

## 5. Service Activities

### 5-1 : Origin of Service Activities

Since its foundation, Honda has sold products worldwide, and at the same time has been ahead of the times in various service areas to ensure that its products in customers' hands are able to fulfill their value. Honda's operations, developed over the years to embody Soichiro Honda's service policy of fixing "even the hearts of our customers," are expanding activities to the world along with the globalization of corporate activities.



Honda SF around 1970

Honda SF around 1973

### 5-2 : Global Service Development Initiatives

#### Global Meeting Structure

In order to ensure the strengthening of quality, Honda sets challenges based on quality targets established in company-wide policy, which are then modified to reflect those faced in different regions for which specific countermeasures are formulated. Regular Global Quality-related Meetings allow for this initiative to be managed and for information sharing to take place. Regarding customer service, Honda has devised an action policy that is focused on each customer, via which value is created through service and the joy of continuing to use Honda products is prioritized. Those individuals responsible for quality-focused departments, from the headquarters down to the regions, hold joint Aftersales Business Meetings to share this policy and any other measures globally. Any productive measures and initiatives established within these meetings are set as global benchmark levels to enable the provision of higher-quality services on-site.

#### Global meeting structure

Meeting structure	Business	Meeting name	Times/year
Quality related	Motorcycle	Global Chief Inspecting Engineer Meeting	1
	Automobile		
	Power products		
Aftersales business	Automobile	Global Automobile Quality Meeting	3
	Motorcycle	Aftersales business	1
	Automobile	Aftersales business	2
	Power products		



Sharing 'Customer Voice' in a meeting

#### Sales and Service Initiatives

Honda has established the Customer First Supervisory Unit to realize optimal service operations in worldwide markets. The unit has set the key objective of being 'No.1 in customer satisfaction in all points of contact' based on a 'customer-first' policy. 'No.1 in customer satisfaction in all points of contact' refers to the realization of an environment in which customers feel satisfied with Honda in each and every situation they come into contact with the Company. In addition to fulfilling customer expectations built up through past experience and information, the unit aims to be No.1 in customer satisfaction by providing exciting experiences that exceed customer expectations.

#### Customer Satisfaction Survey

Honda conducts a global customer satisfaction survey in relation to service operations for customers who have received aftersales service from a dealer.

In FY2023, the survey was conducted in 21 countries, including Japan and countries in North America, South America, Europe, Africa and the Middle East, Asia and Oceania, and China. The survey method enabled minute measurements of satisfaction for each part of the service process at a dealer, with the survey findings then used to provide guidelines for each dealer. By comparing these guidelines with other quality-related initiatives undertaken at dealers, activities are being undertaken toward better service quality at all points of customer contact by implementing a plan-do-check-act (PDCA) cycle. In addition, once a year Honda conducts a survey to make comparisons with manufacturers and brands considered as benchmarks in other countries. The results are then used as a reference to maintain and improve customer satisfaction at industry-leading levels. Consequently, in FY2023, Honda attained top-level customer satisfaction in 19 countries.\*

