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Denis Chemezov

Vladimir Industrial College
M.Sc.Eng., Corresponding Member of International Academy of
Theoretical and Applied Sciences, Lecturer, Russian Federation
<https://orcid.org/0000-0002-2747-552X>
vic-science@yandex.ru

Agannes Arzikyan

Vladimir Industrial College
Student, Russian Federation

Vladislav Gonchar

Vladimir Industrial College
Student, Russian Federation

Maksim Perov

Vladimir Industrial College
Student, Russian Federation

Mikhail Chebotaryov

Vladimir Industrial College
Student, Russian Federation

Denis Kosolapov

Vladimir Industrial College
Student, Russian Federation

Tatyana Noskova

Vladimir Industrial College
Student, Russian Federation

ANALYSIS OF THE QUALITY MANAGEMENT SYSTEM OF THE «AVTOEXPRESS-VLADIMIR» DEALERSHIP

Abstract: The quality management system implemented in the "Avtoexpress-Vladimir" dealership was reviewed in the article. Based on the SWOT analysis performed, the strengths and weaknesses, favorable opportunities and threat factors of the dealership's activities were determined. The Pareto analysis made it possible to identify the main directions for improving the activities of the car dealership and improving the quality of services provided.

Key words: dealership, quality management system, car.

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Introduction

The key to the successful functioning of the enterprise is a flexible management system. Currently, the use of the process approach has become widespread in the development, implementation and improvement of the effectiveness of the enterprise management system based on ISO 9000 series standards [1].

The presence of a certificate of compliance of the quality management system with the requirements of the GOST R ISO 9001-2015 declares the company as a reliable partner, raises the authority of the enterprise, increases the probability of success when participating in competitions and tenders [2]. Certification and the effective functioning of the quality management system most clearly affect the competitiveness of the enterprise [3-6].

This article discusses the issues of improving the quality of services provided in the "Avtoexpress-Vladimir" dealership [7-8].

Analysis of the interaction of processes in the provision of services

The "Avtoexpress-Vladimir" dealership has implemented and operates the quality management system, which was created to increase customer satisfaction and to demonstrate the ability of the dealership to always supply cars and provide services that meet the requirements of consumers. The quality management system is certified for compliance with the requirements of the GOST R ISO 9001-2015. In accordance with these requirements, the "Quality Policy" was adopted and the "Quality goals" were set, aimed at increasing the car sales, improving the quality of services provided, technical modernization of production, optimization of technological processes, effective management of the organization and staff development.

Standardization of various types of activities has allowed to increase the manageability of the organization, effectively distribute the powers and responsibilities of employees, regulate interaction between various departments, and improve technological discipline. The quality manual defines the processes of the quality management system, their sequence and interaction. The responsibility matrix defines the personal responsibility of officials and departments for the implementation of each process.

The Lada car sales process includes the following subprocesses:

I. Customer meeting.

1. Compliance with Lada standards.
2. Greeting the customer as soon as he enters the car dealership.
3. The use of positive nonverbal communication.
4. Presentation (it is necessary to have a name badge).
5. Identification of the customer's needs.

II. Advising customers.

1. Compliance with the rules of work in the car dealership.
2. Telephone consultation.
3. Consulting at the car dealership.
4. Identification of needs.
5. Presentation and argumentation.
6. Offer of a trial trip (test drive).
7. Working with objections (processing them).
8. Conclusion of a transaction (signing a contract to order).

III. Planning.

1. The message to the customer of the date of delivery of the car.
2. Reconciliation of the configuration of the ordered car with the original order.
3. Communication with the customer and confirmation of the date of transfer of the car.
4. The message of the sales administration about the day of transfer of the car.
5. Preparation of all documentation for transfer.
6. Organization of cash sales.

IV. Installation of additional equipment.

1. Transfer of the car to the car service station in the area of installation of additional equipment.
2. Conducting pre-sale preparation.
3. Transfer of a copy of the order to the service and spare parts department.
4. Signing of the pre-sale preparation checklist.
5. Visual inspection of the car (24 hours before the transfer).
6. Control of the completion of the car and its transfer to the delivery area to customers.

V. Organization of transfer of the car to the customer.

1. Preparation for transfer of the car.
2. Assigning the date and time of transfer of the car to the customer.
3. Meeting the customer at the car dealership and inspecting the new car.
4. Creation, if necessary, of preliminary documents: invoicing, purchase and sale agreements.
5. Upon receipt of documents confirming the payment, registration of all necessary documents for the car (for individuals and legal entities).
6. Preparation of all necessary documentation in IC.
7. Registration of insurance policies for the car.
8. Registration of the extract for the payment of the car and additional equipment, accompanying the customer to the cashier.
9. Control of the payments by the bank transfer.
10. The payment for the car under the commission agreement.
11. Representation of the service consultant.
12. Acquaintance with the service and spare parts department.
13. Assignment of the date of the first maintenance.

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14. Explanation of operating conditions, timely maintenance, terms and conditions of warranty repair, warranty rights of buyers.

For all processes necessary for the quality management system, indicators have been established by which the functioning of the process, its effectiveness and efficiency are measured and evaluated.

