



INCREASING QUALITY OF SERVICES BY IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEM IN CAR MARKET DEALERS

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Abstract: Authors analyze in their article *Quality management system implemented to auto sales and services of SEAT automobiles. Authors describe procedure of planning and execution of internal and external quality management system audits, too. At the end authors argue beneficial to auto sales and services ensuing from implementation Quality management system ISO 9001 and car company requirements.*

Key words: *quality, management, service, customer, audit*

1. INTRODUCTION

The main hypothesis of this paper is continuous improvement of production quality through the implementation of quality management system. The research target of this paper is increasing satisfaction of customer realized by the CSS and DSS methods.

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

The organization shall:

- a) identification of the processes and 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 availability of the resources and information to support the operation and monitoring of these processes,
- e) monitor, measure and analyze these processes,
- f) implement actions necessary to achieve 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, Ensure the organization shall control over such processes.

Control of Outsourced such processes shall be identified within the quality management system (ISO Quality management systems Requirements, 2008).

Improving product quality then affects not only the production processes, but also post-production activities such as selling and servicing vehicles. The new EU regulation on the common exemptions (BER, Block Exemption Regulation) and strategic considerations developed in the company SEAT has resulted in the implementation of new quality management system on the market service (after sales) services (Seat Service Quality Management System, SSQMS). In this system, they also include qualitative criteria for partners in SEAT-sales business. In practice this means that these quality criteria are required to comply with all authorized service providers SEAT.

The quality criteria defined in the SSQMS include requirements for two areas:

- a) SEAT Service Standards and Norms for Genuine Parts SEAT,
- b) Criteria for ISO 9001.

To measure the efficiency and effectiveness of the implemented quality management system called SSQMS were between 2004 and 2008 successfully used for audits by third parties (external audits SSQMS) through certification company TÜV SÜD Automotive GmbH, Munich (Jambor, 2008).

This paper is the desirability of introducing a system of quality management.

This is documented in the analysis and results for a particular sample car dealer network SEAT brand for five years of the existence of the system (TÜV SÜD Automotive GmbH Munich, 2007).

2. CONDUCTS AUDITS SSQMS

Implementation of the standards shall be verified annually SSQMS audit. To standardize SSQMS audits and to ensure objectivity and unlimited non-discriminatory treatment to all partners SEAT (and all applicants for the contract service partner SEAT), the manufacturer decided to leave the implementation of audit procedures independent service provider. Selected company is the TÜV SÜD Automotive GmbH Munich. Audit activities and the sequence of steps were carried out in accordance with ISO 19011. After a successful audit service partner obtained the certificate of QMS (Quality Management System) according to ISO 9001 and certified as required by the manufacturer, so SSQMS certificate. SSQMS main tool was a checklist of questions. This list contained all the standards for service partner SEAT and work to simplify these standards as defined by issues.

The checklist is divided into individual processes that are defined by an authorized service center for SEAT and is divided into the following five areas:

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

3. CHECKLIST OF AUDIT

A checklist of questions is also a self-assessment tool for our service partners, as it will allow any time to check compliance with the requirements of quality management system. SSQMS system, but serves only to check compliance with prescribed standards, which are given by the manufacturer. It is intended to improve the quality of service provision and therefore are also part SSQMS Phantom tests (tests of quality), which are carried out in individual service partners. As mentioned above from the view of these tests are performed by an independent service provider - TÜV SÜD Automotive GmbH.

It also contains a checklist of criteria (questions) are not defined as a manufacturer of quality (standards), ie. that service

