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## Development of the service policy of the enterprise as a factor in increasing the efficiency of commercial activities in the field of automotive sales

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### Abstract

The relevance of this research is due to the fact that in modern conditions a widespread type of activity of almost any person is the provision of services. By helping people in everyday life, providing useful information, a person provides a simple service that does not require special knowledge and training. The service sector is part of the economic system. At service enterprises, it is possible to achieve a steady increase in the volume of services for the population, while ensuring that the growing demand for services is met. The activities of the manufacturer of any products, but especially technically complex ones, both for production and marketing purposes, are doomed to failure if high-quality service is not properly organized, this is an indispensable condition for the market success of the product. In the absence of after-sales service, the product loses its consumer value, becomes uncompetitive and is rejected by the buyer. The importance of service for car dealers in the current market conditions is higher than ever, because during a market downturn it allows you to maintain the activity of the dealer as a company as a whole, and also helps to retain loyal customers for the prospect of improvements in the market when sales of new cars start to rise again. The official dealer business requires significant investments, which are often provided by borrowed resources, as well as high maintenance costs.

### For citation

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**Keywords**

Service policy, service, meeting the needs of the population, customer service, enterprise.

**Introduction**

Service is a special kind of human activity, which is aimed at meeting the needs of the client by providing services demanded by individuals, social groups or organizations.

Service activity is a type of activity aimed at meeting the needs of customers by providing them with various services that they demand. Service activities are carried out by both individual entrepreneurs and service organizations, as well as manufacturing and trading enterprises [Veledinskii, 2021].

The purpose of service activities is to meet the needs of the population in services. A service is a purposeful activity of a service provider that ensures the satisfaction of the specific needs of an individual customer [Tret'yakova, 2021].

Service activity involves the implementation of the following standards [Krakovskaya, Karnaukhova, 2020]:

- 1) Service convenience (services must be provided at a time that suits the consumer, in the right place);
- 2) Guaranteeing the conformity of production with the service (i.e., the client should not be placed in the conditions of "serve yourself");
- 3) Information return of the service (service information should be taken into account by the specialists of the enterprise).

Let us formulate the tasks of service activity based on its functional purpose [Romanovich, Kalachev, 2021]:

- a) preparation of the buyer for the most efficient and safe operation of the purchased products;
- b) transfer of the necessary technical documentation that helps the buyer to correctly use the product;
- c) pre-sale preparation of the product in order to avoid failure in its operation during demonstration to a potential buyer;
- d) delivery of the product to the place of its operation without damage in transit;
- e) bringing the product into working condition at the place of operation and demonstrating it in action;
- f) ensuring the readiness of the product for operation during the entire period of its stay with the consumer;
- g) prompt delivery of spare parts, close contact with their manufacturer;
- h) collection and systematization of information about the operation of the product by consumers (comments, suggestions, complaints).

The beneficial effect of a service is a set of useful properties of a service that are directly aimed at satisfying a particular human need [Assel, 2021]. The provision of a service is divided into separate stages: providing the necessary resources, the technological process of execution, control and evaluation, the service process.

The service activities of automobile enterprises include: customer service (acceptance and registration of a vehicle, delivery of a repaired vehicle to a consumer, settlement with consumers); technological process of service execution (performing work on car repair, maintenance or product

manufacturing).

Repair and maintenance services are performed using modern technical means: specialized production and technological equipment and tools; means of diagnosing malfunctions and product defects; technical means of quality control.

The production and technological process is provided [Cockerell, 2022]:

- qualified personnel; raw materials and semi-finished products;
- fuels and lubricants;
- consumables for repairs, spare parts, parts and assemblies of devices and assemblies.

For the convenience of their customers and as additional income, car dealerships can offer a fairly large number of additional services. Most of the actions carried out by the car dealership can be done independently and much cheaper. But if you don't want to spend time registering the car, selecting equipment, searching for its installers, etc., then you can entrust all this to the car dealership employees [ibid.].

