

Jean-Martin Folz

Jean-Martin Folz, **President of PSA Peugeot Citroën**, completed his studies at the Ecole Polytechnique and the Ecole des Mines, then spent one year in Tokyo at the Maison Franco-Japonaise. In 1972, he began his professional career in a local office of the French Ministry of Industry. Between 1975 and 1978, he belonged to various ministerial staffs, and was appointed Chief of Staff to the Secretary of State for Industry. In 1978, he joined the Rhône-Poulenc group as Plant Manager of the Saint-Fons unit. He later was appointed Deputy General Manager of the Rhône-Poulenc Specialty Chemicals Division. Between 1984 and 1987 he was President of Jeumont-Schneider, a subsidiary of the Schneider group. He was appointed CEO of Pechiney in July 1987 and Chairman of Carbone Lorraine. In 1991 Mr. Folz was appointed CEO of Eridania Béghin-Say. He joined the PSA Peugeot Citroën group in July 1995 and was appointed Director of the Automotive Division in April 1996. He was appointed Chairman of the Managing Board of the PSA Peugeot Citroën group as of 1 October 1997. On that same date he also was appointed Chairman of Automobiles Peugeot and Automobiles Citroën.

ISO Focus: In the context of trade globalization, what is the strategic importance of International Standards for a company such as PSA Peugeot Citroën with its staff of 200 000 people spread among 140 countries?

Jean-Martin Folz. ISO, through its International Standards which limit the multiplication and variety of regional standards – or even local standards – has an essential role to play in the automobile sector, in particular for PSA Peugeot Citroën:



PSA Peugeot Citroën, Direction de la Communication

- who buys from suppliers in all parts of the world;
- whose factories are located on several continents;
- whose vehicles of the two brands Peugeot and Citroën are marketed in 140 countries.

“PSA has been involved for a long time in a voluntary policy to protect the natural environment and the quality of life in the vicinity of industrial sites.”

This involves not only the “technical” standardization of components and equipment aboard our vehicles and the standardization of production plants, but also the standardization of test methods, quality and environmental management systems, both in-house and of our suppliers.

These topics are dealt with in a number of ISO technical committees and in particular, for our automotive products, within TC 22, the “Road

vehicles” technical committee. The latter addresses issues of compatibility, interchangeability and safety, as well as the related test methods for assessing the performance of vehicles and of their equipment in accordance with international and national regulations.

ISO Focus: How does the use of ISO standards, for instance in the fields of safety, comfort and vehicle ergonomics, provide additional leverage for improving performance and relations with suppliers, customers and regulators?

Jean-Martin Folz. Standardization enables simplification and thereby facilitates relations with suppliers. It also has a scale effect in terms of controlling costs and quality, and offers an opportunity to work with suppliers from all over the world, particularly those in emerging markets.

- The standardization of test procedures and measurement methods recognized throughout the international community can serve as the basis for drawing up regulations.
- The role of the legislator is to lay down regulations and, in particular, to set threshold values that need to be met.
- The consequences are barely visible to the customer. Indeed, performance in terms of safety, comfort and ergonomics are significantly above the minimum levels required by regulations. This performance also results, on one hand, from the improved technical know-how of each manufacturer and, on the other hand, from his product offer in a competitive market situation.

ISO Focus: In line with its commitment towards sustainable development, PSA is introducing an environmental management system based on ISO 14000; what improvements has

this brought about in ensuring better integration of PSA's vehicles into the environment?

Jean-Martin Folz. Preservation of the environment is an absolute necessity. For this reason, PSA has been involved for a long time in a voluntary policy to protect the natural environment and the quality of life in the vicinity of industrial sites.

This concern is a fully-fledged item of the group's industrial strategy. The group's commitment to achieving ISO 14001 certification of its production sites' environmental management systems aims to confirm and strengthen that policy line.

Based on the principle of continuous improvement, this approach enables each site to consolidate its environmental achievements and to foster a thorough implementation of the related regulations.

