

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY**

Name of the faculty **EDUCATION AND RESEARCH INSTITUTE
"KARAZIN BANKING INSTITUTE"**

Name of the department **Management, Business and Professional
Communications**

Specialty: **073 Management**

Educational program: **Management of Organizations and Administration**

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QUALIFYING MASTER'S THESIS

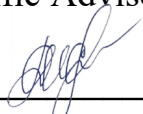
on the topic:

**QUALITY MANAGEMENT AS A MEANS OF IMPROVING THE
COMPANY'S COMPETITIVE STATUS**

student of higher education **Liang Mugui**

The work is accepted for defence in the EC

Head of Department
PhD in Economics, Associate Professor
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Scientific Adviser
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Kharkiv 2024

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25 September 2024

TASK
FOR A QUALIFYING MASTER'S THESIS
Liang Mugui

1. Topic of work: "QUALITY MANAGEMENT AS A MEANS OF IMPROVING THE COMPANY'S COMPETITIVE STATUS".

Scientific adviser Iryna Denchyk
(full name, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3. List of topics to be developed:

• In Chapter 1: to explore the essence of the concept of total quality management; to describe the principles of the quality management system at the enterprise; to develop a scientific and methodical approach to building a system of general quality management at the enterprise.

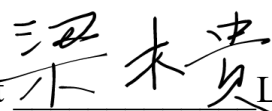
• In Chapter 2: to provide technical and economic characteristics of Roshen KCF PJSC; to analyze the factors influencing the quality of products at PJSC "Kyiv Confectionery Factory "Roshen"; to investigate the quality management system at PJSC "Kyiv Confectionery Factory "Roshen".

• In Chapter 3: to improve the quality management system at the Roshen KCF PJSC enterprise; to justify directions for improvement of the product quality management system; to provide recommendations on improving the quality of products and reducing defects at PJSC KCF "Roshen".

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL AND METHODOLOGICAL ASPECTS OF BUILDING A QUALITY MANAGEMENT SYSTEM IN THE ENTERPRISE
2	ASSESSMENT OF THE QUALITY MANAGEMENT SYSTEM IN THE ENTERPRISE PJSC KCF "ROSHEN"
3	IMPROVEMENT OF THE QUALITY MANAGEMENT SYSTEM AT THE ENTERPRISE OF PJSCT KCF "ROSHEN"

5. Date of issue of the task September 25, 2024.

Student  Liang MMugu
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signature, full name

ABSTRACT

The qualifying master's thesis contains 68 pages, 3 figures, 4 tables, and a list of 44 references.

The object of research is the process of improving the quality management system at the enterprise.

The subject of research includes theoretical, methodological, organizational, and practical aspects of improving the quality management system at the enterprise.

The purpose of the master's thesis is to summarize the theoretical and methodological foundations and substantiate practical aspects for improving the quality management system at the enterprise.

Tasks of a qualifying master's thesis include:

- to investigate the essence of the concept of total quality management (TQM);
- to describe the principles of the quality management system at the enterprise;
- to develop a scientific and methodological approach to building a total quality management system at the enterprise;
- to provide a technical and economic description of PJSC KCF "Roshen";
- to analyze the factors influencing product quality at PJSC "Kyiv Confectionery Factory 'Roshen'";
- to examine the quality management system at PJSC "Kyiv Confectionery Factory 'Roshen'";
- to propose improvements to the quality management system at PJSC "Kyiv Confectionery Factory 'Roshen'";
- to justify directions for enhancing the product quality management system;
- to provide recommendations for improving product quality and reducing defects at PJSC KCF "Roshen."

According to the results of the study, theoretical and practical principles were formulated, which the author transformed into specific proposals for improving the quality management system at the enterprise.

Practical significance: The research findings are actionable and can be implemented by PJSC KCF "Roshen" to enhance its quality management system. Specific recommendations include refining production processes, adopting advanced quality control technologies, and implementing employee training programs focused on quality improvement.

Year of completion of the qualifying master's thesis: 2024.

Year of defense of the qualifying master's thesis: 2024.

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INTRODUCTION

In the conditions of globalization transformations and crises, great attention is paid to the problems of mastering and implementing enterprise management based on quality. The historical experience of the USA, Japan, Germany and a number of other countries shows that ensuring the sustainable and harmonious development of any enterprise occurs through the use of effective management systems based on quality. Since 2008, Ukraine has acquired full membership in the World Trade Organization. Membership in this organization became an important factor in the further integration of Ukraine into the world economy. This allows Ukraine to defend its national trade and economic interests and participate in the development of new global trade rules. Therefore, questions regarding the formation of an effective quality management system at Ukrainian enterprises are becoming urgent.

The purpose of the master's thesis qualification consists in summarizing the theoretical and methodological foundations and substantiating practical aspects regarding the improvement of the quality management system at the enterprise.

To achieve the set goal, the following tasks were defined and solved:

- to investigate the essence of the concept of total quality management;
- describe the principles of the quality management system at the enterprise;
- to develop a scientific and methodical approach to building a system of general quality management at the enterprise;
- to provide a technical and economic description of PJSC KCF "Roshen";
- to analyze factors influencing the quality of products at PJSC "Kyiv Confectionery Factory "Roshen";
- investigate the quality management system at PJSC "Kyiv Roshen Confectionery Factory";
- to improve the quality management system at the Roshen KCF PJSC enterprise;
- justify directions for improvement of the product quality management system;
- to provide recommendations on improving the quality of products and reducing defects at PJSC KCF "Roshen".

The object of research of the master's thesis is the process of improving the quality management system at the enterprise.

The subject of the study is the theoretical, methodical and organizational and practical aspects of improving the quality management system at the enterprise.

The methodological basis of the study is the scientific development of scientists on improving the quality management system at the enterprise.

