

4. Quality Assurance Activities

4-1 : Aiming to Bring Reassurance and Satisfaction to Customers

“We have to aim for 120% product quality. If 99% of the products we make are perfect it would seem like a pretty good record. However, the customers who become owners of the remaining 1% will surely consider their products 100% defective. It is unacceptable that even one customer in a thousand – even one customer in ten thousand – should receive a defective product. This is why we have to aim for 120%.” These words of founder Soichiro Honda define the company’s fundamental approach to quality, or, more specifically, what it means to strive to be a company society wants to exist. Determined to meet or exceed the expectations of customers, Honda is undertaking new initiatives to meet high product quality standards. Adhering to these objectives, Honda’s commitment is to strengthen customer trust by offering products founded on safety and a new level of outstanding quality. To this end, Honda has created the Honda Quality Cycle, which works continuously on quality enhancement and improvement, encompassing every stage in the process – from planning, development, production, and sales to after-sales service. In order to realize the basic principles of ‘Respect for the Individual’ and ‘The Three Joys’ (the joy of buying, the joy of selling, the joy of creating), Honda has confirmed being number one in customer satisfaction in all points of contact as a primary objective. Honda works in collaboration with dealers to satisfy customers at every stage, from sales to after-market service, so that customers can continue using and enjoying its products and services.

Offering a New Level of Outstanding Quality

Over the years, Honda has implemented a variety of dynamic activities aimed at realizing products that achieve a new level of outstanding quality.

Meanwhile, the industry is heading toward an unprecedented turning point concerning responses to factors of environment, safety, and intelligence.

Honda will accelerate powertrain electrification to achieve carbon neutrality as well as introduce driver-assistance technologies for the realization of a collision-free mobile society. Furthermore, Honda is now working to create new value through open innovation by teaming up with other companies, including many from different industries, to address the challenge of creating new forms of mobility that incorporate the Internet of Things (IoT). Moving ahead, Honda aims to reduce problems at all points of customer contact in step with innovations in mobility and living, in addition to ensuring the highest quality levels among the products and services that customers rely on. Through this pursuit of quality in each domain, Honda has allowed its activities to evolve and produce new standards along the way.



Honda Monthly December 1951*

*Honda Monthly December 1951

Honda Monthly No. 4 December 1, 1951

The Three Joys Soichiro Honda

I am presenting "The Three Joys" as the motto for our company. **These are, namely, the joy of producing, the joy of selling, and the joy of buying.**

The first of these, the joy of producing, is a joy known only to the engineer. Just as the Creator used an abundant will to create in making all the things that exist in the natural universe, so the engineer uses his own ideas to create products and contribute to society. This is a happiness that can hardly be compared to anything else. Furthermore, when that product is of superior quality so that society welcomes it, the engineer's joy is absolutely not to be surpassed. As an engineer myself, I am constantly working in the hope of making this kind of product.

The second joy belongs to the person who sells the product. Our company is a manufacturer. The products made by our company pass into the possession of the various people who have a demand for them through the cooperation and efforts of all our agents and dealers. In this situation, when the product is of high quality, its performance is superior, and its price is reasonable, then it goes without saying that the people who engage in selling it will experience joy. Good, inexpensive items will always find a welcome. What sells well generates profits, as well as pride and happiness in handling those items. A manufacturer of products that do not bring this joy to people who sell those products is disqualified from being a manufacturer worthy of the name.

The third, the joy of the person who buys the product, is the fairest determiner of the products value. It is neither the manufacturer nor the dealer that best knows the value of the product and passes final judgment on it. Rather, it is none other than the purchaser who uses the product in his daily life. There is happiness in thinking, "Oh, I'm so glad I bought this." This joy is the garland that is placed upon the products value. I am quietly confident that the value of our company's products is well advertised by those products themselves. This is because I believe that they give joy to the people who buy them.

The Three Joys form our company's motto. I am devoting all my strength in order to bring them to reality.

It is my hope that all of you, as associates of the company, will exert every effort so that you never betray this motto. I also hope that our agents will understand my desires in this regard so that we may continue to benefit from cooperation.

*Honda Monthly March 1953

120% Product Quality

Soichiro Honda

“Our company strives to achieve 120% quality, not only in finished products but also in parts. 120% quality may sound strange, but this is because we cannot achieve the 100% quality that we desire if we aim for 100% quality.

