



## DEVELOPMENT OF THE QUALITY MANAGEMENT SYSTEM OF INDUSTRIAL ENTERPRISES - THE MAIN FACTOR OF INCREASING THE COMPETITIVENESS OF PRODUCTS

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<b>Received:</b> 1 <sup>st</sup> May 2022 <b>Accepted:</b> 1 <sup>st</sup> June 2022 <b>Published:</b> 6 <sup>th</sup> July 2022	In this article are discussed the importance of developing a quality management system at improving the competitiveness of industrial products.
<b>Keywords:</b> <i>industrial enterprises, product quality, quality management system, industry, product competitiveness.</i>	

Competition is a relatively inexpensive and cost-effective method of economic control that requires minimal spending on goods and services. This is an important dynamic factor that encourages the manufacturer to regularly reduce production costs and reduce prices, improving product quality. Quality is a key factor in ensuring the competitiveness of a product when there is a balance between supply and demand in the market, or when supply exceeds demand. A set of product features that are important to the consumer and meet their specific needs determine their competitiveness [3].

The competitiveness of industrial products is a set of specific features of the product; these features with a minimum cost of production resources and the use of technology in production, when compared with other enterprises (competitors), suggests a more complete satisfaction of consumer needs.

Each organization is looking for new ways, approaches and methods that would allow it to develop, to be a leader in a competitive environment. Most modern concepts of improving the efficiency of organizations are based on the theory, methodology and practice of quality management. At present, the achievement of high quality and continuous improvement of all aspects of activity are the strategic objectives of every effectively operating organization. Leadership, employee engagement, customer focus and supplier partnerships, system and process approaches, fact-based decision making and continuous performance improvement are all principles of quality management that are now the basis for implementing an effective industrial development strategy.

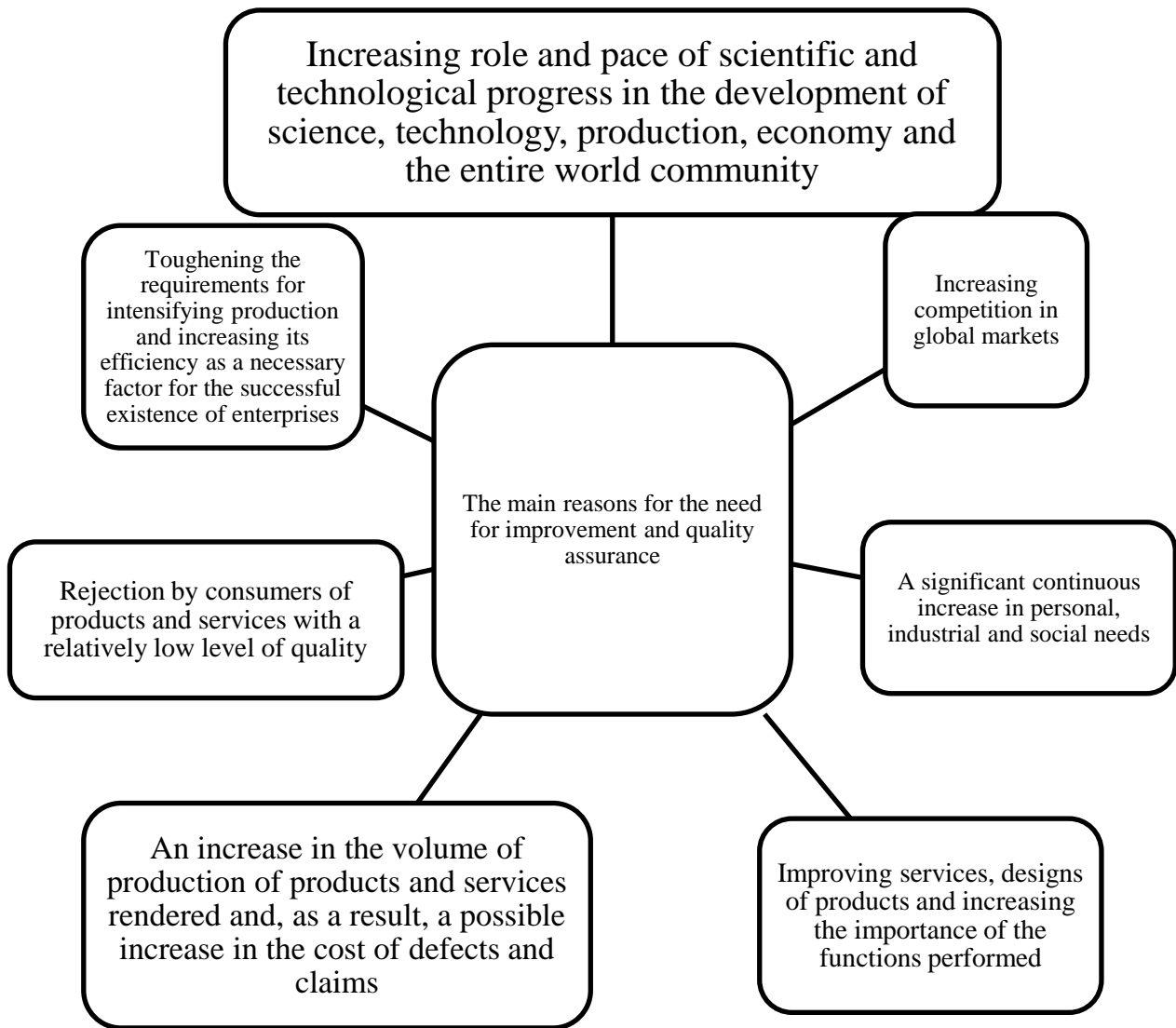
In the conditions of market relations in any

