

## **WORLD EXPERIENCE OF FORMATION AND IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS**

In conditions of globalization the quality of production becomes the main criterion of economic success of any country and competitiveness of goods in the market. Therefore, domestic enterprises need to focus on implementing of quality management systems that would be based on international experience of their implementation.

The modern theory of quality management is based on the researches conducted by such prominent foreign scientists as F.B. Crosby, W.E. Deming, A.V. Feigenbaum, K.Ishikawa, J.M. Juran, P.Galvin and others.

The aim of the study is to explore the world experience of implementation quality management systems and to develop recommendations for introduction of such systems in domestic enterprises.

In modern terms of severe competition for markets of sales enterprises of developed countries increasingly apply effective tool to ensure success. This tool is the quality systems which correspond to the recognized international standards contained in International and European standards of quality and certification.

Implementation of quality systems in the organization gives the highest efficiency if employees understand its purpose and principle of its operation. To understand the development of quality management process we research the experience of some developed countries.

The implementation system quality of Japan is quite a good example to follow. Low quality of Japanese products affected the level of their competitiveness and, therefore, the profits. Consequently, the Japanese industry began introducing more actively two directions in the field of quality management, namely:

1) Deming cycle concerning the design, manufacture, marketing, analysis and changes to increase the level of quality called Cycle PDCA that means "planning–implementation–test–effect".

2) The development of quality tool (ROS) which includes quality, reliability, and cost of technology.

Distinctive elements of the Japanese approach in quality management arising from the above – mentioned approaches include: the focus on continuous improvement of processes and improvement of labour results in all divisions; the quality control of production processes; the focus on preventing the possibility of defects assumption; the careful study and analysis of the problems arising like the principle stream that rises, i.e. from the next operation to the previous one; the full consolidation of responsibility for the quality of labour results for direct contractor; the active use of human factor; the development of the creative potential of workers and employees.

Poor quality of products has become a major problem for U.S. companies. In order to protect their products the American government takes a number of such protective measures as tariffs, duties, and so on. Fighting for quality has become a national program. One of the main objectives of the national campaign for quality improvement is to achieve the realization of the slogan "Quality is paramount!" Under this motto such events as "months of quality" are held. The U.S. Congress established the National Awards for Outstanding Achievements in the field of quality improvement.

The major American approaches to improve product quality are:

- Motivation of workers and employees of the company.

- Quality control of manufacturing products using the methods of mathematical statistics; to draw more attention to the process of production planning and improving the management of the organization as a whole.

Due to the measures for improving product quality of U.S firms have improved not only the quality indicators of industrial production, but also the relation to the consumer has been changed. Practice was implemented in the words: "Consumer is always right." This was an additional incentive of the quality production improving.

The distinctive features of the European approach in comparison with the experience of Japan and the United States to solve the quality problems are:

1. the legal basis for all activities related to the assessment and confirmation of quality;

2. harmonization of the requirements of national standards, regulations and certification procedures;

3. creating of a network of national and regional infrastructure organizations authorized to carry out work on production certification and quality systems.

So, in its development even the most developed countries needed the formation of such a quality system that would provide enterprise development and competitiveness not only within a country but globally also. Based on their experience the model proposed above can help businesses overcome the barrier between Ukrainian businesses and enterprises of developed countries.