Leading foreign scientists such as E. Deming, J. Juran, G. Taguti

The practical significance of the obtained results lies in the development of recommendations for improving the product quality management system at PJSC "Kyiv Roshen Confectionery Factory".

The work consists of an introduction, three chapters, conclusions, and a list of references.

Keywords: product quality, company competitiveness, control, certification.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL ASPECTS OF BUILDING A QUALITY MANAGEMENT SYSTEM IN THE ENTERPRISE

1.1. The essence of the concept of total quality management

In the conditions of major globalization transformations and crises, great attention is paid to the problems of mastering and implementing enterprise management on the basis of quality. Quality management is one of the key functions of both corporate and project management, the main means of achieving and maintaining the competitiveness of any enterprise.

The historical experience of the USA, Japan, Germany and a number of other countries shows that ensuring the sustainable and harmonious development of any enterprise through the use of effective management systems based on quality is one of the main levers with which they managed to overcome the crisis in the economy and take a strong position on the world market.

Since 2008, Ukraine has acquired full membership in the World Trade Organization. Membership in this organization became an important factor in the further integration of Ukraine into the world economy. This allows Ukraine to defend its national trade and economic interests and participate in the development of new global trade rules. At the same time, foreign high-quality products enter the domestic market, to which Ukraine is inferior in the competition, and which may affect the loss of market positions of the national producer. Therefore, questions regarding the formation of an effective quality management system at Ukrainian enterprises are becoming urgent.

Quality management is defined by the International Organization for Standardization and is considered as the actions taken during the creation, operation or consumption of products to establish, ensure and maintain the required level of quality.

The concept of "quality" in a broad sense is a universal philosophical category that encompasses both phenomena of the external world and human consciousness. There are more than 100 formulations of the term "quality" in the literature.

Japanese scientist K. Ishikawa (1950) introduced the concept of "quality - the degree of satisfaction of the needs of the consumer of products." Other scientists practically did not change the meaning in their definitions of "quality" [1]. The leading American specialist in quality systems, Joseph Juran, believes that quality is usability. This concept includes four elements: consumer perception of the product design; the degree to which the product corresponds to the project; availability of the product for purchase, its reliability and repairability; available service [2].

The Ukrainian Quality Association interprets the concept of "quality" as a process of continuous improvement, a way of doing business, when it is necessary to be better than others, and not just to have better quality products [3].

The quality of a product according to the ISO standard is a set of characteristics and properties that ensure its ability to satisfy anticipated or stipulated needs.

Thus, the quality of a product is determined by the presence of those characteristics that make it suitable for solving certain tasks and satisfying certain needs of the consumer [4].

The ISO 9000 series standards have established a globally recognized approach to the assessment of quality systems and regulate the terms of contracts between manufacturers and consumers of products. These standards are based on the principle of focusing on consumer needs. This means that all product quality requirements must be aimed at meeting customer needs and improving their product experience. ISO standards play an important role in setting product quality requirements and help improve the competitiveness of manufacturers by ensuring high product quality and meeting consumer needs. In modern scientific sources, the concept of "quality" is defined as the ability to use, suitability for purpose, satisfaction of consumer needs or compliance with requirements, which was summarized in one of the works. This definition of product quality involves user orientation and consideration of his needs. In addition, it also includes compliance with requirements and standards that ensure

product quality and ensure the competitiveness of manufacturers. In general, such a generalized definition allows to cover all aspects of product quality and establish its satisfaction of customer needs and expectations [5].

The works of O.V. Tarasova, O.V. Levytska [7] and Ya. Yu. Trush [8] is an important source for the formation of modern concepts of quality management. These works focus on the theoretical substantiation of the main concepts of industrial product quality management and the development of recommendations for product quality management at industrial enterprises and the elimination of defects. As a result of these studies, important recommendations and strategies were obtained that can be applied to ensure product quality and improve the efficiency of industrial enterprises. Such recommendations are based on the study of key aspects of quality management, including organizational structures, process management methodologies, certification and conformity assessment, risk analysis and management, and others.

Therefore, these works are of great importance for the development and improvement of quality management systems at enterprises and contribute to the improvement of product quality and satisfaction of consumer needs.

According to M. V. Vovk that quality management encompasses all aspects of the company's activities, and therefore, all personnel with the ideology of quality: all services, all structural divisions, and not only those related to the creation, production, control, sale and after-sales service of products. It is assumed that the improvement of the quality of all activities will be stable and permanent [10].

The concept of "quality" is a multifaceted category that defines the aspects of objectivity, dynamism, certainty, external and internal conditionality, specification, and systematicity.

Today, quality management is a mandatory element of enterprise management. Within the enterprise, the concept of "quality" is a set of properties of the enterprise's products that satisfy the needs of consumers and contribute to solvent demand. This means that quality must be ensured at all stages of production and supply of products, as well as take into account the needs of consumers and meet their expectations. Quality

can be described as the state of the ability of a product or service to perform the functions for which it was intended, in accordance with the expectations of consumers.

Therefore, quality assurance is a key aspect in effective business conduct and success in the market, as it contributes to the satisfaction of customer needs and the creation of a positive reputation of the company as a reliable and high-quality supplier of products.

According to the results of the above, we will present varieties of qualities in the form of a pyramid (Fig. 1.1).

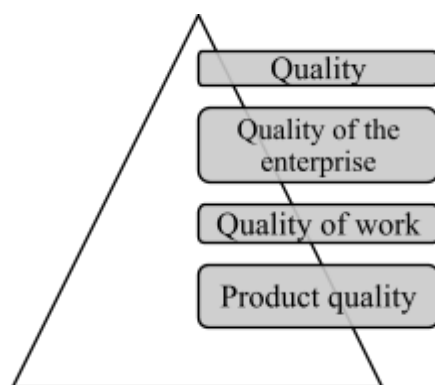


Fig. 1.1. Quality pyramid according to quality standards and consumer properties.