organizations and enterprises, the relevance of quality management is determined by its focus on ensuring such a level of product and service quality that can fully satisfy all consumer needs. The high quality of products and services is the most significant component that determines their competitiveness. Without ensuring a stable quality that meets the requirements of consumers, it is impossible to rationally integrate the national economy into the world economy and take a worthy place in it.

The main reasons that determine the need for improvement and quality assurance:

- a significant continuous increase in personal, industrial and social needs;
- an increase in the role of scientific and technological progress in the development of science, technology, production, the economy and the entire world community;
- improvement of services, designs of products and increasing the importance of the performed functions;
- an increase in the volume of production and services and, as a result, a possible increase in the cost of defects and claims;
- rejection by consumers of products and services with a relatively low level of quality;
- toughening requirements for intensifying production and increasing its efficiency as a necessary factor for the successful existence of enterprises (Figure 1).

Along with the above reasons, it is also necessary to note the increased competition in world markets. Competition is a reality not only in the foreign market, but also in our country.



**Figure 1. Top Reasons for Quality Improvement and Assurance<sup>1</sup>**

<sup>1</sup> Author's development



Quality is the number one task in a market economy. It is with the help of modern methods of quality management that leading foreign companies have achieved leading positions in various markets. However, improving quality is impossible without changing the attitude towards quality at all levels. Calls for quality improvement cannot be realized unless leaders at various levels embrace quality as a way of life. The introduction of a company's quality management system today is not a tribute to fashion, not a whim of foreign suppliers, but an objective necessity for an organization that relies on increasing competitiveness and constantly improving the quality of products or services. Implementation and development of the QMS is a necessary component in the company's quality management.

A quality management system (QMS) is a set of systems, methods and tools that a company uses to meet consumer requirements and anticipate their expectations regarding products (services), increase its competitiveness, and improve the company's activities as a whole. The purpose of the quality management system is not to control each unit of product (service), but to eliminate possible errors in work, due to which a defect may occur. To do this, you need to determine what actions are right to create quality products, develop instructions for the implementation of actions, monitor, analyze and evaluate them [5].

The requirements for the quality management system are formulated in the international standards ISO 9000, and the main provisions are in the ISO 9001:2015 standard. Any company (operating in the manufacturing or non-manufacturing sector, regardless of the size of its staff, sector of the economy, etc.) can develop and implement a quality management system that aims to optimize business processes to increase efficiency and competitiveness, as well as improve product quality.

*The quality management system includes the following elements:*

- processes;
- personnel (with distribution of responsibility and authority);
- documented information;
- resources (material, financial, human).
- *Benefits of implementing a QMS for a company:*
- increase in sales of products/services;
- improving the culture of management and the level of manageability;
- cost savings for development, production, application;
- reduction of risks and costs.