\*Honda research



### 5-3 : Service Activities Chronology

- |  |   |
|--|---|
| <p>1951 • Created Honda's first instruction manual for the Dream E-Type.</p> <p>1952 • Established sales system centered on bicycle stores in conjunction with the launch of the Cub F-Type. Started service training on engine handling for bicycle stores.</p> <p>1953 • Opened a service training center at the site of the Tokyo factory in Kami-Jujo, Kita-ku, Tokyo.</p> <p>• Released Benly J-Type, divided operation and maintenance manuals, and developed the first portable tools and specialized tools.</p> <p>1956 • Established Service Section in Head Office Sales Department.</p> <p>• Started 1-year warranty service and established designated service dealers.</p> <p>1958 • Established Parts Section in Head Office Sales Department.</p> <p>1959 • Conducted F150 tiller technical training sessions for dealers at the Hamamatsu Training Center.</p> <p>• Sent service and quality staff to Hong Kong, Thailand, Malaysia, Singapore, and Australia to provide guidance.</p> <p>1960 • Conducted industry-first* free servicing of engine defects by American Honda. *Honda research</p> <p>1961 • Flywheel magnet failure on Sport Cub C110<br/>Takeo Fujisawa instructed the recovery of all Sport Cub C110s "before accidents occur" and to solve the problems. Many staff members and 100 million yen were invested in fixing 47,000 units. The issue was resolved without causing a single injury.</p> <p>1962 • American Honda Motor Co. holds service school.</p> <p>1963 • AHSF established, full-scale manufacturer service activities began. The following year, in 1964, SFs were established in eight regions nationwide.</p> <p>1964 • Power Products specialists assigned to the Overseas Department Technical Section as a pioneer in overseas service.</p> <p>• Established Parts Center.</p> <p>• Introduced 2-year 50,000 km warranty for all motorcycles and automobiles.</p> <p>1965 • Established standard maintenance time table (FRT).</p> <p>1966 • Introduced computers (IBM 1440) for parts management.</p> <p>1968 • Established Power Products Service Section in Hamamatsu Factory's Power Products Operations.</p> <p>1969 • Established the Documentation Section in the Sales Division as a precursor to the Customer Service Office to address consumer issues.</p> <p>1970 • Established Hamamatsu and Suzuka Export Centers to handle repair parts.</p> <p>1971 • Established Honda Training Centers (service technical training centers) in 10 locations nationwide.</p> <p>• Established ESO (Europe Service Office) in Belgium.</p> <p>• Commenced centralized management of inventory by bringing domestic distribution bases online.</p> <p>1973 • Introduced Honda Service Certification System to promote independence of dealership services.</p> <p>• Held first HSTC (Honda Service Training Course).</p> | <p>1974 • Enhanced training for overseas service staff in Japan.</p> <p>• Commenced Honda Motorcycle Mechanic Certification System.</p> <p>• Began dispatching Honda SF staff overseas.</p> <p>• Held first European Technical Conference.</p> <p>• Established engineering section within Service Department Automobile Service Section to collect information on market quality and enhance early resolution of problems.</p> <p>1975 • Established new parts warehouse in Kameyama.</p> <p>• Provided operational guidelines for overseas service distributors. Published Service Policy and operations manual.</p> <p>• Opened Honda International Technical School (HITS). Human resource development education. School Principal Soichiro Honda said that it was not enough to fix cars, but their role was to fix the customer's heart as well.</p> <p>1976 • Began production of repair parts at Moka plant.</p> <p>• Established Parts Center Kumamoto branch office.</p> <p>1977 • Held first Honda European automobile service seminar.</p> <p>• Established HELO (Honda European Liaison Office) to cover service in Europe.</p> <p>1978 • Held first European motorcycle service seminar.</p> <p>• Established European Parts Depot at Honda Europe in Belgium.</p> <p>• Established HALOL (Honda Africa Liaison Office in London) in the U.K. to strengthen support for Africa.</p> <p>• Launched Verno dealerships, strengthening SF maintenance through dealers being authorized to make warranty repair decisions to perform maintenance at their own sites.</p> <p>1980 • Launched project to reduce market complaints and improve quality.</p> <p>• Held first national competition for service personnel skills.</p> <p>1982 • Introduced system for scrapping of spare parts and mold facilities based on the production period.</p> <p>• Introduced computerized parts management system.</p> <p>• Began availability of owner's manuals and service manuals in multiple languages.</p> <p>1983 • AH proposed HONDA AUTOMOBILE SERVICEABILITY.</p> <p>• Commenced order and delivery date management and operation by TOSS system.</p> <p>• Held first parts service suppliers roundtable meeting.</p> <p>• Held first World Service Conference.</p> <p>1984 • Established Honda Singapore office to strengthen support for ASEAN region.</p> <p>• Established overseas service training organization.</p> <p>• Integrated domestic service, parts operations and SF into Honda Service Co., Ltd. (HSG).</p> <p>• Began EDP of procurement standards table for repair parts.</p> <p>• Established Re-Distribution Center (R-DC) in Ohio, U.S.A.</p> <p>1985 • Commenced certification of Honda motorcycle and automobile best service dealerships.</p> <p>• Commenced accreditation of Honda motorcycle, automobile and power products service dealerships.</p> |
|--|---|

