

CHAPTER III

OVERVIEW OF ABC

3.1 General

In this chapter, researcher intends to give the readers a general overview of the company as an introduction to the chapter prior easing to a more complicating finding in the later chapter. Researcher believes that by walking the reader through relevant information/details/analysis, within this chapter, about the company would help the reader gain an insight into the culture of ABC, which would helped he reader to understand the overall situation of the company more clearly.

3.2 Company Background

ABC was established for more than 20 years. The company was authorized by Daimler Chrysler Thailand as a dealer and service center. The company had currently invested of 380 million baht. It had a number of strength, which capitalizes on and leverage to aid its growth, including brand strength, product strength and vehicle quality, market strength, and trend-setting power.

The construction of a Mercedes- Benz involves man and machine working as a team to ensure the highest quality in the vehicle. Customer will find that despite over 100 years of innovation, one thing has stayed the same. That is the dedication to giving customer one of the most exciting and exhilarating driving experiences there is.

3.3 Company Profile

Company Name:	<u>ABC Co, Ltd..</u>
Slogan:	<u>Engineered for the real world!</u>
Organization:	<u>Family business; Vertical structure;</u>
Established:	<u>April 28, 1979</u>
Location:	<u>Bangkok</u>

Investment:	<u>380 million baht</u>
Employees:	<u>80 employees</u>
Nature of business:	<u>Service provider; Maintenance; and authorized of auto and accessory</u>
Product type:	<u>Saloon (S-class, E-class, and C-class), and Roaster (SL and SLk)</u>

3.4 Organization Structure

ABC is combined with four business units. These are sale unit; service center unit, financial unit, and warehouse unite. The Service center can be divided further as paint unit, engine unit, and maintenance unit. The description of each group is as follows (see Figure 3-1).

The board of director consists of two management persons, where each director held responsible for two functions. The first director is responsible for sale unit and financial unit. The second director controls Service center unit and warehouse units.

The vertical structure of company remains unchanged since the first day of established. The fact that ABC is a vertical structure made it a highly centralized organization that has top management making decisions and issuing directions to the lower levels. The line of authority between the director and the member of staffs is strong, and on the other hand the staff authority, which is the power to support, assist, advice or even express feeling to the director, is low, in other word staffs are not encouraged to empower.

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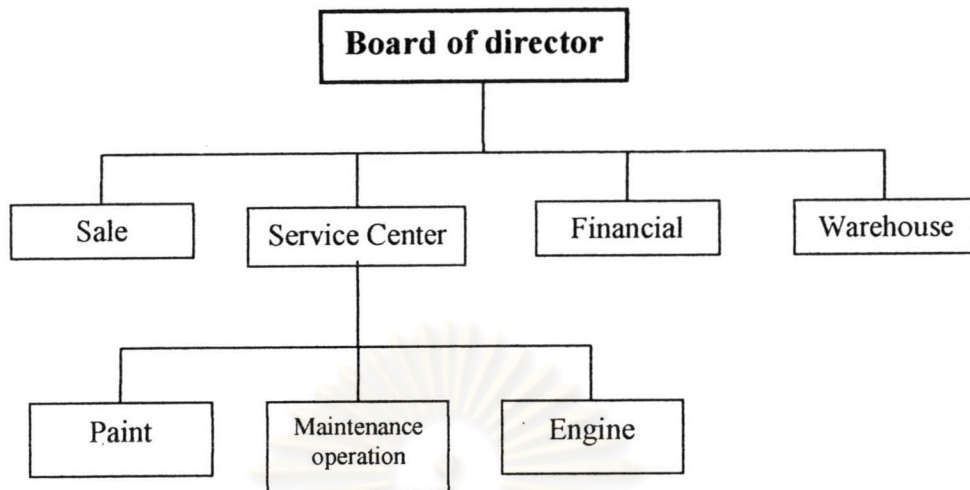


Figure 3-1: Organization Structure of ABC

ABC structure and the way it manage are continued to run for two decades without changing are also influenced by the working habit and characteristic of the company and its employees. Here are the lists of good and bad characteristic in operational work of the employees.