Additional car dealer services are as follows [Heiken, 2019]:

- 1) Vehicle registration. A representative of a car dealership can register a car without the participation of its owner by a power of attorney issued by him. This process usually takes very little time. The cost of the service may be different in the salons selling "folk" and premium cars;
- 2) Additional equipment. Alarms, anti-theft equipment, parking sensors, crankcase protection, music system, TVs, heated seats and steering wheel are most often offered for low-cost models that do not have these features in the package. For cars of the middle class and above, exclusive interior trim, installation of luggage systems, a sports body kit for cars and power for SUVs, and anti-theft systems are most often offered. Usually, all equipment offered by a car dealership is approved by the manufacturer, and a guarantee is given for its installation. It must be borne in mind that if the owner decides to install equipment on a new car that involves technical intervention outside the official dealer, then there may be a risk of voiding the factory warranty;
- 3) Trade-in. If there is no desire to sell the old car on your own, then some car dealerships offer to buy it back on account of paying part of the cost of the new car. At the same time, the owner does not need to worry about preparing the car for sale, placing an ad, meeting with buyers and other troubles. The only negative is financial losses, since the car dealership buys a used car at a price below the market price;
- 4) Service. Some car dealerships offer their customers special service conditions in the service, both when undergoing mandatory technical inspections and buying consumables, in the event of warranty cases, and during ordinary repairs or buying spare parts. The advantage of using these services can be the provision of a replacement car during the absence of the main one;
- 5) Extended warranty. For an additional fee, a car dealership or the manufacturer itself gives an additional guarantee for the car sold. It usually overrides the normal obligations of the plant. Works the same as a normal warranty;
- 6) Settlement of insurance losses. If the car is insured in companies with which the car dealership has agreements to represent the interests of its customers, then the manager can communicate with the insurance company;
- 7) Shuttles and taxis to the car dealership. If the car dealership building is far away and it is problematic to get to it, then it is considered good practice to provide regular buses for customers. Some sellers go even further and pay taxis to their customers.

Active demand for services is formed due to the constant increase in the fleet of vehicles. Moreover,

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the expansion of the fleet is based on the acquisition by the population of not only new, but also used cars.

To control the efficiency of a car service, the Western KPI system is very popular. KPI (Key Performance Indicator) – key performance indicators, which are a tool for measuring the effectiveness of achieving goals [Romanovich, Kalachev, 2021].

## Methods

In the study, the authors used some methods such as analysis and synthesis, induction and deduction, historical and logical, abstraction and concretization.

## Results

Head office of Zhejiang Geely Holding Group Co., Ltd. located in Hangzhou, China. The company was founded in 1986 and entered the automotive industry in 1997. It is the first private automobile company in China. The main activity is the production and sale of cars and auto parts. Li Shufu is the chairman of the Geely Group. Since 1997, since entering the automotive sector, has become one of China's independent brands of major manufacturers, 2019, Geely Holding Group has more than 120,000 employees, including more than 20,000 R & D and design personnel. The company's total assets of more than 3.3 billion yuan, have become eight consecutive years , "Fortune" Global 500 companies, Geely Holding Group brand's total sales in global supercars 217.8 million, an increase of 1.23% owned by Geely Automobile, car collars grams , Volvo Cars, Polestar , Proton Motors, Lotus Motors, London Electric Vehicles, Long-Range New Energy Commercial Vehicles, Taili Flying Cars, Cao Cao Special Cars, Homer, Saxo Bank, Mingtai and many other world famous brands, as well as plans for 2020 To achieve an annual production and sales of 3 million vehicles, it is among the top ten automotive companies in the world [History of the Geely Company, www].

In the early days of private label car development in China, the domestic auto market was largely supplanted by joint venture brands. In the case where joint venture brands almost completely monopolize the domestic mid-range and high-end car market, the only way for autonomous car brands to expand the market is to move to budget and low-cost routes. However, after the entry of Chinese own brand cars into the market, there is actually no profit, the situation is very difficult. Whether it is public or private, it has been a very difficult journey along the way. Geely entered the automotive market, the only advantage of which is its low price. At that time, the slogan was "make people can afford a car", later it was changed to "make people can afford a good car". Whether it's a good car or an affordable car, the price is low, low price means low Profits When Geely entered the automotive market, the price was only half that of Charley cars, indicating minimal profit.