Source: Honda Sustainability Report 2022

1986	<ul style="list-style-type: none"> <li>Established HOPS-1, a global rapid response and delivery system for repair parts.</li> <li>Held Asian parts seminar.</li> <li>AH won J.D. Power's CSI No. 1 award and maintained the No.1 position for five consecutive years.</li> </ul>	1996	<ul style="list-style-type: none"> <li>Established Overseas Parts Department.</li> <li>Established training center in Dubai.</li> </ul>	<ul style="list-style-type: none"> <li>Commenced Power Products Service Department VOC activities, expanding to major overseas countries.</li> <li>Launched service information portal site for overseas branches and distributors (motorcycles, automobiles and power products).</li> </ul>	<ul style="list-style-type: none"> <li>Manual, which introduces standards for dealers' service facilities, etc., in response to the increase in the number of FUN models (medium and large motorcycles) being launched in developing countries.</li> </ul>		
1987	<ul style="list-style-type: none"> <li>Converged HSGs and established technical centers in 11 locations nationwide.</li> <li>Launched Honda Motorcycle Service Shops (HSS) in Japan.</li> <li>Established online network for all parts sales offices in the Japan.</li> </ul>	1997	<ul style="list-style-type: none"> <li>Held first European Motorcycle Technical Contest.</li> </ul>	<ul style="list-style-type: none"> <li>Launched new model Insight, conducted special low-voltage training, commenced use of protective equipment and insulated tools.</li> </ul>	<ul style="list-style-type: none"> <li>Held Honda World Skills Contest. 26 contestants from 17 countries were selected from global regional qualifying rounds (20,000 participants).</li> </ul>		
1988	<ul style="list-style-type: none"> <li>Established CWP (Centralized Warranty Processing) system.</li> <li>Commenced online delivery date response system for suppliers.</li> </ul>	1998	<ul style="list-style-type: none"> <li>Established worldwide four-region parts supply system.</li> <li>Yachiyo Industry Co., Ltd. began production of sheet metal and bumpers for repairs.</li> <li>Established Asia Parts Center (APC).</li> <li>Commenced sales of HAMP motorcycle parts in Thailand.</li> <li>Commenced HAMP sales in Japan.</li> </ul>	2010	<ul style="list-style-type: none"> <li>Began production of sheet metal replacement parts at HTR in Turkey.</li> </ul>	<ul style="list-style-type: none"> <li>Established Cars Technical Center (CTC) for sales companies. Some STC functions were transferred to CTC to strengthen services for sales companies.</li> </ul>	
1989	<ul style="list-style-type: none"> <li>Launched Honda Service Management Program.</li> <li>Established HAMER (Middle East Office) in Dubai.</li> <li>Established 24-hour supply system for repair parts in Japan.</li> <li>Established HME as European headquarters, covering motorcycles, automobiles and power products.</li> <li>Established Customer Service Department (independent from the Domestic Service Department).</li> </ul>	1999	<ul style="list-style-type: none"> <li>Introduced web-based service manuals.</li> </ul>	2011	<ul style="list-style-type: none"> <li>Provided reconstruction assistance to sales companies in the Tohoku region affected by the Great East Japan Earthquake over a period of four months.</li> <li>Held first Supplier Quality Awards.</li> <li>Commenced guidance to strengthen the leadership of dealers in India.</li> <li>Began providing electronic wiring diagrams (EWDs) to the market beginning with CR-V (Japan).</li> </ul>	2021	<ul style="list-style-type: none"> <li>Responded to HUM/HTR closure in Europe (sheet metal parts transferred to APM/HDM).</li> <li>Responded to MHAP closure in Malaysia (transferred production of plastic parts to HATC).</li> <li>Established service system in conjunction with the launch of the Legend equipped with Level 3 automatic driving system in Japan.</li> </ul>
