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EXPERIENCE IN QUALITY MANAGEMENT IN DIFFERENT REGIONS OF THE WORLD

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Abstract. This research shows the history of quality management on the example of three leading regions of the world: the United States, Western Europe and Japan.

Keywords: quality management, product quality, history of quality management

ДОСВІД УПРАВЛІННЯ ЯКІСТЮ В РІЗНИХ РЕГІОНАХ СВІТУ

Анотація. Дослідження присвячене аналізу досвіду управління якістю в компаніях на прикладі трьох провідних регіонів світу: США, Західної Європи та Японії.

Ключові слова: управління якістю, якість продукції, історія управління якістю

Problem statement. The international community has developed a unified approach to the rationing of technical requirements for product quality. At the stage of development of scientific and technological progress, product quality is put forward to the key problems of development of national economies. In all industrialized countries of the world there is an active search for ways to solve the problem of improving product quality, its competitiveness in the world market.

Analysis of basic research and publications. Issues of the quality management in different regions of the world were covered in the works of foreign and domestic scientists, in particular Minko E. [1], Minko A. [1], Smirnov V. [1], Ford H. [2], Klimanov V. [3], Markeeva B. [7].

Abstract purpose. To analyse experience in quality management in different regions of the world.

Research Results. The quality of goods in the 1940s and 1950s produced in America was low, and the only thing they cared about was production. At the same time, huge costs for the US industry were a major problem due to the low level of quality, as 20–25 per-

cent of all current costs were detected and product defects were identified. In other words, up to a quarter of all employees did nothing – they did not redo what was done wrong the first time.

Solutions to the problem of quality have often been sought in various protectionist measures: tariffs, quotas, tariffs that protect American products from competitors, and issues of quality improvement have been relegated to the background.

In the early 80's quality management was reduced to quality planning, and this was the prerogative of the service. At the same time, not enough attention is paid to domestic consumers – quality improvement plans are made without taking into account the need within the firm. The process of such quality management did not create plans, but problems.

During this period, two books by Edwards Deming were published in the United States: “Quality, Productivity and Competitiveness” and “Exit from the Crisis”. These monographs set out the famous “14 points” that formed the basis of the overall quality.

In the United States began to clearly reflect the problem of quality. Measures taken in the United States to continuously improve product quality did not delay the elimination of the gap between Japan and the United States, which contributed to competition in the world market, becoming a single, global market [1].

An example is the history of Henry Ford's company, the main idea of which was to create a company that based the principle of good product quality and “meeting the needs of the public.

At the same time, the joy of the first consumers is put in place when organizing the production of any product: This is an indisputable law” [2].

However, the current system, according to Ford, does not support this basic rule:

“The product does not want to earn the services it has provided to the public, but only to earn more money. Whether he satisfied the buyer was a secondary matter” [2].

Ford considered such a statement unsatisfactory. He considered it necessary to work so that the customer was satisfied with the goods and service, including after the sale.

In 1945, Japan lay in ruins; its industry was completely destroyed. However, in the late 1940s and early 1950s, Japanese specialists, trained by reputable American quality management scientists E. Deming and J. Juran, began to successfully apply this knowledge

in Japanese industry. The so-called Deming cycle was introduced, related to the design, production, marketing, analysis and changes resulting from its results, to improve the quality level – the PDCA cycle.

It is believed that the Japanese approach to quality management has a number of distinctive features, but comparative analysis shows that the theoretical positions are universal and in the sense that they are international. Quality management systems of those progressive foreign firms, where these concepts have found the fullest and correct practical implementation, are similar in nature, the mechanism of implementation and development of systems is also universal in nature.

The basic concept of the “Japanese miracle” is a perfect technology, whether it is a technology of production, management or maintenance. A characteristic feature of the development of quality management system in recent years is that it includes a system of communication with the consumer and a system of communication with suppliers.

Managers see solutions to the problem of further improving the quality only in cooperation, mutual trust of suppliers, producers and consumers. They see the main thing in the mandatory identification of causes of inadequate quality, regardless of where they will be found in the supplier or consumer, and the implementation of joint measures to eliminate the identified causes as soon as possible.