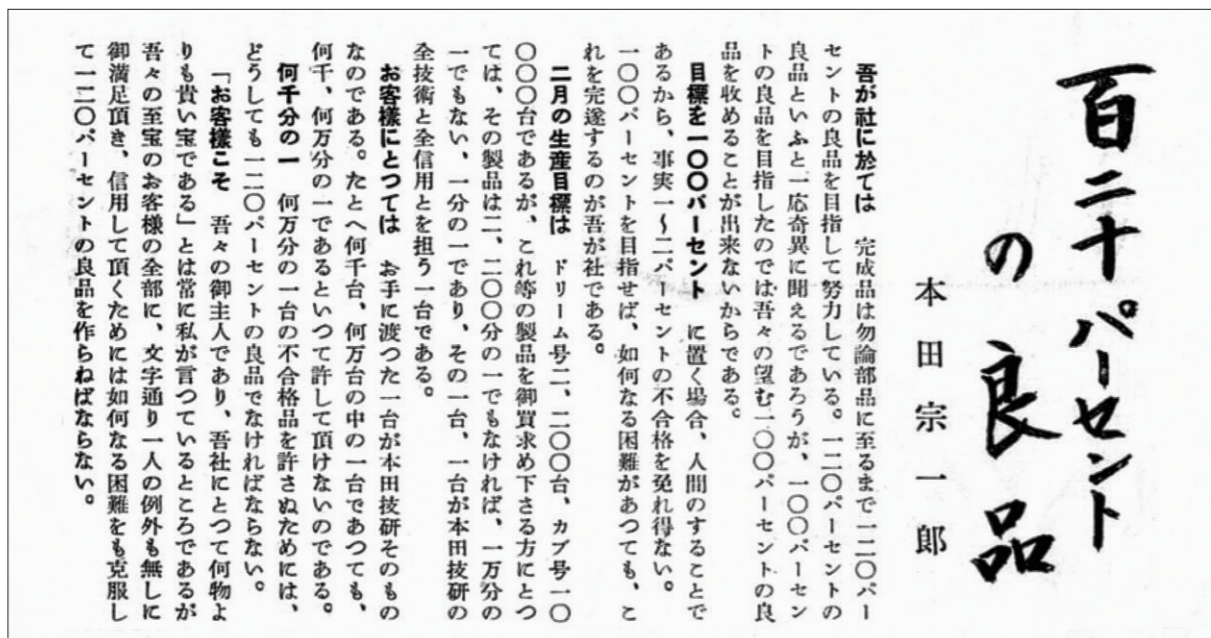
“If we set our goal at 100%, we will not be able to avoid one or two percent rejection, because this is a human activity. If we aim for 100%, we will accomplish this goal no matter how difficult it may be.

“Our production target for February is 2,200 units of the Dream and 10,000 units of the Cub, but for those who purchase these products, they are not one in 2,200, not one in 10,000, but one in one, and each and every one of them bears the entire technology and trust of Honda.

“For our customers, each product they receive is the very essence of Honda. Even if it is one out of thousands or tens of thousands, we cannot be forgiven for saying that it is one out of thousands or tens of thousands of units.

“In order to avoid rejection of products that are **one in thousands** or one in tens of thousands, we must produce products that are 120% as good as possible.

“I always say, ‘Our customers are our masters, and they are the most precious treasure for our company.’ In order to satisfy all of our most valuable customers, literally without exception, and to gain their trust, we must overcome all difficulties and produce 120% of the best products.”