1990	<ul style="list-style-type: none"> <li>Commenced on-the-job training for distributors in Eastern European countries.</li> <li>Introduced production term limits and consulting parts system (measures to maintain quality of stock in storage).</li> <li>Held first Asia Pacific service managers' conference.</li> </ul>	2000	<ul style="list-style-type: none"> <li>Established and implemented new policy for annual supply of repair parts.</li> <li>Held first A&amp;O technician contest (motorcycles).</li> <li>Commenced initial response meetings and SED initial response decisions (scrambling, HG promotion, etc.)</li> <li>Launched MaRIS (Maintenance Support Information System).</li> <li>Established Service Department and eight Service Technology Centers.</li> </ul>	2013	<ul style="list-style-type: none"> <li>Began deployment of Mobile Service for manuals (MSI) (PP).</li> <li>Commenced operation of Inter-regional company parts order system (G-Ordering).</li> <li>Commenced operation of compliance database.</li> <li>Determined global direct shipment policy, and commenced operation of new export bases (India, China, Vietnam).</li> <li>Enhanced "a new level of outstanding quality" activities and commenced global SQ development.</li> </ul>	2023	<ul style="list-style-type: none"> <li>Held second World Technician Contest.</li> </ul>
1991	<ul style="list-style-type: none"> <li>Developed Service Operations Manual For Exported Models for power products.</li> <li>Held first Asia Automobile Technician Contest.</li> </ul>	2001	<ul style="list-style-type: none"> <li>Established Quality Innovation Center.</li> <li>Launched New Warranty System (NWS1) to improve accuracy of warranty claim judgments and speed of quality information collection.</li> <li>Established Customer Service Operations.</li> </ul>	2014	<ul style="list-style-type: none"> <li>Established CF Operations AS business and Japan Operations' Parts Departments.</li> <li>Responded through SED effort to Fit DCT recall.</li> <li>Responded on a global scale to Takata airbag recall. In Japan, Honda assisted through cooperation with the government to halt vehicle inspections, etc.</li> <li>Web OM application commenced with S660.</li> <li>Held Global Parts Meeting (GPM).</li> </ul>		
1992	<ul style="list-style-type: none"> <li>Held Honda International Technician Convention (HITEC) for automobiles.</li> <li>Established Parts Procurement Centers (PPC) in Europe.</li> <li>Introduced first generation diagnostic equipment, the PGM-Tester, for failure diagnosis.</li> </ul>	2003	<ul style="list-style-type: none"> <li>Reorganization completed as Customer Service Operations by merging motorcycle and power product divisions.</li> <li>Power Products Division commenced segregated service activities.</li> <li>Commenced HOPS3 and BEAM-SP operation.</li> <li>Implemented global W3W7 order rules.</li> <li>Consolidated domestic regional parts centers.</li> <li>Launched ECHO V2, updated from ECHO, a system that manages market quality information from launch to countermeasures, adding sequential and centralized management of quality information.</li> </ul>	2015	<ul style="list-style-type: none"> <li>Established CF Operations AS business and Japan Operations' Parts Departments.</li> <li>Responded through SED effort to Fit DCT recall.</li> <li>Responded on a global scale to Takata airbag recall. In Japan, Honda assisted through cooperation with the government to halt vehicle inspections, etc.</li> <li>Web OM application commenced with S660.</li> <li>Held Global Parts Meeting (GPM).</li> </ul>		
1993	<ul style="list-style-type: none"> <li>Commenced international warranty for general-purpose OEM engines.</li> <li>Held first World Parts Conference.</li> <li>Established two-tier structure for overseas automobile service.</li> <li>Commenced Honda Automobile Service Skills Acquisition System (HAST).</li> </ul>	2004	<ul style="list-style-type: none"> <li>Established Customer Service Operations.</li> </ul>	2016	<ul style="list-style-type: none"> <li>Established CF Operations AS business and Japan Operations' Parts Departments.</li> <li>Responded through SED effort to Fit DCT recall.</li> <li>Responded on a global scale to Takata airbag recall. In Japan, Honda assisted through cooperation with the government to halt vehicle inspections, etc.</li> <li>Web OM application commenced with S660.</li> <li>Held Global Parts Meeting (GPM).</li> </ul>		
1994	<ul style="list-style-type: none"> <li>Established Parts Business Operations.</li> <li>Commenced accreditation for designated body service factories.</li> <li>Held first Middle East, Africa, and Latin America Technical Contest.</li> </ul>	2005	<ul style="list-style-type: none"> <li>Power Products Division commenced segregated service activities.</li> <li>Commenced HOPS3 and BEAM-SP operation.</li> <li>Implemented global W3W7 order rules.</li> <li>Consolidated domestic regional parts centers.</li> <li>Launched ECHO V2, updated from ECHO, a system that manages market quality information from launch to countermeasures, adding sequential and centralized management of quality information.</li> </ul>	2017	<ul style="list-style-type: none"> <li>Established CF Operations AS business and Japan Operations' Parts Departments.</li> <li>Responded through SED effort to Fit DCT recall.</li> <li>Responded on a global scale to Takata airbag recall. In Japan, Honda assisted through cooperation with the government to halt vehicle inspections, etc.</li> <li>Web OM application commenced with S660.</li> <li>Held Global Parts Meeting (GPM).</li> </ul>		