The period from 2002 to 2007 was a period of rapid growth for China's auto industry. Production and sales have increased by more than 20% year on year, and the growth rate has far exceeded GDP over the same period. The low-price strategy contributed to Geely's early expansion, however Geely's low price strategy left consumers with an impression of low end Geely products. This directly affected the popularity of the Geely Automobile brand. To reverse this situation, Geely announced in May 2007 that it had begun a strategic transformation and entered the 2.0 era. The bottom line is a gradual shift from making “good cars that ordinary people can buy” to “making the safest, most environmentally friendly and most energy efficient cars.” From being a leader in price and value to being a leader in technology and quality, from a cost reduction strategy to a product differentiation strategy. As part of

the new mission, Geely has been consistently releasing mid-range and high-end 3.0-era models such as Borui, Boyue, Emgrand GS, Emgrand GL, etc. Geely Automobile completed the acquisition of Volvo and related assets in 2010. The M&A strategy in terms of economies of scale of automotive companies, the strategy of vertical integration of the product structure and the strategic alliance play a synergistic role. This is the main driving force of Geely Automobile, which is an important aspect of the success of cross-border mergers and acquisitions, promoting cross-border mergers and acquisitions. Since then, Geely has used the strong Volvo brand and marketing channels to continuously increase its value and realize the transition from low-end low-end to high-end upscale, the most important step in Geely's strategic rollout.

After a successful strategic transformation, Geely also targeted the mid-to-high-end automotive market and set out to create a product that would enter overseas markets. In April 2017, on the eve of the Shanghai Auto Show, Geely Automobile Group launched a new vehicle brand Lynk & Co (Lynk & CO) in China. Lynk & Co is a joint venture between Geely and Volvo, and the brand is positioned between them. At present, Lynk & Co 01, 02, 03 and 05 series models have been sold. Among them, the team built by Lynk & Co has participated in 03 series models and won the 2019 WTCR Touring Cup Autoworld Annual Team Championship. It is a Chinese car brand certified by the FIA. The first world-class competition champion Geely, built the car sports culture for Geely, built the car sports ecology and Lynk & Co brand to enter the European market in 2020 as a good pavement. The Lynk & Co brand compares luxury brands in terms of technology and quality, and compares top-notch foreign brands in market positioning and consumer groups. The advent of Lynk & Co was a good bridge between the Geely brand and the Volvo brand, forming a market strategy with a more obvious differentiation between high, medium and low prices, which will ensure greater sales growth for the Geely Group.

Geely analyzes its future in Russia and believes that Chinese automakers will actively move into this market, taking advantage of the departure of international groups after the start of a special military operation in Ukraine).

Chinese auto companies are well aware that they can use the crisis in the Russian automotive market to increase their share in connection with the announced sanctions of the whole world against Russia.

The main problem that may interfere with companies from China will be the complete or partial disconnection of the Russian Federation from the SWIFT interbank system. Although a similar situation has already been in China with Iran. After disconnecting from SWIFT in 2018, the country's car market sank quite strongly. The export of Chinese cars to Iran first fell by half – from 360,000 cars in 2017 to 190,000 in 2018, and then to a minimum. In 2019, only 1,524 cars were imported from China, and in 2021 – 2,157.

However, now not everything will be so simple in Russia when selling cars. Brands from China use microchips, developed mainly in America, in their cars. This means that they risk falling under Washington's sanctions. Here, no one can clearly say how the situation will develop. The situation could pose a huge risk to the Chinese auto industry. In his opinion, due to the sanctions that Russia faced, the export of the Chinese company was in conditions of great uncertainty. It is worth noting that the investments of the Chinese auto industry Geely in Russia at the initial stage were extremely large, so the company is ready to prevent risks.

