



The Job Profiles in Mercedes-Benz After-Sales.

# Service Manager



Mercedes-Benz

# Summary



## Service Manager

As Service Manager, you are fully responsible for planning, controlling and increasing efficiency of Service and Logistics operations. In this function, you ensure that strategic and operational goals are met and that the derived measures are implemented. In addition, you are respon-

sible for designing all processes within the Service and Parts department and ensuring that these are followed in order to maintain a constantly high customer satisfaction level as well as a positive image. In this function, you are part of the General Management.

# Qualifications



## Training

- Completed training in a commercial/technical profession, ideally in the automotive industry (or comparable training)
- Additional training in business management, such as a degree in Business Studies

## Experience

- Several years of professional experience in automotive After-Sales
- Solid professional experience in personnel management and heading teams
- Solid professional experience in dealing with customers and suppliers

# Specific background and skills



## Corporate knowledge

- You understand the products of our brand and the corporate strategies.
- You are familiar with the market for service and parts and the regional competition, as well as their structures, sales channels and market offers.
- You know the company's corporate strategies, goals and guidelines as well as those of the manufacturer/MPC/national company.

## Technical background

- You know Mercedes-Benz products.
- You can apply methods and tools for focusing and managing a company (such as balanced scorecard).
- You understand methods and tools for corporate and market analyses (e.g. SWOT).
- You know the constitution and structure of a Mercedes-Benz dealership.
- You have depth knowledge about the basic key figures and levers in Service and Logistics (marginal costing, sales & inventory trends).
- You have a good background in marketing methods (marketing cycle, marketing mix).
- You have basic legal knowledge (e.g. guarantee, contract, work and tariff rights as well as data protection).
- You know the statutory requirements for occupational health and safety, general safety, fire safety and environmental protection.

## Process and organizational knowledge

- You know the Service and Logistics processes.
- You know the processes and interfaces of associated departments and contact persons (Sales, Finance and Human Resources).
- You know the relationships between structures, processes, quality and customer satisfaction and business success.
- You know relevant recruitment, management and evaluation tools provided by Daimler AG.

## IT background

- You have knowledge about current software applications (e.g. MS Office).
- You know the order system specific to your company and country (e.g. DMS).

# Skills\*



# Tasks

## Skills in customer and supplier contact

You have the ability to create and maintain customer and supplier relationships.

- You are honest and genuine towards customers and suppliers.
- You are polite and treat people and talk to them with respect.
- You can convince customers and suppliers.
- You are reliable, and keep commitments.
- You remain calm even in critical discussions and can de-escalate conflicts and clarify concerns independently.

**Action goals: You contribute considerably to a high customer satisfaction level as well as customer acquisition and loyalty.**

## Organizational competence

You have the ability to put in place structured processes and ensure a high level of quality in the dealership as well as to create a sense of awareness about this.

- You implement decisions effectively and achieve agreed objectives.
- You keep on track, even in hectic situations.
- You set high standards of quality, ensure their sustainability vis-à-vis colleagues and employees, as well as maintaining these standards yourself.
- You use your interfaces and exchange experiences actively and across divisions.
- You communicate processes clearly to others involved.
- You are open to new solutions or process optimizations.

**Action goals: At all times, you guarantee the efficiency of the Service and Logistics department by efficient and quality-effective processes.**

## Leadership skills

You have the ability to manage in a way geared to employees, tasks and goals.

- You act according to ethical standards, accept responsibility and are an example of integrity and company values.
- You promote diversity and create a culture of cooperation and learning.

- You actively assume managerial responsibility, largely stay out of operational processes and promote managerial responsibility of reporting managerial staff.
- You recognize good performance and act justly in this regard.
- You provide criticism in an appropriate manner, explaining your decisions, and you are consistent in your response to inappropriate behaviour or deficient performance.
- You provide information on strategic goals, key figures, current trends and change processes and use this information for managing employees.
- You clearly communicate expectations and set targets based on quantitative and qualitative objectives.
- You expect top performance and support its attainment, you conduct staff development and systematically generate successors or responsible deputies/representatives.

**Action goals: You ensure employee commitment and motivate staff to maximum performance readiness and ability, in order to achieve both customer-related and company-related goals.**

## Business skills

You have the ability to plan and set out future-directed strategic and operational goals for the long run, as well as ensure profitability of Service and Logistics at all times.

- You provide employees direction with vision, strategy and objectives.
- You actively generate ideas for forming strategic and operational goals.
- You are a driver of innovation, change and ongoing improvement.
- You have a distinct long-term vision and a keen sense for market trends.
- You recognize and consider changing demands, you can derive targets from key figures and you can realign the Service and Logistics areas accordingly.
- You pay attention to the operative utilization of capacity in the dealership (such as in the workshop and inventory).
- You initiate and actively manage new customer acquisitions.

**Action goals: You secure sales and earnings as well as increasing the earnings of the dealership – conscious of the company's responsibility towards employees and other stakeholder interests.**

## Technical competence

You have the ability to use your professional knowledge in planning and controlling Service and Logistics and to apply this knowledge actively in practice.

- You employ available tools, systems and instruments in planning, managing and developing Service and Logistics.
- You can analyze and assess the key figures of Service and Logistics, derive targets as well as utilise them actively in planning and controlling.