Having a relationship of trust with suppliers, based on a joint search for ways to improve product quality, provides a transition to a widespread system of trust in Japan, which saves significant time and money required for incoming control of materials and parts from the supplier.

At the Japanese enterprises for the personnel the program of participation in quality assurance which has received the name “five zeros” is developed. It is formulated in the form of short rules – commandments:

- do not create conditions for the appearance of defects;
- do not transfer defective products to the next stage;
- do not accept defective products from the previous stage;
- do not change technological modes;
- do not repeat mistakes.

These rules are detailed for the stages of preparation for production and the actual production and communicated to each employee [3].

Consider the Japanese production system on the example of Nissan, whose companies have been operating around the world since 1994 according to the same standards, called the Nissan Production System (Nissan Production Way (NPW)).

At the heart of the Nissan Production Way are two “constants” that guide all the company’s production activities.

The first is “continuous synchronization of production with the needs of consumers”, which refers to the establishment of trust and mutual support between Nissan, which offers high quality products and services, and consumers.

The second is “continuous identification of shortcomings and ways to eliminate them”, which means a proactive approach to problems, awareness of the distance between the “ideal state” and “existing state” of affairs and developing attitudes to this distance as an opportunity for improvement.

Production of quality products is a top priority for Nissan. They have created a comprehensive system for continuous quality improvement at every stage of car development and production. This makes it possible to ensure that every buyer in any country in the world can be confident in their car [4].

While Japan and the United States have been implementing quality improvement programs for many years, pursuing active quality policies, and long-term quality planning, Europe, with rare exceptions, has continued to maintain quality control. During the 1980s, there was a movement throughout Europe towards high quality products and services, as well as to improve quality assurance. Quality systems have been widely implemented in accordance with ISO 9000 standards – this has led to a more consistent position on quality issues, more reliable deliveries and a more stable level of quality in general.

In preparation for the open European market, proclaimed on January 1, 1993, common standards, common approaches to technological regulations, harmonized national standards for quality systems based on ISO 9000 series standards, and their European counterparts – EM – were developed. 29000 series. Great importance is attached to the certification of quality systems for compliance with these standards, the establishment of a reputable European certification body in accordance with the EM 45000 standards. These standards should be guarantors of high quality.

For the European market to function properly, the products supplied must be certified by an independent organization. In addition to product certification, accreditation of testing laboratories and employees who control and assess product quality is carried out. The most important aspect of their activities is the control over the satisfaction of consumer requirements and the resolution of conflicts between the manufacturer and the supplier of products.

Quality has become a factor in ensuring the competitiveness of European countries. Implementing such a strategy required uniform legal requirements, uniform standards, and uniform verification processes to ensure that the organization met market requirements. [5]

As an example of quality management in Europe, consider the German car industry, as cars from Germany have unsurpassed quality.

To this end, IATF Standard 16949: 2016 has been published. This standard is not intended for use as a stand-alone QMS, but in combination with ISO 9001 and contains additional requirements specific to the automotive industry [6].

Below we consider the production system of German car companies on the example of Volkswagen.

The general characteristics of the modern German management model are:

- focus on high quality and customer satisfaction;
- support of employees, developed system of education and training;
- commitment to innovation.

One of the most successful car manufacturers in the world, which has the strongest position in the international arena – Volkswagen. The employees of this company have high competence, as the company attaches great importance to professionalism and high qualification [7].

Volkswagen has implemented EPS, the Emden production system, which is the basis of a culture of continuous improvement, where people are key.

The purpose of EPS is:

- increase employee satisfaction;
- quality improvement;
- productivity growth [8].

Conclusions. Analyzing Western and Eastern experience in the field of quality, we can name the following characteristics or differences between them:

1. Strict quality control of manufacturing, production planning for volume and quality indicators, administrative control over the implementation of plans and improving the management of the organization as a whole were more acceptable for the United States;

2. For Japan – is the widespread implementation of scientific developments, a high level of computerization of all operations management, analysis and control of production; as well as the maximum use of human capabilities, for which measures are taken to stimulate creative activity (quality circle) and staff training.

3. As for the European approach to solving quality problems, it has: the legal basis for all work related to quality assessment and verification; harmonization of the requirements of national standards, rules of certification procedures and the network of national organizations authorized to carry out certification of products and quality systems.

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