The success of this approach lies in the commitment of the entire staff



PSA Peugeot Citroën, Direction de la Communication

of each site and in the setting up of a network of correspondents across the group, operating within permanent structures specifically devoted to environmental action.

Action to maintain ISO 14001 certification is now an essential part of life on each production site, helping to ensure consistency in the activities of each site, as well as our corporate image.

***ISO Focus:** The industry is moving increasingly towards the use of hydrogen as a clean energy source and ISO*

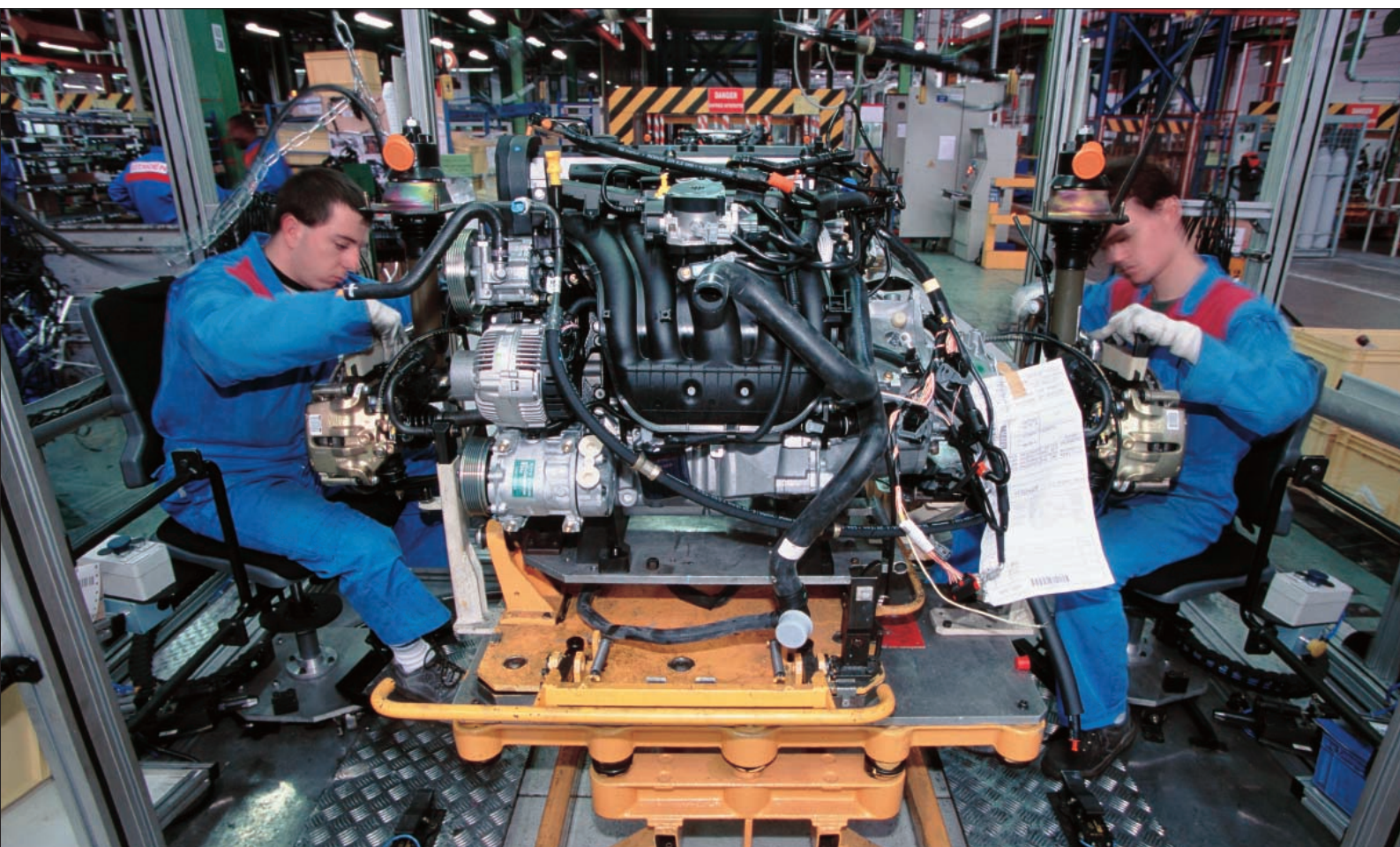
has undertaken work within its technical committee on "hydrogen technology". What form of joint action needs to be undertaken in terms of standardization of the hydrogen economy?

