

## THE TRENDS OF QUALITY MANAGEMENT TO IMPROVE THE COMPETITIVENESS OF AN ENTERPRISE IN THE INTERNATIONAL MARKET

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### Proskurnina N. V., Bilousko V. I. The Trends of Quality Management to Improve the Competitiveness of an Enterprise in the International Market

This article discusses the importance of quality management in improving the competitiveness of organizations in the international market and increasing profitability. A tendency towards an increase in the number of companies in the world is revealed. The article covers various trends in quality management, including Total Quality Management (TQM), Lean Six Sigma (LSS), international standardization systems and implementation of modern technologies. The authors provide an overview of each trend, its meaning, using, and benefits. There has been an increasing interest in the Universal Quality Management system as a continuation of the development of Total Quality Management which is more useful for international companies. Combining lean manufacturing and Six Sigma into a more complete Lean Six Sigma system has been considered as the one which helps to increase efficiency and decrease the number of defects. The article describes the growing interest in the international standardization system on the example of ISO 9001. The number of the ISO 9001 certificates by countries in 2020 was analyzed. The activity of Ukrainian companies in obtaining a quality certificate has been studied. Modern technologies are described, the need for improving quality control, the technologies in use and prospective cases are considered. The authors emphasize the need for organizations to adopt modern trends in the quality management system to remain competitive in the global market and obtain other advantages. The steps that organizations can follow to effectively implement the quality management trends are provided. The article highlights the importance of quality management in improving organizational performance and competitiveness in the global market. This article is relevant to managers, quality professionals and people interested in improving the quality of products and services in the international market.

**Keywords:** quality, quality management, Total quality management, Lean Six Sigma, ISO 9001.

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**Проскурніна Н. В., Білоусько В. І. Тенденції управління якістю для підвищення конкурентоспроможності підприємства на міжнародному ринку**  
У даній статті розглядається важливість управління якістю для підвищення конкурентоспроможності та прибутковості підприємств на міжнародному ринку. Виявлено тенденції до збільшення кількості компаній у світі. У статті розглядаються різні напрями в управлінні якістю, зокрема Total Quality Management (TQM), Lean Six Sigma (LSS), міжнародні системи стандартизації та впровадження сучасних технологій. Наведено огляд кожного тренду, його значення, використання та переваги. Зростає інтерес до універсальної системи управління якістю як продовження розвитку тотального управління якістю, що є більш корисним для міжнародних компаній. Розглянуто поєднання економічного виробництва та Six Sigma в більш повну систему Lean Six Sigma, яка допомагає підвищити ефективність і зменшити кількість дефектів. Описано зростання інтересу до міжнародної системи стандартизації на прикладі ISO 9001. Проаналізовано кількість сертифікатів ISO 9001 по країнах у 2020 р. Досліджено діяльність українських компаній щодо отримання сертифіката якості. Описано сучасні технології, їх необхідність для вдосконалення контролю якості; розглянуто, як використовуються технології та можливості. Наголошено на необхідності прийняття організаціями сучасних тенденцій у системі управління якістю, щоб залишатися конкурентоспроможними на світовому ринку й отримувати інші переваги. Наведено кроки, які організації можуть виконати для ефективного впровадження тенденцій управління якістю. У статті висвітлено важливість управління якістю для підвищення ефективності організації та конкурентоспроможності на світовому ринку. Публікація актуальна для менеджерів, спеціалістів з якості та фахівців, зацікавлених у поліпшенні якості продукції та послуг на міжнародному ринку.

**Ключові слова:** якість, управління якістю, загальне управління якістю, Lean Six Sigma, ISO 9001.

**Рис.:** 2. **Табл.:** 2. **Бібл.:** 10.

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In today's globalized world, enterprises face intense competition in the international market. To preserve the ability to compete, businesses have to continually improve their quality management systems. Over the years, quality management has evolved, and businesses need to keep up with the latest trends to remain competitive.