1995	<ul style="list-style-type: none"> <li>Established Dubai Parts Depot.</li> <li>Established Parts Development Department.</li> <li>Commenced CD-ROM parts catalog operations.</li> <li>Commenced Honda Body Service training for sheet metal painting estimates.</li> <li>Commenced Honda Body Service training for sheet metal painting estimates.</li> <li>Commenced Body Service Study overseas student program, commenced Sheet metal technical consultation emergency hotline.</li> </ul>	2006	<ul style="list-style-type: none"> <li>Service and parts divisions merged into the Customer Service Operations.</li> <li>Established HMI, a replacement parts business company in India. Commenced Greater Noida warehouse operations.</li> <li>Commenced operation of service information distribution system. Commenced electronic distribution of service materials overseas (PP).</li> <li>Commenced operations at Suzuka Distribution Center (HBSL). Established next-morning delivery system (excluding Hokkaido and Okinawa).</li> <li>Established APM in Thailand.</li> <li>Established AH 3-hub/9-parts centers system and commenced operation of next-day delivery system.</li> <li>Odyssey Owner's Manual becomes industry-first to receive "Manual of the Year" award at Japan Manual Contest 2009.</li> <li>Launched FQS, a global centralized management system for motorcycle, automobile, and power products warranty information.</li> </ul>	2018	<ul style="list-style-type: none"> <li>Established CF Operations AS business and Japan Operations' Parts Departments.</li> <li>Responded through SED effort to Fit DCT recall.</li> <li>Responded on a global scale to Takata airbag recall. In Japan, Honda assisted through cooperation with the government to halt vehicle inspections, etc.</li> <li>Web OM application commenced with S660.</li> <li>Held Global Parts Meeting (GPM).</li> </ul>		
		2007	<ul style="list-style-type: none"> <li>Commenced operation of service information distribution system. Commenced electronic distribution of service materials overseas (PP).</li> <li>Commenced operations at Suzuka Distribution Center (HBSL). Established next-morning delivery system (excluding Hokkaido and Okinawa).</li> <li>Established APM in Thailand.</li> <li>Established AH 3-hub/9-parts centers system and commenced operation of next-day delivery system.</li> <li>Odyssey Owner's Manual becomes industry-first to receive "Manual of the Year" award at Japan Manual Contest 2009.</li> <li>Launched FQS, a global centralized management system for motorcycle, automobile, and power products warranty information.</li> </ul>	2019	<ul style="list-style-type: none"> <li>Established CF Operations AS business and Japan Operations' Parts Departments.</li> <li>Responded through SED effort to Fit DCT recall.</li> <li>Responded on a global scale to Takata airbag recall. In Japan, Honda assisted through cooperation with the government to halt vehicle inspections, etc.</li> <li>Web OM application commenced with S660.</li> <li>Held Global Parts Meeting (GPM).</li> </ul>		
		2008	<ul style="list-style-type: none"> <li>Commenced operation of service information distribution system. Commenced electronic distribution of service materials overseas (PP).</li> <li>Commenced operations at Suzuka Distribution Center (HBSL). Established next-morning delivery system (excluding Hokkaido and Okinawa).</li> <li>Established APM in Thailand.</li> <li>Established AH 3-hub/9-parts centers system and commenced operation of next-day delivery system.</li> <li>Odyssey Owner's Manual becomes industry-first to receive "Manual of the Year" award at Japan Manual Contest 2009.</li> <li>Launched FQS, a global centralized management system for motorcycle, automobile, and power products warranty information.</li> </ul>		<ul style="list-style-type: none"> <li>Launched MOTOPUB, a motorcycle service information system for the general public.</li> <li>Launched Tech Line Support, a quality AI system. Launch information categorized into parts and events, and appropriate tech line advice is provided by presenting similar information. Launched in Japan.</li> <li>Commenced SQ system for Power Products Service Department and Quality Assurance Department.</li> <li>Published Motorcycle Dealer Service Development</li> </ul>		