Honda Monthly March 1953*

4-2 : Quality Promotion Activities Chronology

1953	<ul style="list-style-type: none"> Article titled "120% Product Quality" published in March issue of Honda's Monthly Report. Introduced spot-checking system and developed complaint handling system. 	1976	<ul style="list-style-type: none"> Held meeting to share suppliers' quality information. 		<ul style="list-style-type: none"> Implemented BQ (Best Quality) initiative. 		<ul style="list-style-type: none"> HDM in Mexico acquired ISO9002 certification.
1954	<ul style="list-style-type: none"> Began 20,000 km endurance test. 	1977	<ul style="list-style-type: none"> Established process assurance management system. 		<ul style="list-style-type: none"> IQS Recovery initiative. 		<ul style="list-style-type: none"> Saitama Factory's Sayama Plant wins IQS No. 1.
1955	<ul style="list-style-type: none"> Commenced in-house quality training. 	1978	<ul style="list-style-type: none"> Transferred Quality Control Department operations to Quality Assurance Department and Certified Technology Department. Established PQ flow that incorporates quality into the product development system. Inspected quality assurance workplaces. 	1989	<ul style="list-style-type: none"> Established BQ promotion committee and reviewed quality organizations related to company-wide BQ deployment activities. Implemented IQS No.1 strategy. Implemented long-term warranty for domestic automobiles. 	1998	<ul style="list-style-type: none"> Honda Sun's Beppu and Hiji factories acquired ISO9002 certification.
1956	<ul style="list-style-type: none"> Implemented one-year motorcycle warranty service system. 		<ul style="list-style-type: none"> Reorganized quality control items. 		<ul style="list-style-type: none"> Transferred Quality Department operations to the Quality Assurance Department in accordance with the business division system operations. 		<ul style="list-style-type: none"> HAT in Turkey acquired ISO9002 certification.
1958	<ul style="list-style-type: none"> Established Arakawa high-speed test course. 	1979	<ul style="list-style-type: none"> Established project to verify and improve quality prior to mass production. Signed quality assurance contracts with suppliers. Conducted quality inventory by comparing actual products with drawings. 	1992	<ul style="list-style-type: none"> Started CST (Car Strategy Task Force) activities. 		<ul style="list-style-type: none"> HACE in Belgium acquired ISO9001 certification.
1959	<ul style="list-style-type: none"> Started quality improvement activities to "build quality into the process." 		<ul style="list-style-type: none"> Launched project to reduce claim costs and establish quality that meets customer expectations. 	1993	<ul style="list-style-type: none"> Established Completed Vehicle Business Department by incorporating Quality Control Office and Overseas Business Office into Saitama Factory and Suzuka Factory. Merged Quality Assurance Office (for automobiles) into the Quality Assurance Department, merged Saitama Certification Office and the Suzuka Certification Office into the Certification Department, and established Quality Supervision Department. 	1999	<ul style="list-style-type: none"> Commenced quality system reform.
1960	<ul style="list-style-type: none"> Implemented quality evaluation of suppliers. Implemented Honda-unique standards. Established HES (Honda Engineering Standards) 	1980	<ul style="list-style-type: none"> Implemented quality audits of suppliers (QAV1 and QAV2). Commenced electronic processing to transfer claim expenses. 		<ul style="list-style-type: none"> Hamamatsu Factory's power products plant obtained ISO9001 certification (first time for Honda). 	2001	<ul style="list-style-type: none"> Established Quality Reform Promotion Center. Established Joint Motorcycle Analysis Office and Joint Motorcycle Analysis Office.
1961	<ul style="list-style-type: none"> Implemented precision control of measuring instruments. 	1981	<ul style="list-style-type: none"> Launched project for verification and improvement of manufacturing quality. Service Quality Information Department stationed at plants. Launch rust project. Established in-process quality assurance. 	1994	<ul style="list-style-type: none"> Obtained HIA and ISO9002 certification in Italy. Motorcycle Quality Assurance moved from Motorcycle Operations' Production Control Department to organization directly under Motorcycle Operations, and Quality Assurance Department transferred to Automobile Operations. 		<ul style="list-style-type: none"> Established SEDBQ joint analysis for market quality.
1963	<ul style="list-style-type: none"> Quality control (QC) self-development group activities 	1982	<ul style="list-style-type: none"> Established Quality Department as result of normalization of quality-related project organizations. 		<ul style="list-style-type: none"> Acquired HUM and ISO9002 certification in the U.K. 		<ul style="list-style-type: none"> Established Joint analysis blocks for Motorcycles, Automobiles, and Power Products quality assurance.
1964	<ul style="list-style-type: none"> Implemented industry-first* long-term warranty system for motorcycles and automobiles, covering 50,000 km for two years (previously, 20,000 km for one year)* Honda research 	1983	<ul style="list-style-type: none"> Launched project to establish a quality information system. 		<ul style="list-style-type: none"> Acquired MHSA and ISO 9002 certification in Spain. 		<ul style="list-style-type: none"> Commenced liability insurance system for power products.