Quality management provides a framework for identifying and eliminating inefficiencies, defects, and waste in business processes. By studying quality management, it is possible to learn how to improve business performance and efficiency, which can lead to increased profitability and competitiveness. The quality management principles and practices can be applied across different functional areas of an organization.

Customers have high expectations for quality products and services nowadays. Studying quality management helps to understand customer needs and expectations, and develop processes to meet those expectations. This can lead to increased customer satisfaction and loyalty.

In modern scientific works, the importance of quality management for increasing the efficiency of an enterprise has already been proven. Such approaches as Total Quality Management and Lean Six Sigma together with the international quality standards and their advantages are actively studied by scientists as O. Kamets [3], H. Kapinos, K. Larionova, M. Lypchak [4], I. Savchuk [6], T. Simkova, A. Kyrychenko [7], M. Singh, R. Rathi [8], A. Weckenmann, G. Akkasoglu, T. Werner [10].

The purpose of studying trends in the development of quality management corresponds to the will to understand how they can be applied to improve business performance and competitiveness in the global marketplace. Studying trends in the development of quality management can help individuals and organizations stay up-to-date with the latest practices and tools, and position themselves for success in the ever-changing global marketplace.

Quality is one of the main factors for the development of an enterprise in the international market. Competition and concern for the brand image stimulate enterprises to improve the quality of products.

As shown in the *Tbl. 1*, the number of companies is increasing every year, forcing the extant companies to improve the respective international strategy of theirs. More and more attention is being paid to the quality of manufactured products, and business owners strive to have the most effective quality management system.

Quality management is a complex set of actions that positively affects the result of the enterprise. Improving quality management can lead to a number of positive changes, such as: increased customer satisfaction, improved brand reputation, competitive advantage, higher sales and profitability, reduced costs, increased efficiency.

Product quality mostly depends on the effectiveness of the quality management system, as well as on the

proper organization of the production processes themselves. Managers must be aware of the need for strict adherence to both the quality management system standards and technological discipline.

**Table 1**

**Number of companies in the world**

| Year | Amount of companies (in millions) | Year | Amount of companies (in millions) |
|------|-----------------------------------|------|-----------------------------------|
| 2012 | 274.4                             | 2017 | 314.4                             |
| 2013 | 281.57                            | 2018 | 322.81                            |
| 2014 | 288.2                             | 2019 | 328.81                            |
| 2015 | 296.48                            | 2020 | 328.14                            |
| 2016 | 306.27                            | 2021 | 333.34                            |

Source: compiled by the authors based on [9].

For effective quality management, a responsible leader or team is needed, depending on the size of the enterprise, which will control the internal and external factors and respond quickly to changes, as well as offer innovative solutions.

1. *Total Quality Management (TQM).*

At present, TQM is the most useful system in the domain of quality management. It remains an important management philosophy that can help organizations in improving quality, reducing costs, and enhancing customer satisfaction. TQM includes the principles as customer focus, continuous improvement, employee empowerment, process improvement, and management leadership. These principles and practices are widely used in a variety of industries, including manufacturing, healthcare, and service industries. However, the implementation of TQM can vary depending on the specific needs and circumstances of each organization, and requires a commitment to ongoing learning and perfection.

TQM is a management approach that emphasizes continuous improvement, customer satisfaction, and teamwork. It involves all employees in the organization, from top-level management to frontline workers. TQM requires a commitment to quality from every employee and is essential in achieving and maintaining competitive advantage in the international market. According to I. Savchuk [6], Universal Quality Management (UQM) is part of TQM which continues to develop and is characterized by the creation of the industry-related quality management systems and increased attention to environmental protection.

UQM is based on the idea that the quality management principles are universal and can be applied in any context, regardless of cultural or geographic differences. It is an important conception for the international organizations seeking to improve their quality management practices and remain competitive in the global market. By adopting a universal approach to quality management, organizations can benefit from greater efficiency, cost

saving, and customer satisfaction, while also promoting better collaboration and understanding across different cultures and countries.