At the end of the month, the owners of processes analyze the achievements of their goals, the implementation of indicators, the analysis of the occurrence of risk situations that affected the implementation of the goals of the process and (or) influenced other processes, as well as the analysis of the implementation of previously developed corrective and preventive actions.

The results of the organization's work on the results of the functioning of processes and their achievement of the planned goals are summed up monthly at a meeting on the data analysis.

The quality of the customer service is monitored daily by the heads of customer services. The measurement of the customer service quality is carried out monthly and is reflected in the indicators of the main processes.

The basis for calculating the level of the customer satisfaction are:

1. The results of a survey conducted among customers.

2. Official complaints and claims.
3. Lawsuits.
4. The quality of the work performed.

SWOT analysis

In order to determine the main directions for improving the organization's activities and improving the quality of services provided by the car dealership, it is proposed to use the SWOT analysis method [9].

The SWOT analysis can effectively help in this and is widely used by enterprises all over the world. SWOT is an abbreviation for Strengths, Weaknesses, Opportunities and Threats. The qualitative analysis of the company's prospects is carried out in order to clarify the above-mentioned aspects of its activities, the opportunities that open up to it and the impending threats. The strength and weakness of the enterprise should be assessed in the context of its competitiveness.

The SWOT analysis helps to develop an understanding of the circumstances in which the company operates. This method helps to balance its internal strengths and weaknesses with the favorable opportunities and threat factors that the enterprise will have to face. This analysis helps to determine not only the capabilities of the enterprise, but also all available advantages over competitors.

The results of the SWOT analysis of the car dealership's activities are shown in the Tables 1 and 2.

Table 1. The SWOT analysis of activities of the "Avtoexpress-Vladimir" dealership.

<i>Parameter</i>	<i>Strengths</i>	<i>Weaknesses</i>
<i>Organization of work</i>	The process of car sales, maintenance and routine repairs are carried out according to the technologies of the manufacturers.	The presence of seasonal demand for cars and the performance of maintenance and routine repairs.
<i>Equipment</i>	The use of equipment corresponding to the technologies of maintenance and routine repairs.	The number of service posts is not sufficient to fully meet the demand for maintenance and routine repairs.
<i>Innovations</i>	Availability of innovations in equipment and infrastructure.	Insufficient innovations in the field of the quality management and the development of the process approach in car sales, maintenance and routine repairs.
<i>Staff</i>	Qualified staff.	Weak involvement of staff in the work to improve processes.
<i>Checking the level of the quality of services rendered and work performed</i>	The quality control of services rendered and work performed.	There are complaints from customers.
<i>Demand</i>	An increase in the share of car sales, an increase in the share of maintenance and routine repairs due to the current market situation.	A decrease in the level of customers' solvency and, as a result, the level of car sales, a decrease in the number of orders for maintenance and routine repairs.
<i>Competition</i>	Reduction of the cost of work due to the introduction of the lean manufacturing technology.	High competition in the car sales market and the market for performing maintenance and routine repairs.

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<i>Marketing</i>	Attracting the customers from car sales in previous years.	A decrease in the number of the new customers from car sales.
<i>Scientific and technical factors</i>	Implementation of the advanced quality management methods.	Outdated methods of the car maintenance management.

Table 2. Matrix of the SWOT analysis of activities of the "Avtoexpress-Vladimir" dealership.

	<p><i>Strengths:</i></p> <p>The process of car sales, maintenance and routine repairs are carried out according to the technologies of the manufacturers.</p> <p>The use of equipment corresponding to the technologies of maintenance and routine repairs.</p> <p>Qualified staff.</p>	<p><i>Weaknesses:</i></p> <p>The number of service posts is not enough.</p> <p>There are complaints from customers.</p> <p>Insufficient innovations in the field of the quality management.</p>
<p><i>Opportunities:</i></p> <p>An increase in the share of maintenance and routine repairs due to the current market situation.</p> <p>The high level of car sales in previous years.</p>	<p><i>The strategy when comparing strengths and opportunities:</i></p> <p>To become one of the main dealerships in the car sales market, the car maintenance and routine repairs market.</p>	<p><i>The strategy when comparing weaknesses and opportunities:</i></p> <p>Implementation of elements of the quality management system based on the ISO 9001-2015 standard.</p>
<p><i>Threats:</i></p> <p>High competition in the market for performing maintenance and routine repairs.</p> <p>A decrease in the number of the new customers from car sales.</p>	<p><i>The strategy when comparing strengths and threats:</i></p> <p>Implementation of the advanced quality management methods.</p> <p>Reduction of the cost of work due to the introduction of the lean manufacturing technology.</p>	<p><i>The strategy when comparing weaknesses and threats:</i></p> <p>Attracting the customers in previous years.</p>

The main directions for improving the activities of the car dealership and improving the quality of services provided

Any organization strives to improve the effectiveness of its work. The presentation of activities in the form of a set of interrelated and interacting processes and their resource environment allows us to understand how improving the results of each process contributes to the improvement of the entire system as a whole.

In order to determine the main directions for improving the organization's activities and improving the quality of services provided, it is proposed to assess the reasons of the customer complaints with the services of the car dealership.

