

Preface

Global sales of passenger cars reached 73.9 million vehicles during 2015. Since Ford introduced assembly line car production in the early 1900s to mass-manufacture its Model T automotive production has spread globally following similar efficiency patterns. Along with China with 21.1 millions car sold, the United States with 8.5 are among the largest automobile markets worldwide, both in terms of production and sales and in both countries car consumers approach is quite different. However, car sales and marketing have to be managed in accordance with local customers demands and needs. Consequently, the industry constitutes today a global value chain where the last steps of the chain, sales and post sales services must be then adapted to their local context. But is it possible to accommodate local customized demands versus global designs and production?. The research thesis of Alexander Frass aims and answering, successfully, to some of the factors related with this general question.

Cultural values and cross cultural differences have been utilized to analyze International Management. The seminal study of Geert Hofstede's with IBM employees in many countries has been a classical and later Fons Trompenaars carried out a study of cultural differences which was completed later by Zeynep Aycan's socio-cultural dimensions approach.

Alexander Frass utilises the approach of another known academic, Shalom Schwartz, its dimensional cultural approach to research on the last step of automotive value chain, After-sales services, in China, which is the largest global car market. And he made a wise decision: to study the premium segment of German manufacturers who have a leading role, as dominating this market segment. If it comes to services, one point is remarkably important in China, culture.

Additionally, he addresses a significant gap research since culture has been a neglected issue in this market. The research methodology has been quite ambitious carrying out a survey among 400 Chinese workshop customers of the brands Audi, BMW and Mercedes-Benz. Furthermore his statistical approach, Partial Least Squares structural equation modelling has been critical in order to assess the critical success factors in the models developed.

This thesis provides very useful guidelines of how the complete process value chain of after-sales services develops in an emerging economy such as in China. And proves how cultural values must clearly be taken into account when considering the management of after sales services if we want to achieve brand loyalty leadership.

**Achieving Brand Loyalty in China through After-Sales
Services**

**With a Particular Focus on the Influences of Cultural
Determinants**

Fraß, A.

2016, XXI, 317 p. 35 illus., Softcover

ISBN: 978-3-658-14366-4