### 2. *Lean Six Sigma (LSS)*

LSS is a methodology that combines the principles of lean manufacturing and Six Sigma. Lean Manufacturing remains an important approach for organizations seeking to maximize efficiency and reduce waste (Fig. 1). By focusing on the principles of value, flow, pull, and perfection, organizations can create a culture of continuous improvement that drives success and competitiveness in the marketplace.



Fig. 1. The combination of LSS

Source: compiled by the authors.

Six Sigma is a methodology that is focused on improving the quality of processes and products by reducing the variability and defects in them. It is a data-driven approach that relies on statistical analysis and measurement in order to identify and eliminate the causes of errors and defects in processes. This system comprises the following phases: defining, measuring, analyzing, improving, and controlling.

A combination of these approaches is now widely used. According to M. Singh and R. Rathi [8]: “The implementation of LSS has been started in all sectors i. e. manufacturing, service and process sectors, for achieving excellence”. It aims at reducing waste and variation in processes to improve quality, productivity, and profitability. This approach focuses on identifying and eliminating defects in the process while enhancing efficiency and reducing costs. By combining the principles of Lean and Six Sigma, organizations can create a comprehensive framework for continuous improvement that can be applied to a variety of processes and industries. Nowadays it is possible to get international certification and get trained in the system of LSS.

### 3. *International standardization*

International standardization refers to the process of developing and implementing the technical standards that are recognized and accepted globally. International standards help to ensure that products and services meet certain quality and safety standards, facilitating trade between countries and improving overall efficiency and reliability. International standardization is an important process that helps businesses to improve their quality and safety, facilitate trade, increase efficiency and productivity, and enhance their reputation.

According to [7], the certification of quality systems expands the prospects of a further growth and allows to significantly strengthen the company’s position in both the foreign and domestic markets. ISO 9001 [1]

is an internationally recognized standard that outlines the requirements for a quality management system. The latest version, ISO 9001:2015, focuses on the risk-based thinking and requires organizations to take a proactive approach to managing risks. By implementing ISO 9001:2015, organizations can ensure they meet customer expectations and regulatory requirements while continuously improving their quality management system. In Ukraine, the analogue of this standard is DSTU ISO 9001:2015 [2]. In 2020 there were 917 131 of the ISO 9001 certificates in the world, of which 1 465 were obtained in Ukraine [5] (Fig. 2).

The Fig. 2 shows that companies from a country with a highly developed economy pay great attention to obtaining an ISO 9001 certification. China, as a country with a rapidly developing economy, received the largest number of the ISO 9001 certificates in 2020 – 324 541, which is 221 times more as the certificates obtained in Ukraine in the same year.

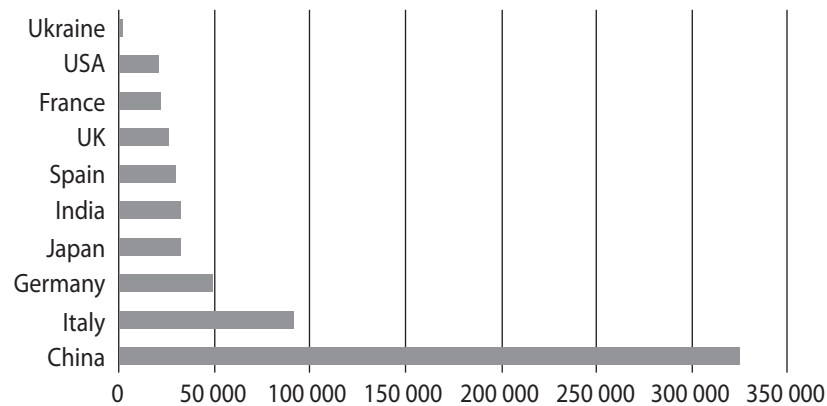
### 4. *Implementation of modern technologies*

Digitalization refers to the integration of digital technology into all areas of an organization. It involves using technology to automate processes, improve communication, and increase efficiency. By implementing digital solutions, organizations can reduce errors, increase speed, and improve quality. This trend is critical in today’s competitive environment, where businesses need to respond quickly to customer demands and market changes.