Product quality category is one of the most important and difficult characteristics on the way to successful production. Product quality is determined by various factors that combine both technical and physical aspects. Products must have a certain usefulness for the consumer, be reliable and effective in their activity. In addition, the quality of the product has an economic component - it is related to the socially necessary labor spent on its creation and economic costs. Therefore, every company must carefully assess the quality of its products and constantly improve them in order to meet the needs of the market and ensure success in business.

The experience of the international community shows that countries that ensure high quality of their products and services achieve significant results in social and cultural development. Quality is becoming a determining factor in the long-term competitiveness of enterprises, as consumers pay more and more attention to the quality of the goods and services they purchase. To achieve success, it is necessary to provide

high-quality products and services and constantly raise their level, ensuring satisfaction of consumer needs and maintaining a position in the market (Fig. 1.2).

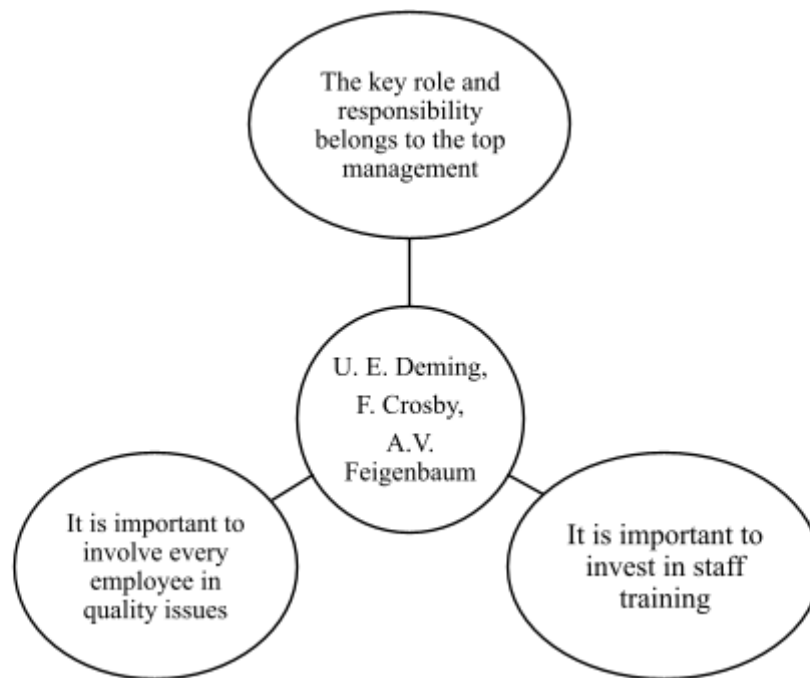


Fig. 1.2. Key aspects of quality.

Quality not only does not generate itself, but is not a random result, but is the result of the influence of a number of closely related factors. To achieve the desired quality, it is necessary to properly manage these factors. Quality management activities are called "quality management". Must have proper understanding and experience of new quality management to solve quality problems. The quality of products and services is always one of the main competitive factors on the national and world markets, as well as a symbol of the prosperity of individual enterprises, regions and entire states. As an economic category, quality is a social assessment that characterizes the level of satisfaction of needs in specific consumer conditions of that set of properties that are clearly expressed or potentially embedded in the product.

Quality management is a coordinating activity of management and management of the enterprise from the point of view of quality. Quality management is a coordinated activity that covers the development of policies and goals in the field of quality, planning, ensuring and improving quality at the enterprise.

Quality management is considered both as a component of the enterprise management system and as an independent direction of managing processes aimed at achieving goals in the field of quality. In order to solve the problem of ensuring the needs of consumers in quality products, complex and purposeful management of the process of formation and quality assurance is necessary. Quality management covers a set of various technical, organizational, economic and social factors that interact with each other and determine the level of product quality.

Quality management involves a systematic approach to process management, focused on meeting the needs of consumers and complying with legal requirements. Quality management is based on standards and methods that allow you to assess the quality of products and services, as well as plan and control the processes of their creation. This approach allows to ensure the reliability, safety and efficiency of products, which is important for the success of business and meeting the needs of consumers.

Quality management factors include:

- 1) economic: size of the enterprise and types of its activities; level of economic development; level of production potential; profitability of production;
- 2) social: development of social infrastructure; needs of employees; value settings; team cohesion;
- 3) technical: level of mechanization and automation; provision of basic production funds; development of means of communication;
- 4) organizational: - territorial location of production; organizational structure of the enterprise; form of labor and production organization; - the number and composition of employees.

Based on the fact that employees are the main asset of the enterprise, there is a need for their effective involvement and use.

For this purpose, quality management at the enterprise must [13; 14]:

- to ensure regular training and planning of growth at the professional level of the company's employees;
- determine the responsibility and authority of employees;

- formulate individual and collective goals, manage process indicators and evaluate results;

- promote the involvement of personnel in defining goals and making decisions;

- celebrate achievements and reward;

- constantly analyze the needs of your employees;

- create conditions that stimulate innovation;

- ensure effective collective work;

- to provide exchange of propositions and opinions;

- to use the measurement of the satisfaction of its employees.

Optimal quality management involves a system of control and support of production processes that ensure the production of products in accordance with consumer requirements and quality standards. An important element of quality control is product quality control at all stages of its production, from component suppliers to finished products, which ensures maximum quality and reliability of finished products. The management of the enterprise must offer a system of professional training and advanced training of employees, which will take into account the specifics of the enterprise and its activities. Professional development of personnel should be permanent and adaptive to changes in production processes and new technologies [15; 16].

Therefore, for successful quality management, it is necessary to identify the needs and expectations of consumers, monitor market trends and use this knowledge to develop new products and improve existing ones. It is also important to use innovative methods and technologies that allow to obtain high-quality products and reduce the costs of their production.

