



How the BSI Kitemark for vehicle repair helps Toyota (GB) build the right foundation for customer retention and service

"The Kitemark ensures consistency of repair methods and processes across all of our network of approved accident repair centres. BSI auditors are a valuable resource for us, helping us maintain and monitor the network and improve our service to our customers."

Steve Hadley,
Body and Paint Manager,
Toyota (GB)

About Toyota (GB)

Toyota (GB) is responsible for sales, marketing, aftersales and customer relationship management for Toyota and its luxury marque, Lexus, in the UK. A wholly owned subsidiary of the Japanese car maker, it is based at Burgh Heath, near Epsom, Surrey.

In 2010, the company decided to make the BSI Kitemark mandatory for all Toyota-approved accident repair centres

BS 10125: the benefits for the business

The company believes the BSI Kitemark:

- Is an important selling tool — in both B2B and B2C markets
- Builds a platform for continuous improvement
- Provides access to valuable resources and expertise
- Mitigates risks by raising standards among contractors and subcontractors



Company background

Toyota Motor Manufacturing UK has been making cars in the UK since 1992, when its plant in Burnaston in Derbyshire produced its first Carina E. The Avensis and Auris — including the first mass-produced petrol-electric car in Europe, the Auris Hybrid — are currently produced at Burnaston. The company also manufactures engines at Deeside, North Wales. In total, Toyota employs more than 5,000 people in the UK.

Toyota (GB) has a national network of 179 Toyota and 46 Lexus sales and aftersales centres, plus 18 Toyota and six Lexus service-only outlets. With each centre/service outlet having to nominate an approved bodyshop, there are 126 Toyota-approved accident repair centres in the UK. Thirty eight of these are owned by their respective Toyota centres; the rest are independent.

The company sold more than 109,000 Toyota vehicles in the UK during 2015, 24% of which were hybrids, and over 13,000 Lexus vehicles, 98% of which had HSD (Hybrid Synergy Drive), Toyota's proprietary technology for petrol-electric cars.

Customer loyalty

Toyota has a very loyal customer base in Britain. "Once people buy a Toyota and appreciate the quality of the product and the service that we strive to continuously improve, they tend to remain loyal to us," says Steve Hadley, Body and Paint Manager at Toyota (GB).

The company's network of repair centres and bodyshops is one of the keys to customer loyalty, providing a level of service that increases confidence in the brand. "Our repairers help us fulfil our ongoing duty of care," Hadley continues. "They're part of a foundation for customer satisfaction and customer retention. They can demonstrate to people that we're committed to the highest levels of service and quality."

Role of the BSI Kitemark

Toyota (GB) uses BS 10125 as a foundation for incremental Toyota-specific improvements. The Kitemark helps provide the consistent approach and the quality assurance necessary for the highest levels of customer service.

BSI Case Study: Toyota (GB) PLC

In 2010, the company decided to make Kitemark PAS 125, the forerunner for the full British standard BS 10125, compulsory for all Toyota-approved accident repair centres. The move followed a review of the repair network that revealed certain weaknesses in after sales care.

"We'd discovered inconsistencies. If, for example, a customer complaint was received, there was no traceability to the initial cause," Hadley recalls. "We knew that by making PAS 125 mandatory, we'd be making our network more robust and consistent, helping ensure the same level of service to our customers, wherever they were in the UK.

"Insisting on BSI accreditation was about ensuring we had the right manpower (people trained to the right standards and familiar with the latest technologies), the right machinery (equipment that was fit for purpose, maintained and calibrated if required), the right repair methods (correct procedures for all repairs), the right materials (genuine parts and approved materials), and the right processes (a system that made sure all repairs were checked and approved at each stage of repair by accredited and trained people)."

More consistent technical standards and improved processes for handling customer complaints and identifying staff training needs have not been the only benefits of the Kitemark, though. There have been important sales and marketing spin-offs. "The Kitemark is a selling tool for us and our own repair centres," Hadley says. "It opens the door to work providers and insurance companies, who want repairers they can trust. It's the same with the end customer or policyholder. The public recognize the Kitemark as a symbol of quality. PAS 125, and now BS 10125, have meant greater customer confidence."

Role of the BSI

Hadley believes the BSI is an invaluable resource for the company, helping it to maintain and raise standards across a geographically dispersed network of repairers, most of whom are outside the company's direct control. "The vast majority of our approved repair centres are independent businesses. It would be very difficult for us to 'police' all of them ourselves,"

he explains. "Regular visits by BSI inspectors provide the assurance we need. The BSI is part of that foundation for customer service, quality and safety. It provides us with an additional monitoring system, really."

Crucially, the BSI certification process makes it easier for the company to spot and identify areas of weaknesses and mistakes. "The inspectors make sure the record keeping is right, so everything is traceable. If there are problems, you can identify where they occurred and, hopefully, prevent them happening again. You can recalibrate tools, you can talk to repairers and other staff. It's about continuous improvement, constantly trying to drive standards up."

Increasing confidence

This emphasis on continuous improvement, core to Toyota's famous 'Toyota Production System' and 'Toyota Way', is, Hadley believes, paralleled at the BSI. The criteria for the vehicle repair Kitemark were refined in 2014, when the BSI introduced the full standard, BS 10125.

Hadley says: "As an upgrade to PAS, BS 10125 increases confidence further. For example, the new requirement for repairers to 'audit' subcontractors annually to make sure they, too, conform to the Kitemark is good news for us. It endorses the right standards and tightens quality control throughout the supply chain.

BS 10125 shows that, like us, the BSI doesn't believe in complacency. A lot of what it does mirrors what we want to achieve at Toyota. You always have to strive to get better. Only then will you best serve the interests of your customers and your business."

Contact us to find out how the BSI Kitemark™ can help your business make excellence a habit.

To speak to an advisor call:

0345 0765 606

visit our website:

bsigroup.com/bs10125

or email us at:

product.certification@bsigroup.com



The BSI Kitemark™ is an effective marketing tool for you to promote your certification

bsi.

+44 345 0765 606
product.certification@bsigroup.com
bsigroup.com

The trademarks in this material (for example the BSI logo or the word "KITEMARK") are registered and unregistered trademarks owned by The British Standards Institution in the UK and certain other countries throughout the world.