For April 2022, the company is shipping new cars to Russian dealers from the central warehouse of the Republic of Belarus in accordance with previously planned plans. The timing of the appearance of new Chinese Geely cars may be adjusted depending on the logistics situation.

Geely Automobile's various brands have basically achieved all-round coverage of various price categories in the automotive market, covering all-round economic, mid-range and luxury brands, meeting the needs of various levels of domestic and foreign markets. After Proton was acquired by Geely, its recognition and appeal was not as limited as domestic cars, so it targeted the low-cost car market under RMB 100,000; Geely has targeted its own brands, focusing on 5 to 200,000 yuan in the low-end market; brand Lynk & Co, a joint venture between Geely Holding and Volvo, mainly links the mid-range market with a price of 150,000 to 250,000 yuan; Volvo, which enjoys a high reputation for quality and performance, is mainly targeting the mid-to-high price range above 220,000 yuan, while Lotus is mainly targeting the high-end supercar market.

Geely's low cost advantage is mainly reflected in its low-cost independent innovations. Entering the automotive industry due to the lack of competitive advantages in technology, information and experience, Geely realized that only by relying on low-cost innovation, it could expand its space in the automotive industry, so Geely used its advantages without requiring large labor costs for auto parts and equipment for independent research and development. Low-cost independent innovations have boosted Geely's operating margins and ensured profitability.

Geely has accumulated technology and product development experience in cooperation with foreign automobile companies, domestic universities and research institutes, and embarked on a technological path of independence, integration, breakthrough and innovation. As newcomers to the global automotive industry, independent Chinese auto brand manufacturers have made technological breakthroughs in environmental protection and internal combustion engines, and have surpassed some automakers in Japan, Europe and North America.

Geely Holding Group's sales are still growing, but the pace of product revenue growth has begun to slow down. Therefore, in order for the company not to have a recession, it is necessary to apply marketing strategies. The main goal of the maturity stage is to extend this stage as long as possible. The owner of the Geely Holding Group does not want sales of the product to fall from one period to the next - this is a sign that the product is entering a recession stage.

Consider the strategies for Geely Holding Group at the stage of stability:

i. Customer service. During the maturity stage, it is often more difficult to attract new customers. In order for sales not to fall, it is extremely important to keep regular customers by satisfying them. There should be an ongoing campaign to obtain customer feedback on the level of customer satisfaction that the company provides. Improve customer engagement through tools such as brand awareness to increase loyalty to the company and its product. Encourage customers to be members of the marketing team and recommend the product by advertising.

ii. Changing marketing messages. Adding fresh topics to the marketing message will help customers see Geely Holding Group's product in a new way. Emphasize other benefits of the product or ways to use it. Increase your social media presence so that Geely Holding Group has more opportunities to reach out to customers.

iii. Change business concept. Customers will treat the new business concept and product offering as brand new and can do business with Geely Holding Group again. Some companies have managed to bring their product or service out of the maturity stage and back into the rapid growth phase.

iv. Improving operational efficiency. The maturity phase in a product's life does not mean that it is no longer profitable. Its stable sales rate makes it a valuable cash cow, especially if operating efficiency is aimed at lowering unit production costs and increasing gross margins.

v. Harvest strategy. If, however, Geely Holding Group determines for itself that the product is approaching the point where it will enter the decline phase, it can "collect" as much cash as possible

from the product before discontinuing it. The company does this by cutting back on discretionary spending, such as advertising, and not investing more in the product. Geely Holding Group can do this when it sees new technologies appear on the market that make the product obsolete. Then the company can use the money received from the sale of the old product during the harvesting process to develop and introduce new products [ibid.].

Therefore, the Geely Group must implement the brand strategy, improve product quality and performance through continuous improvement of R&D and production technology, lay a solid foundation for product brand building, win the majority of customers, and build a good brand image and corporate image. Geely Automobile's acquisition of Volvo, a world-famous automotive brand, is one of the most important and successful steps taken to implement the brand's strategy.

Once Geely acquires Volvo, it must take full advantage of Volvo's technical and brand strengths and leverage Volvo's market appeal to successfully enter the mid- to high-end market.

