

QUALITY MANAGEMENT

- Alexandru Giura, Calculating Overall Equipment Efficiency for Management Decision. Shocking OEE and the Correct Performance

Overall Equipment Efficiency (OEE) is the specific metric for Total Productive Maintenance (TPM) approach of achieving production efficiency. In order to take advantage of such approach OEE and its structural elements must be defined and calculated in a manner enabling the management to make the appropriate improvement decisions. This work proposes a changed structure and calculation manner for OEE and its components aiming to provide management with the adequate information for the decision process concerning the systematic achievement of equipment efficiency.

Keywords: Overall Equipment Efficiency (OEE), Total Productive Maintenance (TPM), process flow simulation, Work in Progress (WIP), productivity, hourly consumption.

- Dominik Zimon, *Quality Management Systems' Impact on the functioning of Distribution Channels in the FMCG Market*

The main aim of this publication is to analyze the influence of standardized quality management systems for the betterment of distribution channels in the FMCG market. The research covered 20 deliberately chosen distribution channels of a large manufacturing company carrying out the activity in the food industry in the FMCG market in South-Eastern Poland. For the purposes of the research process, channels are divided into two groups. In the first group were classified channels in which all (or almost all) cells have implemented quality management systems (ISO 9001, ISO 9004 or ISO 22000). In the second group were classified channels in which intermediaries had no standardized quality management systems. The research conducted process helped to answer the research questions and the following conclusions: distribution channels with implemented quality management systems in most cases have received better grades than other distribution channels. In particular, their advantage is evident in aspects such as customer service, timeliness and accuracy.

Keywords: quality, management systems, FMCG, distribution channels.

- Nor Mahirah Mustapha, Shahryar Sorooshian, Noor Azlina Azizan, *Performance Measures for Developing the Performance Measurement System: Systematic Literature Review Approach*

Determining the most relevant performance measures is the major challenges that organizations have to encounter for generating an effective performance measurement system (PMS). Selecting performance measures can be characterized as a multiple criteria decision making (MCDM) problems, as it involves a number of measures and mutual interdependencies. The objective of this paper is to bring up the list of performance measures that might be functional in developing the PMS. Based on the four main steps of systematic review of performance management and measurement literature concerning the model to evaluate the performance, the paper picks out an arrangement of performance measures that might be can be used in PMS development. The feasibility of the finding is authenticated because the literatures chosen in this study were theoretically established. The list of performance measures, that can be used as a managerial tool to control performance in any type of organization are provided. Using the set of performance measures identified in this study, it facilitates the work of policy and decision makers as it acts as a reference and foundation on which to evaluate in their organizational performance and improves the quality of the future PMS. This paper presents a narrative listing for driving managers or researchers towards the choice of performance measures using precise approach, and contribute in the collection of the literature in the field of performance measurement and management.

Keywords: systematic review approach, performance measures, organizational performance, performance management.

- Mohammad Adrah Hassan, Barhoum Adeb, *The Implementation of Quality Circles in The Public-Service Organizations. A Case Study: The Syrian Communications Company*

This study addressed the implementation of quality Circles in public-service organizations according to a case study of the Syrian communications company, through the definition of the concept of quality Circles and the mechanism for its work, and to identify the availability of the main requirements for the implementation of quality Circles, through four main variables, which are: Organizational culture, Training, Awareness and Understanding of the higher administration of the concept of quality Circles, in response to and support of the higher administration for the implementation of quality Circles. The researcher has presented a number of recommendations which conform to the results reached, the most important results were: the lack of a sufficient level of organizational culture and training, the lack of a sufficient level of awareness and recognition at the higher administration about the concept of quality Circles, and the lack of a sufficient level of response and support at the higher administration about the implementation of quality Circles in Syrian Communications Company. Therefore, quality Circles can not be applied in the studied company.

Keywords: quality circles, higher administration, organizational culture, continuous improvement.

- Elizabeta Mitreva, Nako Taskov, Vineta Srebrenkoska, Oliver Filiposki, Ilija Lazarevski, Ruzica Jovanovic-Malinovska, *Analysis of the Current Conditions in the Macedonian Companies concerning the Quality of Products, Services and Processes*

The changes in the environment and in the companies themselves on one hand, and the development of the organization on the other hand, can be complementary factors in the company. This can be achieved only if a dynamic process of internal changes is set in the company, which will respond to the outside changes and it will obtain a competence on the market. One of the biggest changes that the new TQM strategy (Total Quality Management) seeks, concerning the Macedonian companies, is a change of the mentality and releasing the old habits and the transitional syndrome.

In this paper are shown the findings from the research concerning the approach toward quality in Macedonian companies, the abilities of the managers to create a good quality system and the directions that are needed for the development of the business processes, the products and the services.