1.2. Principles of the quality management system at the enterprise

Quality management is a necessary component of effective enterprise management, as it ensures high quality of products and services. In the modern

conditions of the world economy, in order to achieve success, companies must have their own philosophy of quality and constantly improve the processes of production and service provision. And although quality management is a widespread management concept, the implementation of this approach must begin within the enterprise itself.

The main task of quality management is to ensure the high quality of products and services that can satisfy the needs of consumers. For this, it is necessary to carry out systematic control over production processes, which allows production of products in accordance with the requirements of quality standards and consumer expectations. Based on the analysis of market trends and product competitiveness, enterprises should improve technologies and develop new products, which allows to increase the competitive advantage. Quality management should be implemented at all levels of the enterprise, which allows to increase production efficiency and the level of consumer satisfaction. In addition, quality management involves the use of innovative production methods and technologies, which ensures maximum quality and reliability of finished products. Quality management is a comprehensive approach to business management to ensure high quality products and services. One of the key components of successful quality management is the use of derivative concepts such as the E program. Deming, TQM / TQC, ISO 9000 quality standards, Kaizen philosophy and others. All these concepts are based on the need for continuous improvement of the quality of processes in the company's activities in order to achieve general quality indicators. Program E. Deming consists of 14 principles focused on improving the quality and efficiency of processes. TQM / TQC (Total Quality Management / Total Quality Control) provides a management system that is focused on achieving high quality in all aspects of the enterprise. ISO 9000 quality standards provide for the use of a quality management system that allows for the production of products and the provision of services in accordance with established standards. The "Kaizen" philosophy provides for a system of continuous improvement of the quality and efficiency of processes through the involvement of all interested parties of the enterprise. This allows enterprises to ensure high quality of products and services, increase the level of consumer satisfaction and increase competitiveness in the market. A key aspect is the constant improvement of the

quality and efficiency of processes, which allows to achieve success in the business sphere and ensure the stable development of the enterprise. One of the most significant contributions to the development of global quality management belongs to Edward Deming, who first formulated the theoretical foundations of the "quality loop", also called the "Deming wheel" or PDCA (Plan-DoCheck-Act). This model represents a spiral cycle, which is the basis of global quality management. Management at the enterprise is based on periodic repetition of planning, implementation, verification and response to the results of previous stages. This approach involves constant analysis and management of quality assurance systems at the enterprise. The use of the "quality loop" allows enterprises not only to control the quality of products and services at each stage of their production, but also to continuously improve processes and ensure high quality standards. Edward Deming not only created the concept of the "quality loop", but also initiated a number of other innovations in the field of quality management, among which it is worth highlighting the use of statistical methods to analyze product quality, orientation to consumer needs and principles of continuous improvement. So, the "quality loop" of E. Deming is one of the most important achievements in global quality management, which allows enterprises to maintain high quality standards and continuously improve their activities. His other innovations also made significant contributions to the field of quality management and are still relevant today. The ISO 9000 standards, which were developed as a continuation and the next round of development of the concept of global quality management, are aimed at ensuring the quality of products and services. They became an extremely important tool in the quality management system of enterprises and allowed to improve the quality of products and services at the international level. However, it is worth noting that the main emphasis is placed on the regulation of relations between the producer and the consumer. ISO 9000 standards provide for the use of specialized methods and procedures that ensure control and assessment of product quality at each stage of its production. This approach makes it possible to satisfy consumer needs and increase competitiveness in the market. ISO 9000 standards also include certification procedures that enable manufacturers to obtain confirmation that their products and services meet

established standards. This provides information to consumers about the level of quality of products and services and allows them to make informed decisions when choosing them. Therefore, ISO 9000 standards are a key tool in global quality management and allow to ensure high quality standards of products and services. However, the main focus is on the relationship between the producer and the consumer, which makes them a necessary tool for any enterprise that aims to ensure the quality of its products and services. They became an extremely important tool in the quality management system of enterprises and allowed to improve the quality of products and services at the international level. However, it is worth noting that the main emphasis is placed on the regulation of relations between the producer and the consumer. ISO 9000 standards provide for the use of specialized methods and procedures that ensure control and assessment of product quality at each stage of its production. This approach makes it possible to satisfy consumer needs and increase competitiveness in the market. ISO 9000 standards also include certification procedures that enable manufacturers to obtain confirmation of compliance of their products and services with established standards. This provides information to consumers about the level of quality of products and services and allows them to make informed decisions when choosing them. Therefore, ISO 9000 standards are a key tool in global quality management and allow to ensure high quality standards of products and services. However, the main focus is on the relationship between the producer and the consumer, which makes them a necessary tool for any enterprise that aims to ensure the quality of its products and services. They became an extremely important tool in the quality management system of enterprises and allowed to improve the quality of products and services at the international level. However, it is worth noting that the main emphasis is placed on the regulation of relations between the producer and the consumer. ISO 9000 standards provide for the use of specialized methods and procedures that ensure control and assessment of product quality at each stage of its production. This approach makes it possible to ensure the satisfaction of consumer needs and increase competitiveness in the market. ISO 9000 standards also include certification procedures that enable manufacturers to obtain confirmation of compliance of their products and services with established