1. ***The mixing between personal and working activities*** – The employees’ private life and professional life often meld together. They do not attempt to make any distinction between social relationships and work relationships, and friendships easily cross the line between work and play. For the employees, an ideal work environment is one where everyone works in one big group, each with a specified task with plenty of opportunities for chitchat. They see more of their co-workers than their own family and friends in a given week, having a happy work group make perfect sense.
2. ***Confrontation versus conflict avoidance*** – Constructive criticism is not a concept, few employees can tolerate raised voices and expressions of frustration or anger. The company expects its employees to try to do everything, even when infuriated, without shouting. It also tries to find a way of reaching goals that keeps relationships intact and this can be overly

compromising. Though everyone may be happy, no work may be accomplished because the plan is often too vague.

3. ***Quiet attitude*** – Employees often stay quiet and do not like to represent their ideas, suggestion especially when oppose with their boss. This lead to the next issue, a non-self confidence problem, many are lack of confidence. The people hate debate and discussion. They rather put things settle right away, pretend to be quiet and forget about it instead of making a vast argument centered on them. For example, when the company wants some opinions from the staffs but they do not display their ideas, this makes an organization lost good ideas from several staffs so only few ideas come from former staffs.
4. ***Afraid of mistake*** – Employees often afraid when they make a mistake on their responsive work, they choose not to talk with the boss or sometimes try to cover up the problem or throw responsible to other department. They fear the boss will shout or scold them. So manager should try to understand this culture and encourage his staffs like his families, his friends that will make the staffs stop fearing him and feel good to talk more further and admit what they are doing.
5. ***Delay problem*** – According to the peaceful culture, there is almost no rush in mind of every one in the company. Being late on work or an appointment is not a serious guilt, except for a deadly situation. Even the bosses are late. People think that if they come early they still have to wait for the ones, which are late, so they decide to come late as well. However, this problem causes intangible loss to the company. The same thing happens when some staffs are assigned to work. They will not get it start until it is close to dead line.

3.5 Nature of Company

The nature business of ABC can be summarized by these three major activities:

1. First, is the **SALE** function – this activity involves in dept understanding of the product detail and great negotiation skill of sales representative to initiate the sale through customers in order to be able to sell the products
2. Second, is the **SUPPORT** function – other words this is after sale service function that involves the support from engineer and technician to maintain. Since this function is the scope of this thesis, the detail of maintenance unit is discussed in the later chapter.

3.6 Product

Mercedes-Benz commercial vehicles are well known in the light commercial vehicle. Our vehicles are the product of progressive yet practical technology with advanced yet user friendly features. They are well designed with emphasis on safety. Longevity and reliability of vehicle and engine, study design, practical and economical operation and the best after sales service have contributed to our success. There are two types vehicle:

1. *Saloon*

- a) **S-class Family** (first-class Driving Experience) – The new S-class characterized by two main qualities: it is both a new representative of the art of German automotive engineering and also a trendsetter for the future of automotive technology in general. To meet both aims at the same time was a challenge for the engineers in Stuttgart and Sindelfingen, because the standard had already been set by the outgoing S-class which enjoyed a production run of more than 407,000 units (more than 5,500 units sold in Thailand).



Figure 3-2: S-class Family

- b) **E-Class family** – The new model is a car from the same mould, a car to fall in love with at first sight. The design of the new E-Class continues the elegant lines of the preceding series and emphasizes the dynamic characteristic of the saloon more than ever. The reinterpretation of the twin headlamp (four-eyes) in 1995 to initiate a design trend in the new E-Class today. The new E-Class offered the new technology that offered by no one in the automotive brand. The electro hydraulic braking system Sensotronic Brake Control (SBCTM) developed by Mercedes-Benz, which is standard equipment in the new E-Class.

Figure 3-3: E-class Family

- c) **C-Class family** – Its hall-marks: the twin headlights, now merged into one another with a gentle backward sweep; an elongated bonnet graced with a new interpretation of the classical Mercedes radiator grille; a wedge-shaped side profile presenting a coupe'-like silhouette; a dynamic "shoulder line" and striking rear lights. The new C-class thus blends the

traditional stylistic elements so typical of Mercedes with highly innovative design features to create something entirely new. And the interior is every bit a match for the enticing exterior.