1966	<ul style="list-style-type: none"> Held "Zero Complaint" campaign. 	1984	<ul style="list-style-type: none"> Developed "Customer Satisfaction No. 1" activities. Commenced Quality and Safety Declaration. Appointed inspection technicians at workplaces. Commenced regular examination of market information collected (in Japan and overseas) 		<ul style="list-style-type: none"> Tochigi Factory's Moka Plant acquired ISO 9001 certification. Activities started at Technical Liaison Committee initiated by the Quality Division. Advocated "provision of top-class products and services" in QCD (QCD No. 1 initiative). 	2002	<ul style="list-style-type: none"> Accord manufactured by Guangzhou Honda Automobile Co. (GHAC) ranked first in China's first passenger car customer satisfaction index survey.
1969	<ul style="list-style-type: none"> N360 defect problem. Established AHQC (quality assurance system) committee and strengthened quality assurance system. Established recall response system in line with the launch of recall system. 	1985	<ul style="list-style-type: none"> Established Regulatory Affairs Department. (independent from Quality Assurance Department.) Commenced monthly meetings for delivery quality. Commenced monthly quality improvement meetings. Commenced monthly meetings for delivery quality. 		<ul style="list-style-type: none"> Saitama Factory's Wako Plant and Sayama Plant acquired ISO9002 certification. HDA of Brazil acquired ISO9002 certification. HCM in Canada acquired ISO9002 certification. Prelude as a product, and Saitama Factory's Sayama Plant as a production plant, won IQS No.1 from J.D. Power in the U.S. 	2003	<ul style="list-style-type: none"> Life won first place in J.D. Power's 2002 IQS for light vehicles. Quality Innovation Center Tochigi (QCT) opened on the site of Tochigi Factory's Haga Plant. Started a new level of outstanding quality activities.
1970	<ul style="list-style-type: none"> Implemented CO measurement and adjustment service at the Honda Motor Show. Promoted safety improvements for modified vehicles. Established Quality Control Office and Quality Audit Office. Implemented exhaust gas measurement and adjustment service at Honda SF. 	1986	<ul style="list-style-type: none"> Implemented activities for assurance of critical functional parts. Commenced quality and safety declaration at overseas KD plants. Commenced long-term warranty for specific parts of automobiles. Strengthened preventive measures using FTA/FMEA methods. CSI No. 1 rating by J.D. Power in the U.S. 	1995	<ul style="list-style-type: none"> Saitama Factory's Wako Plant and Sayama Plant acquired ISO9002 certification. HDA of Brazil acquired ISO9002 certification. HCM in Canada acquired ISO9002 certification. Prelude as a product, and Saitama Factory's Sayama Plant as a production plant, won IQS No.1 from J.D. Power in the U.S. 		<ul style="list-style-type: none"> In order to establish an organizational structure capable of completing the quality improvement cycle, the Automobile Quality Assurance Department and the Automobile Analysis Office were merged to form the Automobile Quality Reform Department, the Motorcycle Quality Assurance Office and the Motorcycle Analysis Office were merged to form the Motorcycle Quality Reform Department, and the Power Products Quality Assurance Department was renamed the Power Products Quality Reform Department, and the Quality Reform Promotion Center was renamed the Quality Reform Center.
1971	<ul style="list-style-type: none"> Held first QC contest. Conducted quality audits (QAV/QCV) in-house and at suppliers. Commenced Honda Quality Control Basic Training (HBC). Commenced quality control F/J course. 	1987	<ul style="list-style-type: none"> Developed quality "difference" strategy to realize quality level clearly distinguishing Honda products from competitors. CSI No.1 worldwide operation 	1996	<ul style="list-style-type: none"> Developed strategy to become No.1 in lifetime customer satisfaction. 		<ul style="list-style-type: none"> Started a new level of outstanding quality activities.
1972	<ul style="list-style-type: none"> Established Quality Standards Committee. Launched company-wide quality reform project (NHP). Established PLP system to prevent product liability (PL) lawsuits. 	1988	<ul style="list-style-type: none"> Divided Quality Assurance Department into Quality Department and Certification Department. 	1997	<ul style="list-style-type: none"> HAM Marysville Plant in the U.S. wins IQS No.1, and Accord made in the U.S. wins No.1 in its class. Hamamatsu Plant acquired ISO9001 certification. 	2004	<ul style="list-style-type: none"> Honda Taiwan was ranked first in all categories in J.D. Power's sales, service, and quality survey for domestically produced vehicles.
1973	<ul style="list-style-type: none"> QC contest renamed NH Circle Implemented Honda SF "Maintenance Warranty System." Quality Control Department and Quality Audit Department merged to form Quality Assurance Department. Technology Department is separated into Production Technology Department and Product Technology Department. System created to prevent recurrence of complaints in the market. 					2005	<ul style="list-style-type: none"> Extended warranty period for Honda motorcycles to two years. The BF115, BF130, and BF225 4-stroke outboard motors won first place in the J.D. Power U.S. CSI 4-stroke outboard motor category.
1974	<ul style="list-style-type: none"> Established Quality Control Department. 						