*Building an effective QMS in accordance with*

*the requirements of ISO standards is achieved by solving the following tasks:*

- descriptions of the company's processes, their interrelationships, monitoring, development of performance criteria and process evaluation;
- development of documents (documented information) of the QMS;
- implementation of the developed documentation;
- organizing and systematically conducting internal audits of the QMS to identify its strengths and weaknesses, as well as to continuously improve it;
- independent assessment of the QMS by the certification body (and obtaining a certificate of compliance with the QMS requirements (ISO 9001:2015)).

On the basis of the Decree of the President of the Republic of Uzbekistan "On the fundamental improvement of public administration in the field of technical regulation", dated 02.06.2021 No. UP-6240 in order to further deepen structural transformations in the areas of technical regulation, standardization, certification and metrology, their adaptation to international standards, creating an environment for the widespread use of standards, as well as introducing modern methods into conformity assessment processes, the Uzbek Agency for Technical Regulation under the Ministry of Investments and Foreign Trade of the Republic of Uzbekistan was formed on the basis of the Uzbek Agency for Standardization, Metrology and Certification. The Agency for Technical Regulation is a republican government body for the implementation of state policy in the field of technical regulation and metrology. The Agency for Technical Regulation is the legal successor of the Uzstandard Agency for rights, obligations and contracts, including international treaties [1].

According to the analyzes carried out in the study, in 2018 445 international standards were adopted and implemented in Uzbekistan, the same figure in 2021 was 7968. As a result, the total number of international standards reached 19543, and the level of compliance of existing standards with international requirements increased from 13% to 80,4%. In order to bring the quality of local products in line with international requirements, in 2021, quality management systems were introduced at another 813 enterprises. Currently, QMS certification is carried out by 17 accredited bodies [2].

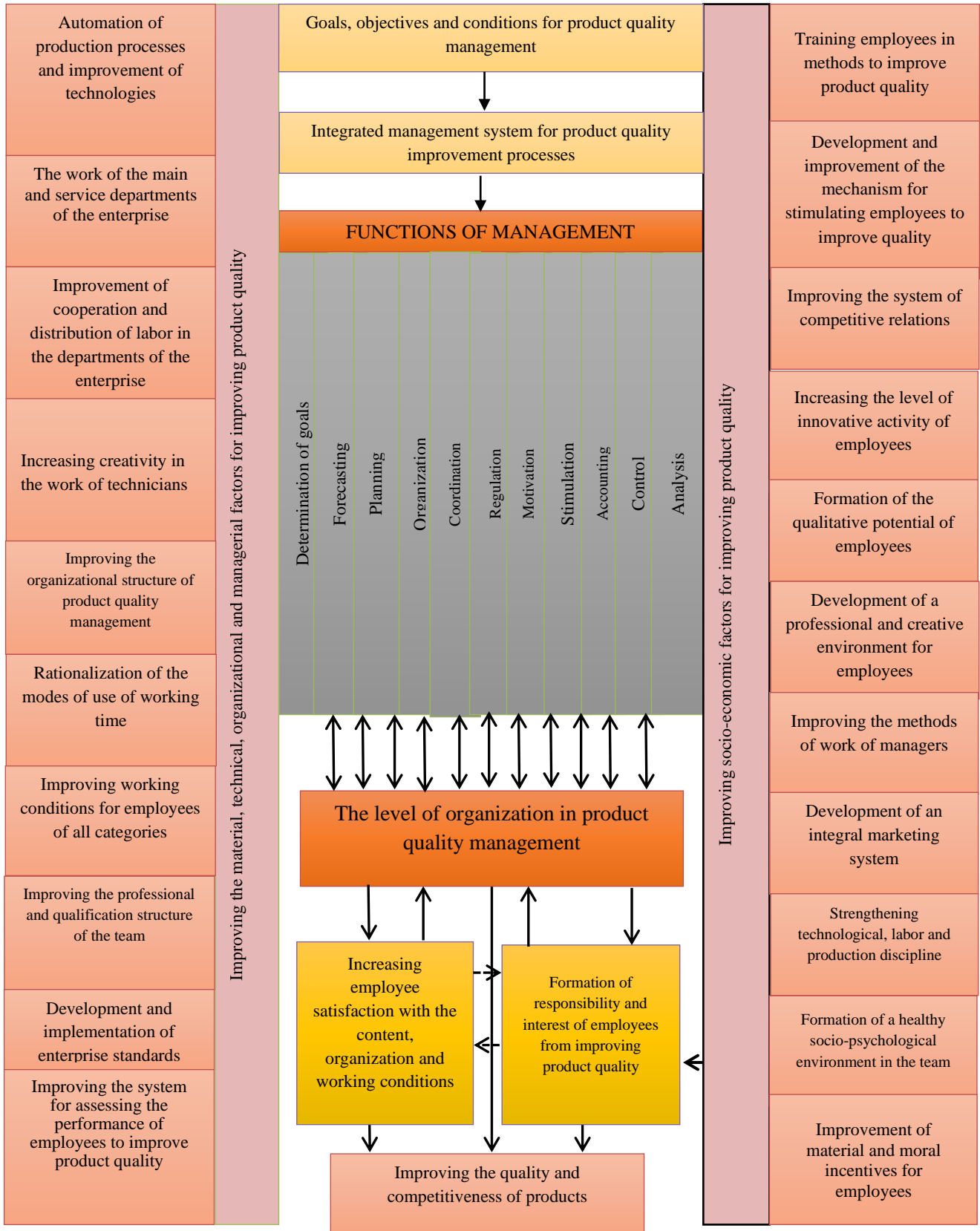
Today, more and more attention is paid not to the "isolated" application of the QMS, but to the formation of integrated management systems that take into account the requirements of ISO standards of



