定保目標管理板 68	圖4-3預約計劃管理板 69	圖4-4作業進度管理看板 70	圖4-5保養作業改善圖 71	圖4-6交車準備看板 72	表目錄 表1-1 2001 ~ 2005年我國產業架構變動 (按各產業占GDP比重) 1	表1-2台灣汽車修護之演進過程 6	表1-3 2000 ~ 2004年五大品牌汽車銷售量統計 7	表1-4 2001 ~ 2005年台灣地區汽車五大廠牌 8	表1-5 2003 ~ 2005年中部地區汽車五大廠牌 8	表1-6五大品牌汽車公司經銷商經營型態比較 9	表2-1品質的定義 23	表2-2學者對顧客忠誠的定義 26	表2-3學者對顧客滿意度的定義 29	表3-1 質化與量化方法的對照 43	表3-2量化與質化方法的目的 44	表3-3研究方法比較 44	表3-4訪談對象資料表 48	表3-5車主需求調查內容 50	表3-6一般車主調查結果 51	表3-7中古車主調查結果 52	表3-8車主需求分析 53	表4-1 2000 ~ 2005年入廠台數分析 74	表4-2 2003 ~ 2005年營運分析 75	表4-3 J.D. Power CSI得分比較 75	表4-4 EM服務調查彙整表 - 快速的認知 78	表4-5 EM服務調查彙整表 - 便利的認知 79	表4-6 EM服務調查彙整表 - 仔細的認知 80	表4-7 EM服務調查彙整表-喜好的認知 81	表4-8 EM服務調查彙整表-可視為競爭優勢的認同度 81

## REFERENCES

1. 古永嘉譯 (1996)。Donald R. Cooper & C. William Emory著。企業研究方法。台北:華泰書局。
2. 李永年 (1998)。產品品質與服務品質對顧客滿意度及忠誠度之影響 - 以加油站為例。國立政治大學企業管理研究所碩士論文。
3. 李明軒、邱如美合譯 (1999)。波特著。競爭優勢。天下文化。
4. 余錦芳 (2002)。顧客滿意與品牌忠誠度之相關研究 - 以汽車業為例。國立高雄第一科技大學行銷與流通管理系碩士論文。
5. 和泰汽車申請天下雜誌「卓越服務獎」簡報資料 (2005)。未發行。
6. 周旭華譯 (1998)。波特著。競爭策略。天下文化。
7. 尚榮安譯 (2001)。Robert K. Yin著。個案研究, 弘智文化。
8. 林文雄 (1999)。企業價值鏈分析。