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The main advantages of obtaining an ISO certificate are [17; 18; 19]:—image improvement, as ISO 9001 is an internationally recognized standard, which allows you to have competitive advantages when signing contracts with government structures and on international markets, which turns the quality certificate into a powerful marketing tool;—increasing customer satisfaction, as the company focuses on satisfying their interests and even exceeding expectations. By improving customer satisfaction, it is possible to achieve retention of a larger number of regular customers loyal to the company's brand;—improving the integration of the enterprise's life processes on the basis of eliminating losses that may occur when processes are inefficiently maintained or losses that occur during the transition between processes. More effective integration of processes will reduce losses and, as a consequence, lead to improved cost savings;—increasing the validity of evidence for making management decisions due to obtaining objective information about the course of production and auxiliary processes at the enterprise, which will contribute to the growth of cost savings due to the reduction of the number of managerial attempts and errors in the formation rational management decisions;—creation of an ideology and management culture of continuous improvement of the enterprise's life processes, which will increase the efficiency of the use of funds and ensure their economy, including the use of systematic processes when problems arise with product quality inconsistency and elimination of defects in order to reduce the impact inconsistencies and increase the speed of their elimination;—involvement of personnel in ensuring product quality, since employees who participate in the improvement of the processes they work for are more interested employees, since it is these employees who are closest to the problems and, as a rule, have proposals for organizing their elimination. The modern concept of quality management is based on a

set of principles of quality management, which were formed by such notable figures as Edward Deming (14 principles), Joseph Juran (10 stages of quality improvement), Philip Crosby (14 stages of quality improvement), Don Rabbitt and Paul Berghom (7 successful quality factors). At the same time, it is worth noting that there are 12 generally accepted principles of quality management that can be applied in Ukraine, as well as the sequence of their use. These principles provide for regular inspections of the quality of products and services, the establishment of specialized procedures for quality control and evaluation at each stage of production, as well as the continuous improvement of technological processes. In addition, important principles applied in quality management include: focus on customer needs, use of statistical quality control methods, involvement of all employees in improving processes and providing services, as well as ensuring stable quality of products and services. The modern concept of quality management includes a set of principles of quality management, which were formed by leading scientists in the field of quality. Application of these principles allows enterprises to ensure high quality standards of products and services, increase competitiveness and satisfy consumer needs. It is important to accurately determine the sequence of application of the principles and take into account the specifics of the company's activity (Table 1.1) [17].

Table 1.1

Comparative analysis of the principles of E. Deming, J. Juran, F. Crosby, D. Rabbitt and P. Bergh

Author	A set of principles
U.E. Deming	1) Ensure the stability of the goal; 2) adopt a new philosophy; 3) end dependence on mass control; 4) end the practice of procurement at the lowest price; 5) improve each process; 6) put training and retraining of personnel into practice; 7) establish "leadership"; 8) banish fears; 9) destroy barriers; 10) refuse empty slogans; 11) eliminate arbitrary quantitative norms and tasks; 12) give employees the opportunity to be proud of their work; 13) encourage the desire for education; 14) get management's commitment to the idea of continuous quality improvement
J. Juran	1) Create an awareness of the need for quality work; 2) set goals for continuous improvement of activities; 3) create an organization that will work to achieve goals; 4) provide training to all

	employees of the organization; 5) execute projects to solve problems; 6) inform employees about the achieved improvements; 7) express your recognition to active employees; 8) report the results; 9) register successes; 10) implement and consolidate the best achievements
F. Crosby	1) Determine the management's commitment to the idea of quality; 2) use teams to involve all employees; 3) measure quality; 4) calculate the cost of quality; 5) prove to subordinates the cost of the defect; 6) initiate corrective actions; 7) organize a zero-defect committee; 8) train the mentors in the zero defect program; 9) hold a "zero waste day"; 10) set quality improvement goals; 11) encourage subordinates to report problems that prevent work; 12) encourage those who achieve their goals; 13) organize quality councils; 14) do all this constantly
D. Rabbit and P. Bergh	1) Focus on the consumer; 2) focus on the process and its results; 3) manage employee participation and accountability; 4) make continuous improvement; 5) ensure that problems depending on the workers make up no more than 20%; 6) provide measurements; 7) create permanent functional councils, which are permanent quality improvement teams

We propose to attribute the following to the principles of enterprise quality management:

1. Development of goals for continuous improvement of activities. When forming goals for continuous improvement of activities, it is important to keep several factors in mind. The top management should take into account the level and ways of future improvement necessary for the successful operation of the enterprise, the expected or desired degree of customer satisfaction, the professional growth of the enterprise's employees, as well as the needs and expectations of other stakeholders.

The main task of the management is to determine the goals, the achievement of which will contribute to the improvement of the performance of the enterprise. These goals should be clearly formulated and specified to the maximum possible level. In addition, an action plan should be developed, which provides for the justification of the necessary resources and technologies to achieve the set goals. Information about the goals must be explained to all company personnel, so that all employees of the company direct their efforts to achieve these goals.

In addition, it is necessary to ensure a system of monitoring and evaluation of the results achieved during the implementation of the goals. This approach will allow the enterprise to maintain high quality standards and achieve productivity at the highest level. The formation of goals for continuous improvement of activities is an important element of quality management at the enterprise. Defining specific goals, developing an action plan and monitoring results will contribute to the achievement of high quality standards of products and services, as well as satisfy the needs of all stakeholders.

2. Establish consumer orientation. The main direction of quality management is the satisfaction of customer needs and the desire to exceed customer expectations. This principle examines the ultimate goal of the enterprise and exceeds the expectations of customers regarding the trust in their product (service). Sustainable success is achieved by understanding consumers and their needs in the present and in the future; to increase the value of each interaction and business taking into account their needs - this principle is considered by the company to focus on its customers.

3. Ensuring "leadership" of management. Leaders establish unity of purpose, directions and create conditions for people's participation in achieving the organization's qualitative goals. Leaders create connections. Communication in strategy, company policy, vision and direction, allocation of processes and resources, etc. Leadership standards are created to achieve company success.

4. Involvement of all enterprise personnel in the quality improvement process. In order to guarantee the success of the business and improve the quality of the product, it is important to keep in mind the experience and knowledge of the employees, as well as involve everyone in the quality improvement process. Employees must be familiar with quality control procedures and have the opportunity to participate in individual stages of production. In addition, company management should provide opportunities for professional development of employees and promote their ability to create and distribute product value. In the quality management system, the entire team of the enterprise, from the upper level to the lower level, plays an equally important role in the implementation and maintenance of the quality system. The professional development of employees and the involvement of their knowledge and experience helps to increase

the efficiency of production and the quality of products and services, which in turn will contribute to increasing customer satisfaction and increasing the competitiveness of the enterprise.