Jean-Martin Folz. As far as hydrogen is concerned, standardization will have to deal with such matters as:

- interface between the vehicle and its environment, in particular the fuel distribution network;
- interface between the components of a storage system;
- safety;
- hydrogen purity.

Several standardization groups may become involved in addressing some of the above aspects.

It is essential that standardization activities dealing with hydrogen as a fuel for road vehicles be conducted in proper consultation between the various groups involved. It should be



noted that ISO is represented in Geneva in the Working Party on Pollution and Emissions (GRPE) in connection with the development of future hydrogen regulations.

ISO Focus: *ISO has developed quality management system requirements for the suppliers of the automotive industry, which are embodied in technical specification ISO/TS 16949, Particular requirements for the application of ISO 9001:2000 for automotive production and relevant service part organizations. What impact does ISO/TS 16949 have on the needs of quality management systems within the automotive industry in general and within PSA Peugeot Citroën in particular?*

Jean-Martin Folz. Several years ago, representatives of the European and American car manufacturing groups established the IATF (International Automotive Task Force) with a view to harmonizing the requirements of manufacturers in regard to their suppliers' quality management systems. PSA Peugeot Citroën has been part of the IATF since its inception.

This work, carried out under the wing of ISO Technical Committee TC 176, led to the official approval of ISO/TS 16949, based on ISO 9001:2000, itself supplemented by specific requirements for the automotive sector. This common standard, which has since been adopted by all manufacturers part of the IATF, enables suppliers of the automotive industry to avoid the multiple auditing they previously had to undergo.

But such a standard alone is not enough; it is worth only as much as the quality of the related certification and how this is applied by the suppliers certified.

ISO has alerted the international community and has been taking action since the end of 2001 in regard to bad practice and lack of integrity of some certification bodies. Having made the same observations, car manufacturers within the IATF decided to qualify themselves, according to their own rules, the auditors and certifiers engaged in certification according

to ISO/TS 16949 in order to achieve better control of the quality of their performance.

ISO/TS 16949 certification is not an end in itself, and is only a preliminary step towards achieving the level of quality required every day for every product delivered by our suppliers.

Generic quality standards such as the ISO 9000 series cannot address the specifics of each trade; but it is first and foremost the command of the trade that ensures the quality of the result. ISO/TS 16949 supplements ISO 9001:2000, adapting it to the automotive industry. ISO/TS 16949 certification provides us with "reasonable" assurance of a supplier's capacity to produce quality, but with no guarantee as to the actual quality of each product item that will be delivered.

“ISO/TS 16949 certification is only a preliminary step towards achieving the level of quality required every day for every product delivered by our suppliers.”

ISO Focus: *ISO has a technical committee in charge of developing International Standards for intelligent transport systems, including topics such as geographical data files, information management protocols and positioning references. What other*

products, services and/or functions need be addressed in International Standards, and according to what scale of urgency?

Jean-Martin Folz. Existing ISO working groups cover the various areas of ITS satisfactorily; two items, however, could be strengthened:

Long-term initiatives on the standardization of communication systems for road infrastructures should be pursued and strengthened in regard to short distance systems. The development of safety applications for these systems requires some steps to ensure long term visibility in regard to frequency allocation and the kind of protocols that can be assigned to them. There is already an apparent need, in this regard, to harmonize the approaches that need to be taken into account in Europe, in Asia and in America.

In addition, ISO is becoming involved in geographic and road infrastructure databases. Here again, technology is beginning to lay forth systems for alerting or assisting the driver in order to anticipate and control risk situations. The management of safety data in geographical databases is one of the key issues in this type of development. While implementation prospects are still somewhat remote, it is essential that not only the format of such information be standardized but also their certification process. ■