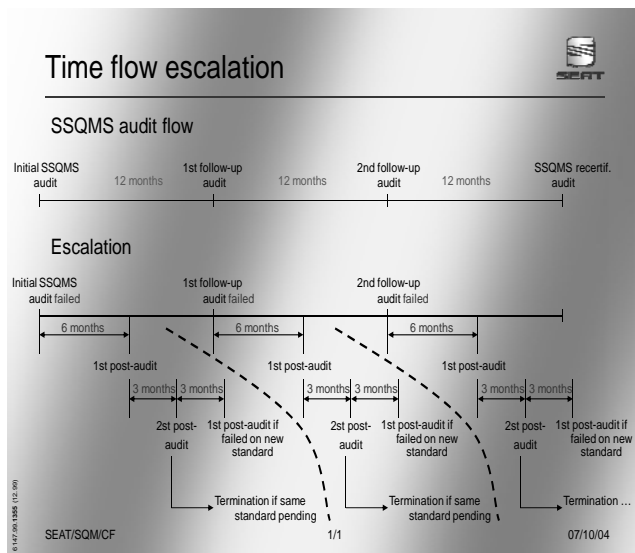


Fig. 1. Three-year audit cycle (TÜV SÜD Automotive GmbH Munich, 2007)

partner in the audit does not meet these criteria. These criteria call or optional. recommended. Failure criteria, optional service partner partially lost competitive advantage in servicing the market (Handbook Service Organisation, 2003).

1st SSQMS main tool is a checklist of questions. This list contained all the standards for service partner for SEAT and simplification of work are defined by standards issues. This checklist is based on individual processes is called the checklist of audit. The entire certification process is included in the three-year cycle, see figure 1.

As shown in Figure audits are divided into two types: Certification audit, Inspection audit (Surveillance audit). At the beginning of the cycle is performed the certification audit, whose validity is one year. Within one year (+ / - 9 weeks) must be executed first control audit, whose validity is again one year. In the next year following the first audit of the control (+ / - 9 weeks) must be conducted the second inspection audit. After this second inspection audit is not yet determined the validity of the audit for one year and the year cycle is closed. After this three-year cycle must be carried out and the new certification audit, the new three-year cycle. In the event of failure of an audit or inspection or certification, the trader has to take three months to remedy audit - postaudit. If at this postaudit failed and could not fulfill the conditions of certification, getting one more chance and the next three months must be made postaudit second.

In case of failure of the second postaudit is terminated with the dealer service contract and cease to be authorized service SEAT (TÜV SÜD Automotive GmbH Munich, 2007).

4. RESULTS

The primary task and the goal quality management is the determination and practical fulfilment of such specification of final quality values of products (services) that comply with the requirements specified for quality characteristics of final products and take into account the potential of processes capabilities of co-operating organizations (Zgodavova & Majerik, 2009).

The first positive results from the introduction of SSQMS service partners in the show after two years of operation. Significant improvement in the quality of sales-service posts were seen after four SSQMS existence, which was documented in the results of the evaluation of customer satisfaction CSS (Customer Satisfaction Survey) and the results of the evaluation of satisfaction dealers DSS (Dealer Satisfaction Survey). CSS and DSS are directly linked and related analysis of customer

satisfaction and dealers, as if it is satisfied then the ultimate customer satisfaction and dealer particular brand cars, because it has provided increased sales of their products. The gradual improvement of customer satisfaction was analyzed. Improved customer satisfaction rate after the introduction of the QMS has increased in value to the value of 80.2 and 82.9 on average per year.

5. CONCLUSION

One of the management strategies for business success in the market is a strategy of continuous improvement of production quality through the implementation of quality management and continuous improvement. Improving product quality then affects not only the production processes, but also post-production activities such as selling and servicing vehicles. Based on the experience of the audit shows that the quality management system is beneficial only if it is:

- practical - it is tailored and appropriate for business managers achieve the intended results (all activities are facilitated, all materials and information can be found immediately, each employee knows what to do, how to do, is clearly defined competencies and interchangeable ...)
- economic - the ultimate aim of introducing a system of quality management and business is to achieve a positive profit (reduce costs, increase sales, increase profitability ...)
- documented - is dealt with quality policy, quality objectives, quality manual, card processes, documented procedures records (each action is recorded and described, signed by the responsible person making the actual performance ...)
- continuous improvement - the improvement of all activities and everything in the company can improve the ever-changing needs and customer requirements (continuous collection of views of customers regarding their satisfaction and ideas for process improvement).

To understand the management car dealers, and service partners, and the link between a set of facts, they will be motivated to implement quality management systems not only technically but also from the pragmatic.

In conclusion, SSQMS that is practical, economical, documented, continuous improvement and brings many advantages to a service partner who can correctly understand and implement (Jambor, 2009).

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