5. Focusing on the process and its effectiveness. An enterprise can achieve its goals if there is effective management of its main business processes, because the processes are connected and function as a single entity. Having a clear system and plan of interaction between the enterprise's business processes helps ensure better productivity and product quality. In addition, continuous observation of each process and its interaction with others provides an opportunity to identify problems and track work flow.

Consistency and predictability of process results help achieve better performance and quality, and provide a degree of control over the process. This approach will allow the management of the company to implement standards and criteria for the effectiveness of the main processes to achieve specific results.

6. Bringing the value of the defect to the subordinates. According to the place of occurrence, two types of defects are distinguished: internal - a product defect detected at the enterprise before it is sent to customers; external - lack of products discovered by the buyer (consumer). The enterprise evaluates both internal and external defects from the standpoint of how serious the detected deviations from the norms (standards) of finished products are and whether they can be corrected. Accordingly, the specified types of defects can be of two types: corrective defects (these are products, parts, semi-finished products, assemblies and works that, after eliminating defects, can be used for their intended purpose and the correction of which is technically possible and economically feasible); irreparable (final) defect (these are products, parts, semi-finished products, units and works that cannot be used for their intended purpose and the correction of which is technically impossible and economically impractical).

7. Implementation of continuous quality improvement. In order for the enterprise to remain competitive, constant improvement is necessary. When management responds to external and internal changes, it can create new opportunities and more positive changes.

Therefore, the proposed principles of quality management are a solid basis for the process of building an ISO 9000 quality management system to meet internal (enterprise) and external (customer) needs. Also, they can become the basis for improving the productivity of the enterprise.

1.3. Scientific approaches to building a system of overall quality management at the enterprise

A quality management system is a set of interrelated and interdependent elements, thanks to which an organization can set policies and goals for quality issues and achieve them. This system consists of such elements as procedures, standards, documentation, quality control, training programs and others that interact with each other. They contribute to the quality of the product or service and ensure interaction between different departments and employees.

The company should have a clear quality policy and goals that are specific, measurable and achievable. Such objectives should serve as a basis for further use of quality assurance methods and processes.

Quality control is a necessary element in the quality management system. This means that products or services are checked for compliance with quality standards and criteria. If any problems are found, they are resolved through the procedures defined in the quality management system.

Product quality management should be carried out systematically, that is, a product quality management system should function at the enterprise, which is an organizational structure that clearly distributes responsibility, procedure, processes and resources necessary for quality management.

Such a system must function in accordance with established standards and customer requirements. Training programs and training play an important role in the quality management system because they provide employees with skills and knowledge

in quality matters and familiarize them with procedures and standards. A quality management system is a multifaceted technology that enables an organization to set quality policies and goals and achieve them. It includes interrelated elements that ensure interaction between different departments and employees, as well as quality control and training programs. This allows the organization to achieve high quality products and services and increase competitiveness in the market.

The quality management system is considered as a set of organizational and technical measures, methods and resources necessary to provide guarantees to the consumer that the purchased products will meet the established requirements for its quality. The main goals of creating a quality management system are the implementation of the company's policy in the field of quality, ensuring the quality of products (works, services) at the regulatory level and meeting consumer requirements.

The quality management system is an organizational structure with a clear division of responsibilities, procedures, processes and resources necessary to establish and achieve goals in the field of quality. This system must be developed in accordance with the international quality management standard and consist of such basic elements as a quality policy, quality assurance procedures, quality control and quality improvement. Continuous improvement of product quality is the main priority in the quality management system. For this, quality improvement methods and tools are used, such as data analysis, internal audit, corrective and preventive actions, etc. The effectiveness of the quality management system directly depends on the quality and reliability of the received information, the speed of receiving feedback signals about defects and deviations, as well as on the adequacy of the applied measures. To ensure the highest quality of a product or service, the quality system must be subject to constant control and the organization of regular inspections. Regular inspections make it possible to detect any problems in the quality system in a timely manner and promptly take the necessary measures to eliminate them. In addition, control allows detecting malfunctions in the operation of individual elements of the system and helps in improving quality management processes and methods [21].

An important component of the quality system is the interaction between the management of the enterprise and the employees who ensure the functioning of the system. All employees must be familiar with the quality policy and have the necessary knowledge and skills to perform their duties in accordance with established standards and procedures. Modern approaches to the management of a production enterprise are based on a systemic approach, which involves considering the activity of the enterprise as a single organism consisting of a chain of interacting elements. This approach is of decisive importance for the management of the quality of products or services, as it allows you to see the entire picture of the enterprise as a whole and ensures the interaction of all functional divisions of the enterprise. The main idea of the system approach is that each element of the system is connected with others and work together to achieve the set goals. Thus, any change in one element can affect the entire enterprise system. The system approach helps to reveal the interdependence between elements and ensures their optimal interaction in order to achieve common goals [22]. An important aspect of applying a systems approach is to ensure the continuous improvement of the quality of a product or service. To achieve this goal, it is necessary to identify weak points in the system and subject them to constant control and improvement. This approach makes it possible to find solutions that lead to improved product quality and satisfaction of consumer needs, increased production efficiency, and cost optimization. The application of a system approach is a key factor in the success of modern enterprises in the field of product or service quality management. It allows you to see the activity of the enterprise as a single organism consisting of interacting elements and ensures the interaction of all functional divisions of the enterprise. In addition, the systematic approach allows to ensure a constant level of product or service quality and stimulates the improvement of production processes and cost optimization. According to the marketing approach to evaluating the quality of a product or service, the level of satisfaction of consumer needs is a key parameter. This level is determined by the consumer value, which in turn depends on the ratio of the value of the value and the costs of obtaining the product or service. Consumer value in marketing is defined as the level of satisfaction a consumer receives from a purchased product or service. The main