The initial data for the analysis was collected by questioning customers during the years 2020-2021. As a result of the analysis of the questionnaires, 9 reasons for the customer dissatisfaction with the services of the "Avtoexpress-Vladimir" dealership were identified. The enlarged types of complaints are:

1. Insufficient knowledge of the sales consultant of the car dealership's products and services, inability to answer questions and resolve complaints.

2. The quality of pre-sale preparation of the car.
3. Delaying by the dealer (the car dealership) of transfer to the owner of the already paid car.
4. The workload of managers due to the influx of visitors, the lack of the personal manager for the customer.
5. Defects discovered during the warranty period that require the owner of the vehicle to incur additional repair costs, imposing conditions that oblige to buy something for the car and install it exclusively from the dealer.
6. Identification of a serious defect in the new car that does not allow it to be used.
7. Uncomfortable conditions inside the showroom premises (poor lighting, cramped and stuffy, inconvenient location of cars and box offices).
8. Availability of information about the company on the Internet.
9. Others.

The table 3 shows the results of the Pareto analysis, shows the results of calculations: the frequency of defects, accumulated frequency, percentage and accumulated percentage by type of complaints [10].

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Table 3. The analysis of customer complaints of the "Avtoexpress-Vladimir" dealership.

Enlarged groups of complaints	Frequency	Accumulated frequency	Percentage of the reason for the discrepancy	Accumulated percentage of the reason for the discrepancy
<i>Insufficient knowledge of the service consultant</i>	13	13	36.11111	36.1111
<i>The poor quality of pre-sale preparation of the car</i>	6	19	16.66667	52.7778
<i>Imposing mandatory services that require additional costs from the customer</i>	4	23	11.11111	63.8889
<i>The customer does not have a personal manager</i>	4	27	11.11111	75
<i>Delaying the transfer by the car dealership to the owner of the paid car</i>	2	29	5.55556	80.5556
<i>Identification of serious defects in the new car</i>	2	31	5.55556	86.1111
<i>Uncomfortable conditions inside the premises of the car dealership</i>	2	33	5.55556	91.6667
<i>Availability of information about the company on the Internet</i>	2	35	5.55556	97.2222
<i>Others</i>	1	36	2.77778	100

It is also advisable to group the reasons of discrepancies so that similar shortcomings in the organization of the car sales process can be identified. The analysis of the reasons of discrepancies was carried out using the Pareto method. The enlarged reasons of discrepancies are:

1. Shortcomings in the personnel training system.
2. Violation of the technology of pre-sale preparation of the car.

3. Non-compliance of the car dealership infrastructure with the necessary requirements for the provision of quality services.

4. The improper use of technical diagnostic tools to detect defects in cars.

5. Technical problems (disruption of car deliveries, refusals of banks to issue loans, understaffing of cars at the factory).

6. Others.

The initial data for the Pareto analysis for the reasons of discrepancies in the organization of the car sales process are given in the Table 4.

Table 4. The analysis of the frequency of complaints for the reasons in the process of car sales.

Varieties of discrepancies in the process of car sales by enlarged groups	Frequency	Accumulated frequency	Percentage of the reason for the discrepancy	Accumulated percentage of the reason for the discrepancy
<i>Shortcomings in the personnel training system</i>	17	17	47.22222	47.2222
<i>Violation of the technology of pre-sale preparation of the car</i>	8	25	22.22222	69.4444
<i>Disadvantages in the car dealership's work planning system</i>	6	31	16.66667	86.1111
<i>The improper use of technical diagnostics tools</i>	2	33	5.55556	91.6667

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<i>Technical failures caused by external factors</i>	2	35	5.55556	97.2222
<i>Others</i>	1	36	2.77778	100

Conclusion

In order to determine the main directions for improving the organization's activities and improving the quality of services provided by the car dealership, the SWOT analysis was proposed. The most favorable opportunities for the existence of the car dealership are opened by the "To become one of the main car dealerships in the car sales market, the maintenance and routine repairs market" field. This field allows you to use the strengths of the company in order to get the most out of the opportunities that have appeared.

The "Implementation of elements of the quality management system based on the ISO 9001-2015 standard" field allows, due to the opportunities that have appeared, to try to overcome the weaknesses of the enterprise.

The "Introduction of the advanced quality management methods" and "Reduction of the cost of work due to the introduction of the lean manufacturing technology" fields suggest the availability of the opportunities to use the forces of the enterprise to eliminate the threats.

The "Decrease in the number of the new customers from car sales" field is the most dangerous for the dealership. It is characterized by the weakness of the position of the car service station and the danger of the impending threat.

Based on the results of the Pareto analysis, the following conclusions can be drawn:

The main complaints of customers are:

1. Insufficient knowledge of the consultant of cars and services. The percentage of discrepancies was 36.1%.

2. The poor quality of pre-sale preparation of the car. The percentage of discrepancies was 16.7%.

The main reasons leading to the appearance of such types of complaints include:

1. Shortcomings in the personnel training system. The percentage of discrepancies was 47.2%.

2. Violation of the technology of pre-sale preparation of the car. The percentage of discrepancies was 22.2%.

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