The solution should be searched for in the development of the quality system through the application of the TQM strategy, the development of the staff, the introduction of studies about quality development and development of the processes very early even before the purchase of a new technology.

The reengineering of the business processes is essential, in order to design the processes in the direction of the satisfaction of the buyers/users, and also to have profitability.

Keywords: standardization, TQM system, reengineering, reengineering of the business processes, methodology.

- Andreas Kompalla, Wiebke Geldmacher, Vanessa Just, Steffen Lange, *Tailored Automotive Business Strategies in the Context of Digitalization and Service-Oriented Models*

The environment of the automotive industry is changing drastically, as new megatrends towards digitalization and service-orientation and effects of global trends in regard to demographic changes as well as urbanization lead to a change in the customer perception and expectation of a car. In the past, original equipment manufacturers (OEMs) could focus on mechanical, technical and design aspects of a car.

This research paper focuses on new selling points for OEMs such as assisted driving or in a more advanced way, automated driving, which has strong connections to the megatrend of digitalization. The second emphasis of this paper is service-oriented

business models within the automotive sector – and in particular, the rising importance of car-sharing.

The research results show that the initial role-model of Porter's five forces with the classic setup of suppliers and customers surrounding the current product-focused OEMs will not be persisting in the near future. Customer networks using mobility services in digitally equipped mobile units might be the mid-term vision, which has to be considered by the automotive industry, their strategies and management systems.

The current management and business strategy of manufacturers reflect these aspects but in a wide variety of options and intensities. In general, the research results show, that digitalization and service orientation are being considered throughout the industry, but in different ways. The key question will be how fast and flexible automotive OEMs are able to react considering an increasing speed of changing environments.

Keywords: digitalization, mobility, strategy, Porter's five forces, self-driving cars.

- Svetlana Valentinovna Iudina, Olga Valeryevna Antipova, Olga Vladimirovna Kiseleva, *Aspects of Defining the Economic Category "Labor Quality"*

According to the authors of the article, the concept of the labor quality formed by the Soviet science can and must be used as the initial matrix when forming the modern methodology of the science about labor. Based on the universal philosophical approach to defining the essence of phenomena, their qualitative characteristics, system approach, and main postulates of institutional matrixes concept, the authors of the article define the essence of labor and its quality as a process of the interrelation of the individual and nature to meet various needs of the society that objectively increase as a comprehensive linking of the general, the special, and the unified in the labor that has formational specificity but is mediated by the dominating institutional matrix.

Keywords: labor, labor quality, structure, content of the notion, sub-category, institutional matrix.

- Anna N. Schmeleva, Alexandr V. Gugelev, Maria G. Umnova, *Development of the Methodology of Quality Evaluation and Quality Improvement of Tourist Services in Territorial Subjects of the Russian Federation*

According to the United Nations World Tourism Organization forecast by 2020 Russia can join the top ten countries whose tourist products will be the most demanded in the world market of tourist services. It will be possible only in case of the quality improvement of the tourist services provided by territorial subjects of the Russian Federation. The research gives the analysis of the regulatory framework in the field of tourism in Russia; it offers the comparative overview of the Russian dissertation researches on this subject for the period of 2010-2015 years; it provides the analysis of the quality index of the tourist services offered by the foreign tourism development programs and the Russian Federal Tourism Agency website; the model of system of tourist services quality assurance was also worked out. This research has confirmed the existence of a serious problem of the absence of standards and uncommonality in the field of quality evaluation of the tourists services as there are no clear conceptual or categorical frameworks, tourist services quality index or accurate methodology of an efficiency evaluation of the territorial subjects activity in the sphere of tourism in the Russian Federation. The results of the investigation will be useful to the regulatory authorities in case of the new regulatory framework development or amending the existing documents regulating tourist activities in the country; they can also help the tourism businesses to improve the quality of provided tourist services by means of implementation of complex quality management system of tourist activities.

Keywords: quality, tourist services, territorial subjects of the Russian Federation, quality index, quality indicator.

- Bastian Heinemann, Ioana Ceaușu, Melanie Buchmüller, Jan Kopia, *Quality Management System Certification and the Continuous Improvement Process by the Example of a Training Company in Germany*

This paper analyses, based on the practical experience of the authors, the implementation and the consequences of total quality management approach on quality management systems in a training company in Germany. In the first part of the article, the theoretical framework for quality management useful for the scope of this article will be delimited. In the second part, this framework will be exemplified through the case of a German training company. The main objective of this paper is to present a best practices case in the training industry for the deployment of an ISO 9000 certification.

Keywords: ISO 9001 certification, quality management, continuous improvement process, total quality management.