**Action goals: You ensure an effective and efficient business operation.**

## Interpersonal skills

You have the ability to plan and follow up on your thinking and actions according to corporate values, strategies and guidelines.

- You act in accordance with the needs of the market and customers.
- You are open to change and can accept it and are also yourself an active motor for change when necessary.
- You show self-initiative and adapt your actions to altered general constraints.
- You show flexibility in new or unusual situations and tasks.
- You are inherently active, have the will to persevere and are able to make decisions.
- You demonstrate a convincing desire for performance and success.

**Action goals: You create a customer-oriented and appreciative culture and loyalty among all employees with respect to operational interests and the Mercedes-Benz brand.**

## Business and profit planning as well as representation of Service and Logistics

- Define a vision and derive strategic and operative objectives.
- Develop appropriate performance indicators for Service and Logistics derived from the corporate strategy in coordination with Management as well as neighbouring departments.
- Create binding investment, cost, sales and profit plans based on strategic and operational goals, taking into account the overall value chain (such as market share for Service and Parts, volume planning for Parts and Accessories and vehicle throughput).
- Monitor and manage Service and Logistics by means of consistent observation and analysis of key figures.
- Regularly check goals and measures and derive and ensure the implementation of appropriate corrective measures if necessary.
- Represent the brand and the company vis-à-vis customers, suppliers and in public relations, actively establish targeted contacts with fleet customers, public figures, clubs, associations and the press and media, as well as maintaining such contacts.

## Service & Parts market development\*\*

- Ensure systematic and cross-divisional service and parts market development within Service and Logistics.
- Creation of marketing plans for Service and Logistics.
- Develop marketing measures for customer loyalty and acquisition.
- Implement available marketing measures for sales support.
- Sustain the effectiveness of marketing measures and communicate to the entire executive management team.

\* In the "Competencies" section, you'll find a summary of the minimum requirements for the holder of the position. See "Competence model for Service" for a detailed and complete overview of all management competencies for individual employee assessment. Alternatively, the competence assessment of the employee can be based on the "LEAD criteria".

\*\*If not covered by a specific marketing officer (example: Service/Parts Marketing Specialist)

# Tasks



## Control of Service and Logistics processes and quality assurance

- Develop, communicate and monitor quality targets and process standards given the manufacturer's specifications.
- Ensure consistent quality of work, processes, repairs, and advisory service.
- Plan and optimize work processes as well as their interfaces, with the aim of the best possible customer support.
- Identify and control the relevant drivers as well as develop and consistently implement measures, with the aim of continuous retention and improvement of customer satisfaction (CSI).
- Ensure consistent customer relations management (CRM) across divisions and sales stages.

## Complaint management

- Develop a professional and sustainable complaint process as well as the interfaces, in the interest of the best possible customer support.
- Plan clear guidelines, rules of conduct and performance standards for complaint management.
- Develop employees' awareness of the goals and tasks of professional and sustainable complaint management.
- Conduct customer complaint conversations in special cases.
- Plan and participate in regular communication as well as closely work together with Sales Management to ensure ongoing communication with respect to complaints, with the aim of achieving high customer satisfaction.

## Occupational safety and environmental protection as well as ensuring safety

- Ensure that the overall work environment (work procedures, workplaces) meet the Employer's Liability Insurance Association and legal requirements.
- Ensure compliance with the statutory regulations for environmental protection, occupational safety and health, and fire safety in the Service and Parts/Accessories departments.
- Ensure regular and necessary instruction in safety measures.
- Ensure emergency management (e.g. alarm plans and first aid).
- Ensure the regular implementation of measures on environmental protection, labour protection and work safety, with the aim of creating awareness among staff.

## Staff selection, management and promotion

- Monitor the performance of responsible managerial staff in Service and Logistics given corporate goals (e.g. on the basis of target agreements).
- Planning available personnel for Service and Logistics (if necessary in cooperation with the HR department) as well as conduct application and hiring interviews.
- Ensure ongoing qualification of all supervisory and management personnel as well as employees through need-based basic and advanced training, taking into account corporate objectives as well as statutory requirements and specifications based on the manufacturer's needs (such as job profiles and training standards).
- Manage training and educational plans for all employees in Service and Logistics.
- Ensure regular and efficient communication with and between the employees, as well as conducting prepared, individual and annual employee appraisals.

# Interfaces Relevant to Success

As Service Manager, you demonstrate a maximum of appreciation, professionalism and competence towards your employees, colleagues and customers.



## Management/MPC/National company/Financial accounting

- Compare targets and actual performance for service and parts strategy, including the measures derived from it.
- Compare targets and actual performance for sales, service and inventory developments.



## Human Resources/Employee representative

- Execute coordinated personnel measures.



## Service/Parts Marketing Specialist

- Systematically develop the market for service & parts.
- Conduct segmentation of customers as well as target group specific service and parts offers.



## Car Sales

- Exchange customer and vehicle data to ensure specific customer service and market management.



## Customers/Suppliers/Public

- Acquire new customers, conduct public relations and negotiate prices, conditions and contractual agreements.
- Represent the service outlet.