Modern technologies have had a significant impact on quality management, enabling businesses to streamline their quality control processes, improve product quality, and enhance customer satisfaction. Technologies simplify the work of managers and quickly give more accurate results, which improves the efficiency of the enterprise as a whole. Some of the key modern technologies used in quality management, their implementation and the opportunities are presented in the Tbl. 2.

TQM, Lean Six Sigma, international certification and modern technologies are main parts of the modern quality management system. Now there is a tendency to reduce interest in TQM and Lean Six Sigma systems, while standardization, international quality certification and digitalization are gaining momentum every year.

A quality management improvement can significantly impact the position of a company in the international market. A company that implements some effective



**Fig. 2. The number of the ISO 9001 certificates by country in 2020**

Source: compiled by the authors based on [5].

**Table 2**

**Modern technologies in quality management**

| Modern technology             | Quality management opportunities   |
|-------------------------------|--|
| Automation                    | Automation technologies such as robotics, machine learning, and artificial intelligence can help businesses to automate quality control processes, improve accuracy, and reduce the risk of human error  |
| Big data analytics            | Big data analytics can be used to analyze large volumes of data to identify patterns and insights related to product quality and customer feedback. This can help businesses to make data-driven decisions and continuously improve product quality        |
| Cloud computing               | Cloud computing can be used to store and share quality-related data and documents, enabling teams to collaborate more effectively and access critical information from anywhere  |
| Internet of Things (IoT)      | IoT technologies such as sensors and connected devices can be used to monitor product quality in real-time, providing businesses with greater visibility into the production process and enabling them to identify and address quality issues more quickly |
| Blockchain                    | Blockchain technology can be used to track and verify the authenticity and quality of products throughout the supply chain, enhancing transparency and trust   |
| Virtual and augmented reality | The virtual and augmented reality technologies can be used to simulate quality control processes and provide training to employees, improving accuracy and efficiency  |

Source: compiled by the authors.

tive quality management practices can improve its products and services quality, increase customer satisfaction, reduce costs, and gain a competitive advantage over its rivals. Here are some ways of how a quality management improvement can positively affect a company’s position in the international market:

1. *Enhanced Reputation.* A company that adopts the quality management practices is likely to develop a good reputation for producing high-quality products and services. This can lead to the increased customer trust and loyalty, which can enhance the company’s position in the international market.
2. *Increased Market Share.* The companies that focus on quality management can differentiate themselves from their competitors and gain a larger market share. Customers are more likely to choose a company that offers high-quality products and services over a company that does not.
3. *Improved Customer Satisfaction.* The quality management practices can help companies to better understand customer needs and expectations. By meeting these needs and expectations, companies can improve customer satisfaction and loyalty, which can lead to increased sales and revenue.
4. *Reduced Costs.* The quality management practices can help companies identify and eliminate inefficiencies, defects, and waste in their processes. This can result in reduced costs and improved profitability, which can enhance the company’s position in the international market.
5. *Compliance with International Standards.* International standards, such as ISO 9001:2015, are widely recognized and accepted in the international market. By implementing these standards, companies can demonstrate their commitment to quality and improve their competitiveness in the global market.

Overall, international companies that adopt modern trends in quality management can benefit from improved efficiency, cost savings, and customer satisfaction, all of which are critical for success in the global market. By remaining flexible and adaptable to changes in quality management practices, international companies can stay ahead of the competition and continue to grow and thrive.