FOOD SAFETY MANAGEMENT

- Alessandro Bonadonna, Liuba Macar, Giovanni Peira, Chiara Giachino, *The Dark Side of the European Quality Schemes: The Ambiguous Life of the Traditional Specialities Guaranteed*

In Europe, the food products are enhanced through different quality systems that can be applied according to the Regulation (EU) No. 1151/2012, known also as "quality package". This Regulation defines three different tools of foodstuff enhancement i.e. the Geographical Indications (IG), the Traditional Specialities Guaranteed (TSG) and the Optional Quality Term (OQT). These quality systems have played an important role in the recovery of a large and diverse quantity of traditional agricultural products and foodstuff as well as preventing their disappearance through their economic and social development. In fact, without this policy, many of these products would be lost or, at least, would not be marketed outside their regional and national borders.

One of these schemes is mainly dedicated to the traditional foods and recipes and defines the meaning of "traditional" in the European gastronomy. Furthermore, the different definitions of "traditional product" identified in literature emphasize how it is given a direct link with the territory. Could the European tool dedicated to traditional foodstuffs define a simple way to success? The scope of this paper is to analyse the evolution and dissemination of the European Union instrument dedicated to culinary traditions, i.e. Traditional Specialities Guaranteed. Moreover, a first consideration on the concept of traditional recipe has been made; in fact, sometimes, the recipes considered traditional are composed by ingredients that are not linked to the region itself. This is a controversial phenomenon that could be analysed more in depth.

Keywords: traditional specialities guaranteed, TSG, traditional food product, European quality schemes, food quality.

- Enrica Donia, Angelo Marcello Mineo, Antonella Perricone, Léo-Paul Dana, Filippo Sgroi, *Organic Farming: Territorial Analysis and Economic Revival of Organic Agriculture – Analysis of Select Farms in Sicily*

Organic farming represents one of the most distinctive phenomena among those characterizing the evolution of the Italian primary sector over the past two decades, especially in Sicily.

In recent years, the Sicilian organic sector has come to prominence for the increase in both size and number of organic farms, which has allowed our country to rank among the foremost in this category at the international scale.

The aim of this paper is to demonstrate how organic farming may contribute to the economic revival of Sicilian agriculture, not only from an exquisitely economic standpoint, but also in terms of sustainable development and environmental protection. The latter two prerogatives have been vigorously supported by European Union policy and are to be fully pursued within member states so as to promote economic growth.

Keywords: organic farming, territorial analysis, competitiveness.

GENERAL MANAGEMENT

- Tatjana Boshkov, *Creating Successful Management through Risk Exposure Detection and Access to Finance of the Company*

Many transition and developing countries, in particular face a need to promote and strengthen the long term development of the SME sector, which requires access to market opportunities, as well as to new technology and management know-how, often in a situation of considerable resource scarcity. The domestic industry by using knowledge, innovation development and upgrading the capacity of the small and medium enterprises can take the necessary changes for its output and increase export performance. All of this can contribute to sustainability of the economic growth and economic integration especially of small and open economies.

Firms can choose to manage their exposures through business practices. Where contracts are concerned business can also set up clauses that reduce this exposure. In many cases this comes businesses also agree on setting all contracts in their core currency, protecting them from any exposure as they always are paid the same relative amount. Using calculations and SPSS software, this paper aims to focus on contribution for developing financial strategies that could help to strengthen the SME sector in a way to record benefits. Implementation of good strategies should increase the attractiveness in transition and developing countries for foreign investors which will improve the capacity of the companies.

Keywords: exposure, finance, SMEs, strategy, EBIT, Macedonia.

- Sergey Valerievich Rudov, Nursafa Khairullina, Eduard Sagidulloevich Gareev, Anatolij Lvovicsh Koltunov, Anna Leonidovna Skifskaja, *Labor Motivation Management in the Oil and Gas Sector Enterprise: A Sociological Approach*

Staff motivation in the context of globalization requires constant improvement with the use of all kinds of theoretical developments in the field of economics and sociology (domestic and foreign), as well as special techniques developed in related and sometimes in completely opposite areas of expertise aimed at optimizing the motivational potential of professional activity.

In actual practice, it is hard to use the theoretical development of labor motivation, however, to ignore the motivation level of the labor process is impossible. The motivation to work – this is only part of the motivation for life that is why the harmonious and optimal building of life determines the integrity, maturity, personality and comfort, and is also one of the key factors in labor behavior of employees of national economy of Russia in modern realities.

The article presents the results of a sociological survey of employees of oil and gas sector, the purpose of which was to identify the characteristics and problems of labor motivation. The components of labor motivation process: values, motives, job satisfaction, etc. formed the basis of the survey. Taking into account all listed factors forming social behavior of the employees, it allows the chief not only to strengthen weak spots, but competently and professionally manage the vital functions of the team as a whole.

Keywords: enterprise, labor motivation, labor motivation management.