various families. So, when creating systems, common elements are such as:

- mission (vision) and values of the company;
  - development strategy(s);
  - policy and goals in the field of quality;
  - other policies (if necessary) -
- competitiveness, resource saving, social responsibility;

- business planning (and selection of optimal models);
- managers making managerial decisions;
- personnel involved in the processes of development, implementation, and in the functioning and improvement of the system; resources (financial, etc.).



**Figure 2. Organizational and economic mechanisms of integrated product quality management at industrial enterprises and strengthening its impact on competitiveness**



On the basis of the research conducted on our part in the Republic of Uzbekistan, organizational and economic mechanisms for comprehensive quality control of products of industrial enterprises and its impact on increasing competitiveness were developed (figure 2). In order to further develop quality management, a program of measures was developed to improve the quality of products and expand the implementation of international standards at industrial enterprises of the country [4].

In implementing this management system for industrial enterprises, it is necessary to highlight three important areas:

1) creation of conditions that allow activating logistical and organizational and managerial factors (organization of labor and working conditions, improvement of organizational structures, introduction of automated control systems, digital technologies, etc.);

2) creation of conditions that make it possible to activate socio-economic factors (stimulation, competitive relations, methods and methods of leaders' work, professional communication, improvement of criticism and self-criticism);

3) rational use of all elements of integrated product quality management, including its principles, functions, methods and means, in relation to factors and specific performance indicators [6].

The target impact on all factors is achieved using the functions, methods and tools of integrated product quality management. Under their influence, factors change qualitatively and become more active, which contributes to an increase in employee satisfaction with the results of their work and interest in taking measures to improve product quality and competitiveness.

In our opinion, there should be a reasonable long-term plan for the implementation of the developed basic models and schemes for integrated product quality management, this plan should provide control and accounting for the implementation, organization and regulation of promising work. In addition, the plan should ensure that administration, department heads and specialists are integrated and coordinated with the work of staff, as well as with greater involvement of staff in quality management [4].

*Currently, there are the following main problems of quality control and safety of industrial products:*

- insufficient work to modernize existing testing laboratories;

- lack of a mechanism to protect the domestic market from low-quality and dangerous products, etc.

*To solve these issues, the following is proposed:*

- the regularity of "test purchases" in order to identify and prevent the sale of low-quality products;
- modernization and re-equipment of laboratories;
- development and approval of a new program of technical regulations;
- harmonization of existing documents in the field of standardization with international standards (national standards, technical regulations);
- expanding the scope of accreditation of testing laboratories, certification bodies to technical regulations.

In conclusion, we can say that an important goal of integrated product quality management is to ensure that the planned level of product quality is sustainable and competitive while minimizing costs. The criteria for achieving this goal are as follows:

- a) recognition by the consumer of product quality;
- b) reduction of product defects in the production process;
- c) ensuring the growth of financial results due to product quality and competitiveness.

These results can be achieved by improving the quality management system at industrial enterprises.

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