Zhejiang Geely Holding Group Co., Ltd. Income Statement shown in table 1 and figure 2.

**Table 1 - Statement of income, in million CNY [ibid.]**

<b>Period until:</b>	<b>31.12.2021</b>	<b>30.06.2021</b>	<b>31.12.2020</b>	<b>30.06.2020</b>
Total income	56578,96	45032,09	55294,1	36819,78
Gross profit	9653,19	7759,05	8435,42	6301,6
Operating income	1066,22	2113,81	3251,32	2105,92
Net profit	2466,31	2381,14	3237,04	2296,75

The company's performance increased at the end of 2021. Gross profit growth for the year increased by 17.14% compared to mid-2020, operating margin increased by 3.13% over the year and a half. Profit ratio was 4.28% and return on investment TTM 6.19%.

The company's total income is growing, the company's net profit is also growing. All this speaks of the company's good performance in the context of the global economic crisis caused by the pandemic.

The main goal set by the Geely Holding Group in Russia is to ensure the fullest possible compliance of the proposed service with the buyer's expectations. To achieve this goal, all the efforts of the working employees, professionals of the highest level are directed.

In accordance with the concept of Geely, the auto center presents a full range of models manufactured by Geely recommended for sales in Russia, including the latest models of the last year of production. In each of the model ranges there are numerous configuration options, giving scope for creating various versions of the car.

Official dealership allows the auto center to consistently keep the price bar at the level set by the automaker.

You can buy a new Geely at a car dealership for cash and on credit. For the convenience of the buyer, the car dealership offers options for purchasing equipment using convenient credit schemes with zero financial risks. For owners of Geely cars, the widest selection of original spare parts, the latest additional options, accessories and everything that may be required for the comfort and safety of travel is presented.

The test drive procedure, included in the service program of the auto center, makes it possible to experience all the characteristics of Geely, evaluate the quality and unique competitive advantages of a particular model immediately before making a purchase.

In the salons you can get a full range of services for the repair and maintenance of Geely cars, as well as high-quality warranty and post-warranty service. Qualified engineers and specialists will

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conduct prompt diagnostics and troubleshoot using unique equipment. According to the current design concept, uniform symbols and navigational structures have been introduced in all Geely dealerships.

The main task of official Geely dealers in Russia is not only to demonstrate the entire model range, but also to provide each guest with maximum convenience in the process of purchasing and owning a Geely car.

The sale of Geely cars is the main activity of Geely, but the company also offers additional services:

- car maintenance;
- car insurance;
- sale of cars on credit;
- Test Drive;
- opportunity to buy Geely, with mileage.

Employees of Geely dealerships always put the interests of the customer first.

The task of the staff does not end with the sale of equipment, the main emphasis of manufacturers is on service after the acquisition of the vehicle.

The company constantly conducts research and improvements, considers the statistics of complaints, breakdowns. There is a program to extend the warranty period (post-warranty contract). When recurring faults are identified for a particular model (batch), Geely launches free service campaigns with the replacement, repair or adjustment of the corresponding unit.

On the Geely website, modern online services are available to customers, thanks to which customers can independently sign up for a test drive and a service, calculate the amount of a loan payment and the cost of insurance services, submit an online loan application, use an online configurator and other convenient applications that save time on a visit to the dealership. Geely also offers a convenient process of exchanging used cars for new ones under the Geely Trade-in program.

In addition, a tire hotel and a summer service are organized for customers at dealerships, there are discounts for post-warranty service, a bonus program for regular customers, and a personal account for convenient and prompt receipt of information online. In the event of an insured event, customers have the opportunity to contact an independent expert at the dealer.

In Geely centers, related services are also available to customers, such as profitable lending programs, leasing, insurance, remote loss settlement, installation of additional equipment and security systems, test drive, registration, warranty and post-warranty service.

The opening of Geely car dealerships is very important for the development of the brand of Geely dealers in Russia. The trust and loyalty of customers will be able to guarantee large sales volumes and business profitability for Geely Automobile Group.