管理會計, 50。9. 林陽助, 葉華容 (2003)。顧客關係、服務流程品質、服務品質與顧客忠誠度之互動性探討-以網路購物為例。東吳經濟商學學報, 40。10. 吳長生。高惠秋, 服務品質、關係品質與服務價值之關係探討, 11。11. 吳萬益、林清河 (2000)。企業研究方法。台北:華泰。12. 洪順慶 (2003)。從心行銷。天下雜誌。13. 胡幼慧 (1996)。質性研究:理論、方法及本土女性研究實例。台北:巨流。14. 張光旭 (2000)。應用斐氏圖動態流程分析汽車維修經營模式, 台北科技大學學報, 34 (1)。15. 黃俊英 (1996)。行銷研究。臺北:華泰書局。16. 黃開芳 (2004)。以價值鏈分析台灣宗教電視台之策略。國立中山大學傳播管理學系碩士論文。17. 陳萬淇 (1981)。個案研究法。台北:華泰。18. 楊錦州 (1999)。顧客需求與顧客滿意度調查的方法。中華民國品質學會第三十五屆年會暨第五屆全國品質管理研討會論文集。19. 葉至誠、葉立誠 (1999)。研究方法與論文寫作。台北:商鼎。20. 廖偉伶 (2003)。知識管理在服務創新之應用。國立成功大學工業管理科學研究所碩士論文。21. 鍾南峰 (2003)。汽車修護廠服務品質之研究 - 以高雄市為例。中正高工學報, (3)。22. 和泰汽車公司網站。2005年12月16取自 <http://www.toyota.com.tw>, 23. 台灣區車輛工業同業公會。台灣國產汽車生產年統計表。2005年12月16日取自 <http://www.ttvma.org.tw/cht/information/automobiles/A01.xls> 24. 經濟部統計處。我國產業結構變動。2005年12月16日 <http://2k3dmz2.moea.gov.tw/gnweb/statistics/statistics01/reports/B03.xls>, 二、英文文獻 1. Anderson, E. W. & M. W. Sullivan (1993). The Antecedents and Consequences of Customer Satisfaction for Firms. *Marketing Science*, 2, 25-43. 2. Anderson, E. W., Claes, F., & Donald R. L. (July-1994). Customer Satisfaction, Market Share, and Profitability: Findings From Sweden. *Journal of Marketing*, 58, 53-66. 3. Churchill, G. A., & Surprenant, C. (November 19, 1982). An investigation into the determinants of customer satisfaction. *Journal of marketing research*. 491-504. 4. Cardozo, R. N. (1965). An Experimental Study of Customer Effort, Expectation and Satisfaction", *Journal of Marketing Research*, 2, 244-249. 5. Deming, W. E. (1982). *Quality, Productivity and Competitive Position*, MIT Center for Advanced Engineering Study. 6. Ellinger, A.; Daugherty, E. P., & Quentin, P. (1999), Customer satisfaction and loyalty in supply chain: the role of communication. *Transportation Research Part*. 121-134. 7. Festinger, L. (1957). *A Theory of Cognitive Dissonance*. Clark Atlanta: Standard University Press. 8. Fornell, C. (1992). A National Customer Satisfaction Barometer: The Swedish Experience. *Journal of Marketing*, 55, 1-22. 9. Garvin, D. A. (1984). What Does Product Quality Really Means. *Sloan Management Review*. 25-43. 10. Griffin, J. (1995). Customer Loyalty: How to Earn It. How to Keep It. *Simmon and Schuster Inc.* 90 11. Handelsman, S. F. (1991). An Investigation of Determinants that Influence Consumer Satisfaction with Inpatient Health Care Encounters (Patient Satisfaction). Unpublished Dissertation, Rush University. 12. Hemple, D. J. (1977). *Consumer Satisfaction with the Home Buying Process: Conceptualization and Measurement*. Conceptualization of Consumer Satisfaction and Dissatisfaction, Cambridge: Marketing Science Institute. 13. Howard, J. A. & Sheth, J. N. (1969). *The Theory of Buyer Behavior*. John Wiley and sons Inc. New York. 14. Janes, W. N., & Sasser P. L. (1995). Involvement, attributions, and consumer responses to rebates. *Journal Business and Psychology*, 9(3), 279-297. 15. Juran, J. M. (1974). *Quality Control Handbook*. 3rd ed. New York McGraw-Hill. 16. Kotler (2000). *Marketing Management*, Tenth edition, Prentice-Hall. New Jersey, 36-37. 17. Kuzel, A. J., (1992). *Sampling in Qualitative Inquiry*. In Crabtree, B. F. and Miller, W. L. (eds.). *Doing Qualitative Research*, Sage. Newsbury Park. 31-44 18. LaBarbera, P. A., & Mazursky (November 20, 1983). A Longitudinal Assessment of Consumer Satisfaction/Dissatisfaction: The Dynamic Aspect of the Cognitive Process. *Journal of Marketing Research*. 393-404. 19. Lefkoff-Hagius, P. & Charlotte H. M. (1993). Characteristic, Beneficial, and Image Attributes in Consumer Judgments of Similarity and Preference. *Journal of Consumer Research*, 20, 100-110. 20. Locke, E.A. (1969). What is Job Satisfaction? *Organizational Behavior and Performance*, 4, 309-336. 21. Markus, M. L. (1989). Case Selection in a Disconfirmatory Case Study, in Cash, J.I. and P.R. Lawrence. *The Information Systems Research Challenge: Qualitative Methods*. Harvard Business School Research Colloquium, 1. Harvard Business School, Boston, MA. 22. Maykut, P. & Morehouse, R. (1994). *Beginning Qualitative Research-A Philosophic and Practical Guide*. 23. Miles, M. & Huberman, A. (1994). *Qualitative Data Analysis*. Sage, London. 24. Oliver, R.L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decision. *Journal of Marketing Research*, 17, 460-469. 25. Parasuraman, A.; Zeithaml, V.A., & Berry, L.L. (1988). SERVQUAL: A Multiple-item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64, 12-40. 26. Parasuraman, A.; Zeithaml, V. A., & Berry, L.L., (1991). Refinement and Reassessment of the SERVQUAL Scale. *Journal of Retailing*, 69, 140-147. 27. Parasuraman, A.; Zeithaml, V. A., & Berry, L.L., (1985). A Conceptual Model of Service Quality and Implications for Future Research", *Journal of Marketing*, 49, 41-50. 28. Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods*, Sage. Newbury Park. 29. Perkins, W. S. (1993). Measuring Customer Satisfaction: A Comparison of Buyer, Distributor, and Salesforce Perceptions of Competing Products. *Industrial Marketing Management*, 22, 247-54. 30. Prus, Amanda & Brandt, D. Randall (July/August, 1995). Understanding Your Customers. *Marketing Tools*, 10-14. 31. Roger, D. W., & Joseph, R. D. (1991). Mass media research: An introduction. Belmont, CA: Wadsworth. 32. Smith, B. (1998). Bonds, Relationship Management, and Sex-Type, *Revue Canadienne des Sciences de L'Administration*. Buyer-Seller Relationship, 15, 76-92. 33. Solomon, M.R., (1991). *Consumer Behavior: Buying, Having, and Being*. Boston: Allyn and Bacon. 34. Stum, David L & Alain Thiry (1991). Building Customer Loyalty. *Training and Development Journal*, 45, 34-36. 35. Tse, D.K., & P.C. Wilton. (May 25, 1988). Model of consumer satisfaction formation: An extension. *Journal of marketing research*. 204-212. 36. Woodruff, R. B., Cadotte, E. R. & R. L. Jenkins (1983). Modeling Consumer Satisfaction Processes Using Experience-Based Norms, *Journal of Marketing Research*. 296-304. 37. Woodside, A. G.; Lisa L. F., & Robert Daly, T. (1989). Linking Service Quality, Customer Satisfaction, and Behavioral Intention. *Journal of Health Care Marketing*, 9(4), 5-17. 38. Yin, R. K. (1994). *Case Study Research Design and Methods*, Sage Publications, CA. 39. Zeithaml, V. A. & Mary J. B. (2000). *Service Marketing*. McGraw-Hill. 123. 40. Zikmund, W. G. (1994). *Exploring Marketing Research*, 5Th. ed., Fort Worth: Dryden Press.