idea is that the quality of a product or service is evaluated not only by its functional characteristics, but also by how well it satisfies the needs and expectations of the consumer. The cost of value is defined as the totality of all elements of a product or service that can be interesting and useful for the consumer. Such elements can be: design, quality of materials, reliability, comfort, safety and others. The costs of obtaining a product or service consist of the costs of its manufacture, development, marketing and advertising, delivery and other operating costs. It is important to strike a balance between the cost of value and the cost of acquisition to ensure an effective marketing strategy and ensure a high level of consumer satisfaction. The marketing approach to evaluating the quality of a product or service is based on determining the level of consumer satisfaction, which is determined by consumer value. The cost of value includes all elements of the product that can be useful to the consumer, while the cost of production consists of the cost of its manufacture and other operating costs. The balance between the cost of value and acquisition costs helps ensure an effective marketing strategy and meet consumer needs and expectations [23]. At the same time, the marketing approach provides an opportunity to pay attention to the peculiarities of the definition of quality: — the comparison of quality with the properties of the product allows to consider it as a complex property, i.e. as the result of a certain structure, an ordered set of functional and useful properties of the product; — quality as a consumer value exists only if there is a demand for the product; — product quality is determined only by functionally useful properties that affect its purpose and ability to satisfy needs, i.e. quality improvement should be carried out by improving only the useful properties of the product, which ensure the performance or expansion of the main functions; — quality as a certain ordered set of properties can be realized only under the conditions of compliance of the product application with its intended purpose. We will compare Western (USA and Europe) and Eastern (Japan) approaches by quality management levels, which provide performance or expansion of basic functions; — quality as a certain ordered set of properties can be realized only under the conditions of compliance of the product application with its intended purpose. We will compare Western (USA and Europe) and Eastern (Japan) approaches by quality management levels, which

provide performance or expansion of basic functions; — quality as a certain ordered set of properties can be realized only under the conditions of compliance of the application of the product with its intended purpose. We will compare Western (USA and Europe) and Eastern (Japan) approaches by quality management levels.

Features of the Western (USA and Europe) approach to solving quality problems are: — legislative basis for carrying out all work related to quality assessment and confirmation; — harmonization of the requirements of state standards, rules and certification procedures; — creation of regional infrastructure and a network of state organizations authorized to carry out work on certification of products and quality systems, accreditation of laboratories, registration of quality specialists. A comparison of Western (USA and Europe) and Eastern (Japan) approaches to quality is given in Table 1.2 [24-26].

Table 1.2

Comparison of approaches to the level of quality

Western approach (USA, Europe)	Eastern approach (Japan)
Quality is based on low prices	Quality is based on a low level of defects
The first goal is profit, quality is a random category	The first goal is quality, profit comes immediately
Buyers must make offers to suppliers on quality issues	Agreement with the buyer's requirements regarding quality issues
General ideas about quality	Strict quality policy for each item

The Western approach in the field of quality involves [24; 26]: brutal quality control of product manufacturing using mathematical statistics methods; attention to the production planning process based on quantitative characteristics.

The elements of the Eastern (Japanese) approach to quality management are: orientation to continuous improvement of processes and work results in all departments; focus on process quality control, not product quality; focus on preventing the possibility of defects; research and analysis of problems that arise in the direction from the

previous operation to the next one; implementation of the principle: "Your consumer is the executor of the next production operation"; establishing responsibility for the quality of work results for the direct executor; development of creative potential of working personnel, implementation of morality: "A normal person is ashamed to work badly."

Features of the Japanese approach to the quality problem include [24; 26]: wide implementation of scientific developments in the field of management and technology; high degree of computerization of all operations of management, analysis and control of production; maximum use of human potential, use of measures aimed at stimulating creative activity; systematic training of personnel. Analyzing the above, we believe that quality management is a clear interaction of all departments, all participants in the production process, which has a well-defined goal - ensuring or improving quality. Quality management is applied in every industry, not only in manufacturing, but also in all industries, in all types of companies, from large to small, even if they participate in the international market or not. Quality management ensures that the enterprise conducts efficient activities. Therefore, an effective quality management system is built taking into account Edward Deming's cycle of continuous improvement, when the emphasis is not on increasing profits, but on constantly improving the quality of products and services. Time confirmed the teaching of Deming, which brings to a new level the role of the process of self-organization, internal motivation of both people and companies themselves (Fig. 1.3) [27].

Model E. Deming illustrates a quality management system model based on the processes described in the ISO 9000 series of standards. He shows that stakeholders play an essential role in providing inputs to the organization. Monitoring the satisfaction of interested parties requires the evaluation of information regarding the perception of these parties to the degree of satisfaction of their needs and expectations. Stakeholders in quality management are: consumers and end users; employees of the enterprise; owners / investors (such as shareholders); suppliers and partners; society in the form of various associations and state structures, which are affected by the enterprise or its products.