### **Recommendations and conclusions**

In general, the level of services provided by car dealers practically does not differ from each other, since the activities of any car dealer are carried out according to the standards of the manufacturer, and these standards have become identical for foreign automobile concerns over decades of fierce competition.

As recommendations for making a service policy for the Geely Automobile Group, we can offer the development of our own approach for each target audience of customers: Internet marketing by type of work and sale of spare parts, offers for existing customers (SMS, e-mail, printed materials) and work with a dealership site. Since the main indicators for service managers are net profit and service capacity utilization, the goal of the service policy will be to ensure an uninterrupted flow of calls for

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increasing the efficiency of commercial activities in the field of automotive sales



various types of services, as well as an increase in the average bill and the sale of additional services and spare parts.

To solve such important tasks as increasing the average bill and the number of standard hours for each car due to “package offers” or a successful promotion, marketing managers are also needed in the staff of a car dealer. According to experts, approximately 20-40% (depending on the brand) of the main responsibilities of a marketer is occupied by issues related to the work on the service. There is a record conversion to the service from incoming traffic. You should consider this conversion as “calls for recording – signed up”, and more broadly, adding calls to traffic for the purpose of technical consultation. By observing how the conversion changes from month to month, you can evaluate the effectiveness of the work of consultants with incoming traffic.

The marketer must actively help with the first stage of the funnel and generate incoming traffic. But his presence will be mandatory when evaluating the entire funnel. So, if a service has a high percentage of visit abandonment (i.e., customers sign up but do not come), a marketer can organize a study, find the causes of this problem (prices are uncompetitive, reviews are negative, there is no navigation, etc.) and offer your decision. In order for the service to work out all the traffic that the marketer has attracted, the company's specialists should prepare daily reports that will evaluate the percentage of plan completion according to criteria such as traffic volume, number of visits and standard hours; they have to analyze the number of missed calls, recording times, etc. Thus, it will be possible to adjust your marketing activity every day.

Also, a good advertising move would be to provide customers with the opportunity to observe the repair (maintenance) of their car. The company can install several video cameras in the repair shop, and monitors in the client area, so that each client can watch the repair of his car on the monitor. The implementation of this proposal will increase the confidence in the car dealer, form a positive image of the company, which, in turn, will ensure repeat sales (in this case, repeated visits to the car service).

Thus, in a crisis, segmentation of service customers becomes especially important when it is necessary to offer each client exactly what is effective in solving the problem of attracting or retaining a specific car owner.

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## **Разработка сервисной политики предприятия как фактор повышения эффективности коммерческой деятельности в сфере продаж автомобилей**

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### **Аннотация**

Актуальность данного исследования обусловлена тем, что в современных условиях распространенным видом деятельности практически любого человека является оказание услуг. Помогая людям в быту, предоставляя полезную информацию, человек оказывает простую услугу, не требующую специальных знаний и подготовки. Сфера услуг является частью экономической системы. На предприятиях сферы услуг удается добиться неуклонного увеличения объема услуг для населения, обеспечивая при этом удовлетворение растущего спроса на услуги. Деятельность производителя любой продукции, но особенно технически сложной, как в производственных, так и в маркетинговых целях, обречена на провал, если должным образом не организован качественный сервис, это обязательное условие рыночного успеха продукта. При отсутствии послепродажного обслуживания товар теряет свою потребительскую ценность, становится неконкурентоспособным и отвергается покупателем. Важность сервиса для автодилеров в текущих рыночных условиях как никогда высока, ведь в период спада рынка он позволяет сохранить деятельность дилера как компании в целом, а также помогает сохранить лояльных клиентов на перспективу улучшения на рынке, когда продажи новых автомобилей снова начнут расти. Официальный дилерский бизнес требует значительных вложений, которые зачастую обеспечиваются заемными средствами, а также высоких затрат на содержание.

### **Для цитирования в научных исследованиях**

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### **Ключевые слова**

Сервисная политика, сервис, удовлетворение потребностей населения, обслуживание клиентов, предприятие.

**Библиография**

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