

Quality Management System in Service Activities of the Automotive Industry

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Abstract: The author deals with analysis of providing services by means of service points for various car makes. The service points for various car makes have to comply with the criteria of the ISO 9001:2008 standard and with special requests of producers of each car make. This should lead to higher competitiveness among different service points of different car makes. As a result, the customer should be satisfied with the provided services. The Quality Management System has been implemented in dealers of SEAT cars since 2004.

All SEAT Contract Partners – that is SEAT Service Outlets with a Service Partner contract or with a Service Center contract – are obliged to introduce and maintain the SEAT Service Quality Management System (SSQMS) [2]. SSQMS focuses on achieving the pre-eminent Service objectives: *“More customer satisfaction - Greater market share - Better business results”!*

Keywords: Quality Management System, automotive, service, SEAT.

1 Introduction

All SEAT Contracts Partners have to use the International SSQMS Evaluation Guide. The checklist is the main element of the SSQMS:

1) SEAT requirements (Contract and Standards). In this group there are:

- i. Mandatory criteria for Service Center and Service Partner.
- ii. Mandatory criteria for Service Center but complementary criteria for Service Partner.
- iii. Complementary criteria for Service Center and Service Partner.
- iv. Mandatory criteria for dealers (in a separate file).

2) ISO 9001:2008 requirements.

Defining actions for not completely fulfilled criteria

Non-conformities:

For criteria written in the bold font with 0 points.

Recommendations:

For criteria written in the bold font with half points, non-bold criteria either with half or with 0 points, and any other improvement/recommendation the auditor considers.

Requirements for SEAT Service Contracts

SEAT Service Center:

The Service Center has to reach more than 0 points of Service Center standards (i, ii). Additionally, the sum of all points has to reach a minimum of 1200 points (sum of criteria i, ii, iii).

SEAT Service Partner:

Service Partners have to reach more than 0 points of the Service Partner standards (i). Additionally, the sum of all points has to reach a minimum of 1100 points (sum of the criteria i, ii, iii).

All current SEAT Service Center / Partners or future applicants for a SEAT Service contract must approve the first and following yearly audits of the SSQMS [3].

2 International SSQMS Evaluation Guide

The SSQMS Evaluation Guide details the SSQMS Standards by

- Explaining each standard (*Evaluation*)
- Giving further explanation for each standard (*Description*)
- Referring to specific master sheets in the Guide and other data sources (Besides the requirements defined by SEAT S.A., the country's specific requirements need to be taken in consideration).

The following overview explains how to understand the SSQMS Evaluation Guide:

• **Tab.1 Table of SSQMS Evaluation [3]**

| i | Criteria | Notes on the criteria | Not fulfilled | Min. fulfilled | Max. fulfilled |
|-------------------------------------------------------------------------------------------------|----------|-----------------------|---------------|----------------|----------------|
| X. | | | | | |
| X. | | | 0 | 5 | 10 |
| X | | | | | |
| Evaluation | | | | | |
| <ul style="list-style-type: none"> • 10 points: • 5 points: | | | | | |
| Description | | | | | |
| | | | | | |
| Necessary documents | | | | | |
| -..... | | | | | Page XX |
| -..... | | | | | On CD |
| - | | | | | |

i: Mandatory for Service Center/Partner
 ii: Mandatory for SC, complementary for SP

Green color: Mandatory only for Service

How to award

Explanation and further description of the criterion

Documents referring to specific criterion

Page XX: Document in SSQMS Evaluation Guide on specific page
 On CD: Documents included in CD

Content of SSQMS Evaluation Guide SSQMS:

0. Introduction
1. Facilities
2. Management, Organization, Processes and Personnel
3. Customer Contact Area
4. Spare Parts
5. Workshop [3]

3 Quality Management System in service of SEAT partners

Activities to improve the quality have to be visible. The management are responsible for quality, e.g. measures to improve service quality, informing employees about quality, informing

about the importance of fulfilling legal requirements, frequent talks with service and parts departments.

General requirements

The organization shall establish, document, implement and maintain a quality management system and continually improve its effectiveness in accordance with the requirements of this International Standard.

The organization shall

- a) identify the processes needed for the quality management system and their application throughout the organization,
- b) determine the sequence and interaction of these processes,
- c) determine criteria and methods needed to ensure that both the operation and control of these processes are effective,
- d) ensure the availability of resources and information necessary to support the operation and monitoring of these processes,
- e) monitor, measure and analyze these processes, and
- f) implement actions necessary to achieve the planned results and continual improvement of these processes.

These processes shall be managed by the organization in accordance with the requirements of this International Standard. Where an organization chooses to outsource any process that affects product conformity with requirements, the organization shall ensure control over such processes. Control of such outsourced processes shall be identified within the quality management system.

Processes needed for the quality management system referred to above should include processes for management activities, provision of resources, product realization and measurement [1].

Management review

The top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives. Records from management reviews shall be maintained.

Review input and review output

The input into the management review shall include information on

- a) results of audits,
- b) customer feedback,
- c) process performance and product conformity,
- d) status of preventive and corrective actions,
- e) follow-up actions from previous management reviews,

- f) changes that could affect the quality management system, and
- g) recommendations for improvement.

The output from the management review shall include any decisions and actions related to

- a) improvement of the effectiveness of the quality management system and its processes,
- b) improvement of products related to customer requirements, and
- c) resource needs.

The Self Assessment Audits will produce an action plan, which should be reviewed and implemented by the Dealership.

Internal audit

The organization shall conduct internal audits at planned intervals to determine whether the quality management system

- a) conforms to the planned arrangements, to the requirements of this International Standard and to the quality management system requirements established by the organization, and
- b) is effectively implemented and maintained.

An audit program shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods shall be defined. Selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

The responsibilities and requirements for planning and conducting audits and for reporting results and maintaining records shall be defined in a documented procedure.

The management responsible for the area being audited shall ensure that actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities shall include verification of the actions taken and reporting of verification results [3].

Continual improvement

The organization shall continually improve the effectiveness of the quality management system through the use of quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review [1].

4 Conclusions

The experience of audit indicates that the Seat Service Quality Management System is beneficial only if:

- a) practical – tailor-made and suitable for business managers to achieve the intended results - all activities are facilitated; all materials and information can be found immediately; each employee knows what to do and how to do it; substitution and competencies are set up clearly;
- b) economic – the ultimate aim of introducing a system of quality management in a business is to achieve a positive profit – to reduce costs, increase sales, and increase profitability;
- c) documented – processed quality policy, quality objectives, quality manual, card processes, documented procedures, records - each action is recorded and described, signed by the responsible person doing the actual performance;

d) continuous improvement – improvement of all activities in the company can respond to the ever-changing needs and customer requirements - continuous collection of views of customers regarding their satisfaction and ideas for process improvement [4].

The Quality Management System by SSQMS was instituted in the Slovak Republic in 2004 in all SEAT service partners. The results came at the end of 2006, when SEAT Slovak services received the BEST IACS – the prize of the world customers' satisfaction. This prize is awarded every year. At the same time, SEAT grew by more than 20% according to the official registration of SEAT cars in the Slovak Republic [2].

Literature

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