The implementation of the quality management trends requires a systematic and organized approach in order to ensure success. The company develop their quality management strategy, taking into account its own characteristics and specifics, following the current trends and using the latest technologies. Steps for implementing the quality management trends effectively are as follows:

1. *Establish a quality management team.* The first step is to form a team of individuals responsible for implementing the quality management trends. This team should include individuals from different departments and levels of the organization to ensure that all aspects of the organization are covered.
2. *Identify the quality objectives.* The team should identify the quality objectives that the organization wants to achieve. These objectives should be specific, measurable, achievable, relevant, and time-bound (SMART).
3. *Develop a quality management plan.* The team should develop a quality management plan that outlines the steps that the organization will take to achieve its quality objectives. This plan should include the timelines, responsibilities, and resources required.
4. *Develop a quality management system.* The team should develop a quality management system (QMS) that includes processes, procedures, and documentation for achieving the quality objectives. The QMS should be based on the industry-related best practices and international standards, such as ISO 9001.
5. *Implement the quality management system.* The team should implement the QMS across the organization, including training employees on new processes and procedures.
6. *Monitor and measure performance.* The team should establish a system for monitoring and measuring the organization's performance against the quality objectives. This can include regular audits, customer satisfaction surveys, and other performance metrics.
7. *Continuously improve.* The team should continuously review and improve the QMS to ensure that it remains effective and relevant. This can involve identifying areas for improvement, implementing corrective actions, and promoting a culture of continuous improvement across the organization.

## CONCLUSIONS

In summary, the trends of the development of quality management are constantly evolving. To remain competitive in the international market, businesses need to keep up with the latest trends and continuously improve their quality management systems. Whether it's TQM, Lean Six Sigma, international standardization or implementation of modern technologies, these trends can help businesses improve quality, reduce costs, and increase efficiency, leading to the improved competitiveness and a long-term success.

To conclude, the quality management improvement can have a significant impact on a company's position in the international market. By adopting the quality management practices, companies can enhance their reputation, increase market share, improve customer satisfaction, reduce costs, and comply with international standards. These factors can help companies gain a competitive advantage and succeed in the global marketplace. ■

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## ТИПІЗАЦІЯ КОРПОРАТИВНИХ КУЛЬТУР МІЖНАРОДНИХ КОМПАНІЙ НА ОСНОВІ МЕТОДУ ОСАІ

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### Калюжна Н. Г., Хома В. М. Типізація корпоративних культур міжнародних компаній на основі методу ОСАІ

Статтю присвячено здійсненню типізації корпоративних культур відомих міжнародних компаній на основі методу Organizational Culture Assessment Instrument (OCAI). Обґрунтовано, що процеси формування та розвитку корпоративної культури міжнародної компанії мають відбиватися з урахуванням фактора країни походження та галузевої приналежності компанії, що сприятиме визначенню раціональних шляхів їх оптимізації. Розглянуто метод ОСАІ як інструмент оцінки корпоративних культур компаній, який дозволяє ідентифікувати тип і стан культури компанії шляхом побудови рамкової конструкції конкуруючих цінностей. Надано характеристику типів культури згідно з методом ОСАІ, до яких належать адхократична, кланова, ієрархічна та ринкова культура. На підставі логічного припущення щодо необхідності рівнозначного поєднання характеристик різних типів культур (тобто приділення уваги всім аспектам – технологіям, працівникам, лідерству та структуризації діяльності) визначено тип корпоративної культури провідних міжнародних компаній та обґрунтовано пріоритети її розвитку з урахуванням галузевої специфіки. З використанням ресурсу OCAI online візуалізовано результати аналізу у вигляді рамкових конструкцій конкуруючих цінностей компаній. Систематизовано й узагальнено характеристики діяльності міжнародних компаній з метою визначення спільних рис між компаніями з однаковим типом корпоративної культури. Акцентовано увагу на тому, що результати використання методу ОСАІ можуть служити підґрунтям для розробки рекомендацій щодо вдосконалення корпоративної культури з урахуванням специфіки діяльності, цілей та регіонального простору – в тому числі, для українських компаній, які прагнуть освоювати міжнародні ринки.

**Ключові слова:** корпоративна культура, міжнародна компанія, оцінка, метод ОСАІ, конкуруючі цінності, галузева специфіка, країна походження.

**Рис.:** 3. **Табл.:** 2. **Бібл.:** 13.

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