ISO: International standard for quality control and quality assurance by ISO (International Organization for Standardization)

<ul style="list-style-type: none"> Quality Planning Center established in the Automobile Production Planning Office of the Production Operations, and Quality Planning Office in Tochigi R&D. Established a new level of outstanding quality Committee for DEB cross-divisional operations, chaired by the Representative Director. Commenced operation of G-HQS* <ul style="list-style-type: none"> * Global Honda Quality Standard 	<p>2013</p>	<ul style="list-style-type: none"> as Motorcycle Operations Motorcycle Quality Assurance Department. CR-V ranked first in its segment in J.D. Power's U.S. IQS, and Suzuka Factory received Platinum Award. Automobile quality management system reform <ul style="list-style-type: none"> Quality planning of the Automotive Quality Assurance Department transferred to the Automobile Operations and renamed as Automotive Quality Assurance Department, Automobile Operations. Japanese market quality and information management of the Automobile Business Operations Automobile Quality Assurance Department integrated into the Automobile Quality Service Department of the Regional Sales Operations(Japan). Monitoring of overseas market issues moved to Customer Service Operations Technical Service Department in order to identify and share critical quality issues around the world, and renamed as Customer Service Operations Global Quality Service Department. TAC* established at Automobile R&D Center in order to establish system enabling Automobile R&D Center to reproduce and analyze quality problems in the marketplace. * Technical Analysis and Countermeasure Automobile Quality Assurance Department's Product Verification Office transferred to Automobile Operations, Automobile Production Control Department, Production Planning Control, Quality Planning Center. 	<p>2017</p> <ul style="list-style-type: none"> Commenced operation according to functional purchasing development procedure manual. <p>2019</p> <ul style="list-style-type: none"> Established Technical Evaluation and Quality Reform Department for technical evaluation, market quality control reform, and development process reform, including production and manufacturing. <p>2020</p> <ul style="list-style-type: none"> Changed organizational management system for quality reform: Established system to support "strong manufacturing." <ul style="list-style-type: none"> CF Operations Quality Assurance Department, Production Operations upstream improvement functions, and Honda R&D Automobile Center TAC merged to establish Quality Reform Division. Established Quality Assurance Department and Technical Analysis Promotion Department in Quality Reform Division.
<ul style="list-style-type: none"> Honda R&D Wako West and Honda Aero Inc. acquired AS9100 certification, an international aerospace quality standard. 			
<ul style="list-style-type: none"> Four-stroke outboard engine won first place in the U.S. CSI 4-stroke EFI outboard engine category by J.D. Power for the third consecutive year. 			
<ul style="list-style-type: none"> Saitama Factory and Suzuka Factory Receive Bronze Plant Award at IQS in the U.S. 			
<ul style="list-style-type: none"> Reorganized Quality Assurance Department by independently strengthening quality assurance for motorcycles, automobiles, and power products. Transferred Quality Control Department's regulatory management operations to Certification Department (renamed to the Certification Legal Department). 	<p>2014</p>	<ul style="list-style-type: none"> Renamed to Global Quality Supervision Department to strengthen Quality Supervision Department's global operations. 	
<ul style="list-style-type: none"> Opened the Critical Quality Issues Exhibition Hall in QCT. 			
<ul style="list-style-type: none"> Transferred Motorcycle Quality Reform Department to the Motorcycle Operations and renamed as Quality Reform Department. 		<ul style="list-style-type: none"> Strengthened quality assurance system* in response to frequent recalls. *Quality assurance in technology and product development was strengthened by assigning executive officers in charge of quality reform to the Automobile Operatiois to lead the company-wide quality assurance system reform to prevent recurrence of quality problems, and also to serve as the vice president of Honda R&D. 	
<ul style="list-style-type: none"> Reorganized the Motorcycle, Automobile and Power Products Quality Reform Departments and transferred some functions from the Quality Assurance Department. <ul style="list-style-type: none"> Power Products Quality Reform Department transferred to Power Products Operations and renamed the Power Products Quality Assurance Department, Power Products Operations. Automobile Quality Reform Department integrated planning and notification operations of the Quality Assurance Department in the automobile business domain, renamed as Automobile Quality Assurance Department. Motorcycle Operations Quality Reform Department renamed 	<p>2016</p>	<ul style="list-style-type: none"> Established Global Quality Council Established automotive business EBQSV as a functional headquarters <ul style="list-style-type: none"> Eliminated the role of Quality Reform and centralized under Quality Manager, a role that encompasses all businesses. Global Quality Supervision Department renamed to Quality Supervision Department. 	