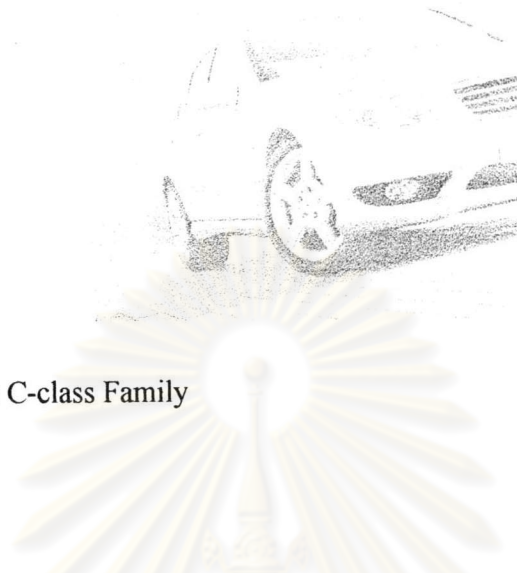


Figure 3-4: C-class Family

2. *Roadster*

- (a) **SL-Class** – With an output of 225 kW (306 hp) from its V8 engine, the Roadster develops 460 Nm of torque. Yet handling all this power is made easy by the 5-speed automatic transmission with touch shift; weather the car is cornering, climbing, descending and optimizes the shift point in line with your driving style. If you prefer manual gear selection, a High sideways push on the selector lever is all that is required. And all the time, the adaptive accelerator pedal analyses you're driving safe and makes the accelerator pedal easier to modulate, As a result, the SL reacts more sensitively to a relaxed driving style and more dynamically to a sporty one.



Figure 3-5: SL-class Family

(b) **SLK-Class** – A long bonnet, a long wheelbase and a compact tail are what make a roadster. But the SLK gives you more: at the touch of a button, it changes from a roadster to all-weather coupes. On 365 days a year. It also has an above-average IQ, as evidenced by the Electronic stability Program (ESP, fitted as standard), side airbags for the driver and passenger, materials such as magnesium and aluminum, the new 4-cylinder compressor engines and the new 6-cylinder engine. It is rare to find common sense and pleasure so closely combined.



Figure 3-6: Slk-class Family

MODEL	C.C.	HP			Price
C-Class					
C 180 Kom.Classis	1,796	143	RWD	5AT	2,450,000
C 180 Kom.Elegance	1,796	143	RWD	5AT	2,650,000
C 230 Kom.Elegance	1,796	192	RWD	5AT	3,090,000
C 230 Kom.Avantgrade	1,796	192	RWD	5AT	3,190,000
C 180 Kom.Estate	1,796	143	RWD	5AT	3,200,000
C 200 Kom.Coupe	1,796	163	RWD	5AT	3,250,000
E-Class					
E 200 Kom. Elegance	1,796	163	RWD	5AT	3,750,000
E 200 Kom. Elegance (CBU)	1,796	163	RWD	5AT	4,250,000
E 220 CDI Elegance	2,148	150	RWD	5AT	3,800,000
E 220 CDI Elegance (CBU)	2,148	150	RWD	5AT	4,300,000
E 220 CDI Classic (leather)	2,148	150	RWD	5AT	3,600,000
E 220 CDI. Classic (CBU)	2,148	150	RWD	5AT	4,050,000

E 240 2.6	2,597	177	RWD	5AT	4,500,000
E 240 2.6 Avantgarde	2,597	177	RWD	5AT	5,500,000
E 270 CDI. Avantgarde	2,685	177	RWD	5AT	5,560,000
E 55 AMG	5,439	476	RWD	5AT	12,450,000
E 220 CDI. Classic Estate	2,148	150	RWD	5AT	4,300,000
E 200 Kom. Elegance Estate	1,796	163	RWD	5AT	4,400,000
S-Class					
S 280L	2,799	201	RWD	5AT	6,390,000
S350L	3,724	245	RWD	5AT	10,500,000
S500L	4,966	306	RWD	5AT	14,500,000
SLK-Class					
SLK Kom.Roadster	1,795	163	RWD	5AT	4,150,000
SL-Class			RWD	5AT	
SL 350 Roadster	3,724	245	RWD	5AT	10,990,000
SL500 Roadster	4,966	306	RWD	5AT	13,990,000
SL55 AMG Roadster	5,439	500	RWD	5AT	17,500,000

Table 3-1: Price list

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