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Simon Glen



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Benchmarking in Der Automobilindustrie

Jens Kapmeier,2009-05 Benchmarking Ein strategisches Managementinstrument in der Automobilbranche Obwohl das Benchmarking Verfahren noch sehr jung ist ist es trotzdem bereits in diversen Wirtschaftsbranchen bekannt Von den Anf ngen in den 80er Jahren des 20 Jahrhunderts hat es sich bis heute stetig weiterentwickelt Mittlerweile hat sich das Benchmarking auch in den Managementetagen gro er Unternehmen etabliert Durch die hohe Flexibilit t deckt es ein breites Spektrum von Einsatzm glichkeiten ab In den vergangenen Jahren wurde das Benchmarking auch in der Automobilindustrie in fast allen Unternehmensbereichen eingesetzt und dem Management als strategisches Instrument zur Verf gung gestellt Im Service wurde es bisher eher selten verwendet obwohl es auch hier Anwendungspotenzial gibt Verst rkt wird die Notwendigkeit dadurch dass der Service eine immer gr ere Bedeutung hinsichtlich der Kaufentscheidung beim Kunden einnimmt Dieses Buch betrachtet dieses Gebiet im Detail und verkn pft das Verfahren des Benchmarking mit dem Service in der Automobilindustrie Zun chst wird das Benchmarking Verfahren in seinen einzelnen Komponenten vorgestellt Im weiteren Verlauf wird der Service in der Automobilindustrie analysiert wobei m gliche Anwendungspotenziale f r das Benchmarking hervorgehoben werden Eines dieser Potenziale wird dann in die Praxis umgesetzt Die Kosten die w hrend eines vorgegebenen Zeitraumes eines Nutzfahrzeuges f r Reparatur Wartung und Ersatzteile anfallen werden als sogenannte Benchmarking Objekte bewertet Vom ersten bis zum letzten Teilschritt wird ein Benchmarking mit realen Daten in einer realen Umgebung durchgef hrt und dokumentiert Dabei kommen praktische Erfahrungswerte nicht zu kurz Das Buch zeichnet sich durch seine sehr praxisorientierte Formulierung aus Es verdeutlicht welche M glichkeiten das Benchmarking bietet um die Positionierung eines Nutzfahrzeuges im Markt zu managen

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hohe Kundenzufriedenheit hinsichtlich der Qualität und Zuverlässigkeit von Serviceleistungen eine unverzichtbare Voraussetzung zur Erhaltung und Steigerung der Wettbewerbsfähigkeit des jeweiligen Herstellers. Ein guter Service lohnt sich. Nach Preis und Produkt ist Service der wichtigste Faktor bei der Kaufentscheidung der Kunden. Die Kosten, die während der Lebensdauer eines Nutzfahrzeuges für Reparatur, Wartung und Ersatzteile anfallen, sind in etwa so hoch wie die Kosten für die Anschaffung des Fahrzeuges. Das führt dazu, dass der Service bei der Positionierung eines Fahrzeuges im Markt eine immer größere Bedeutung erlangt. Genau diese Entwicklung konnte ich in den vergangenen Monaten in meiner beruflichen Tätigkeit als Mitglied eines Benchmarking Teams bei der Volkswagen AG feststellen. Aus Herstellersicht sind der Service und der Teilevertrieb neben den Finanzdienstleistungen die wichtigsten Profitquellen. Verschiedene Umstrukturierungen im Service-Bereich, insbesondere bei der Geschäftsmarke Volkswagen Nutzfahrzeuge, zeigen deutlich, wie wichtig es ist, diese Marktentwicklung zu nutzen und vorhandene Potenziale auszuschöpfen. Bevor sich Potenziale ausschöpfen lassen, ist es notwendig, diese besser strukturiert zu ermitteln, denn wer sich auf dem Markt behaupten will, braucht brandaktuelle Informationen über seine Konkurrenten. Die richtigen Informationen zur richtigen Zeit können Konkurrenten beim Kunden aus dem Rennen werfen und die eigene Position stärken. Leider befinden sich bedeutende Wettbewerbsinformationen oftmals verstreut in verschiedenen Abteilungen. Sie müssen in aufbereiteter Form zur Verfügung gestellt werden, damit diese in Geschäftsleitung, Vertrieb, Marketing, Produktmanagement, Entwicklung und Produktion sinnvoll genutzt werden können. Welches Instrument kann dieses Problem lösen und zugleich die vielfältigen Anforderungen erfüllen? Die Antwort lautet: Benchmarking. Benchmarking ist ein Verfahren, welches kontinuierlich durchgeführt werden kann. Darüber hinaus ist es sehr individuell einsetzbar. Diese Eigenschaft gab mir den Anstoß, mich näher mit diesem Thema zu beschäftigen und daraus Handlungsempfehlungen für die Positionierung eines Produktes in diesem Fall eines Nutzfahrzeuges abzuleiten. Die Masterarbeit.

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Table of Contents Vw Lt 35

1. Understanding the eBook Vw Lt 35
 - The Rise of Digital Reading Vw Lt 35
 - Advantages of eBooks Over Traditional Books
2. Identifying Vw Lt 35
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Vw Lt 35
 - User-Friendly Interface
4. Exploring eBook Recommendations from Vw Lt 35
 - Personalized Recommendations
 - Vw Lt 35 User Reviews and Ratings
 - Vw Lt 35 and Bestseller Lists
5. Accessing Vw Lt 35 Free and Paid eBooks
 - Vw Lt 35 Public Domain eBooks
 - Vw Lt 35 eBook Subscription Services
 - Vw Lt 35 Budget-Friendly Options

-
6. Navigating Vw Lt 35 eBook Formats
 - ePub, PDF, MOBI, and More
 - Vw Lt 35 Compatibility with Devices
 - Vw Lt 35 Enhanced eBook Features
 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Vw Lt 35
 - Highlighting and Note-Taking Vw Lt 35
 - Interactive Elements Vw Lt 35
 8. Staying Engaged with Vw Lt 35
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Vw Lt 35
 9. Balancing eBooks and Physical Books Vw Lt 35
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Vw Lt 35
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
 11. Cultivating a Reading Routine Vw Lt 35
 - Setting Reading Goals Vw Lt 35
 - Carving Out Dedicated Reading Time
 12. Sourcing Reliable Information of Vw Lt 35
 - Fact-Checking eBook Content of Vw Lt 35
 - Distinguishing Credible Sources
 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
 14. Embracing eBook Trends
 - Integration of Multimedia Elements

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