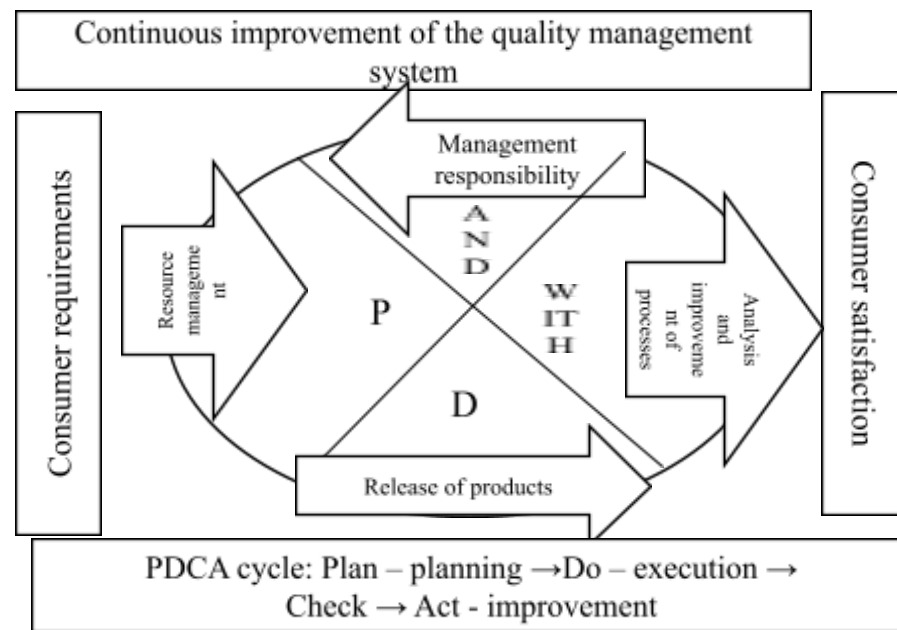


Fig. 1.3. Model of the quality management system using the cycle of continuous improvement E. Deming

The quality management system model involves the use of Edward Deming's continuous improvement cycle, in which [27]:

Plan - planning: development of goals and processes (engineering processes) necessary to achieve goals, planning of activities in accordance with the satisfaction of customer needs, regulation of business processes in the potential management system, planning of resource allocation, determination of evaluation criteria for planned activities;

Do – implementation: preliminary data analysis and training of employees to perform business processes in accordance with the developed plan and taking into account the life cycle of products, documentation of activities and results;

Check: collection of information and control of results, comparative evaluation of the received indicators with the planned ones, analysis of the received results, identification of the causes of deviation, further monitoring of business processes, summarizing and assessment of the level of achievement,

Act - improvement: development and implementation of measures to improve quality management, review of planned resource provision, making changes to current

plans, making decisions on preparation for a new cycle of continuous improvement of the company's quality management.

Component models of the quality management system E. Deming is:

- Organizational structure - distribution of responsibility, power and interaction between employees in order to achieve strategic goals. A characteristic is the distribution of tasks and responsibilities between workers with different levels of responsibility. Leaders control the lower levels of the hierarchy, managers coordinate subordinates. Communication channels between employees at different levels are established. The organizational structure may include functional divisions. It defines the role and functions of the employee, ensures effective coordination and increases work productivity.;

- The methodology is a systematic way of carrying out activities in accordance with the standard. It contains elements such as definition of tasks, procedures and resources, control of results. The main aspect is the determination of a clear goal and directions of activity. It helps to achieve success. The methodology has specific steps and procedures for more effective work.;

- a process is a collection of interrelated resources and activities that will transform inputs into outputs;

- resources in the quality system include personnel, service facilities and methodology.

Thus, quality becomes a success criterion for enterprises. One of the models of the quality management system is the "cycle of continuous improvement" by E. Deming, which includes the following elements: management responsibility, resource management, and measurement, analysis, and process improvement. This model illustrates a quality management system that is based on the standards of the ISO 9000 series. The standard indicates the importance of stakeholders in ensuring the successful operation of an enterprise. In order to meet the needs and expectations of interested parties, it is necessary to monitor their satisfaction and evaluate the information received from them. Such monitoring can help improve product quality and promote customer retention. Therefore, it is important to understand the importance of leadership

responsibility, resource management, and the process of measurement, analysis, and improvement to achieve high product quality and the successful operation of the organization as a whole.

CHAPTER 2

ASSESSMENT OF THE QUALITY MANAGEMENT SYSTEM IN THE ENTERPRISE PJSC KCF "ROSHEN"

2.1. Technical and economic characteristics of the "Roshen" corporation

ROSHEN Corporation is one of the largest confectionary companies in Ukraine and Eastern Europe. ROSHEN was founded in 1996 in Ukraine. Its name comes from the surname of the founder, Petro Poroshenko, who before the creation of the corporation had experience in the confectionary business, in particular, he owned several confectionary factories.

In the 1990s and 2000s, the company actively invested in the modernization of production facilities, which allowed it to improve the quality of products and expand the assortment. ROSHEN owns several factories, including:

- Kyiv confectionery factory.
- Vinnytsia confectionery factory.
- Kremenchuk confectionery factory.
- Lipetsk confectionery factory (in Russia, closed in 2017).
- Plant in Klaipėda (Lithuania).

The mission of PJSC KCF "Roshen": "We will become a leader in the field of production and satisfaction of the population's need for quality food products on the market of Ukraine" [28].

This mission reflects the core values of PJSC KCF "Roshen", which include:

- Quality: Roshen strives to produce the highest quality products using only natural ingredients.
- Availability: Roshen strives to make its products available to a wide range of consumers.

–Social responsibility: Roshen is a socially responsible company that supports charitable projects and initiatives. The mission of PJSC KCF "Roshen" is the basis for the company's activities.

It helps the enterprise to make decisions and determine directions of development, in particular:

- the enterprise has its own plantations of cocoa and sugar cane to ensure quality control of raw materials.

- Roshen invests in research and development to constantly improve its products.–the company has a wide network of distributors and retailers to make its products available to a wide range of consumers.

- Roshen supports charitable projects and initiatives to make a positive contribution to society [28].

The goals of PJSC KCF "Roshen" are clearly defined and understandable. They reflect the main values of the enterprise and are the basis for its activities. These goals are specific, measurable, achievable, relevant and time-bound, including:–profit maximization due to the implementation of a new advertising strategy;–minimization of production costs;–entering the international market;–increasing the company's reputation among consumers and improving the image to increase the attractiveness of the product;–reduction of risks during the transportation of goods;–carrying out a complex of marketing activities aimed at obtaining the maximum possible profit in the existing market conditions;–conducting an advertising campaign to attract more consumers;–carrying out various promotions to attract more consumers.

Kyiv confectionery factory ROSHEN is a leading manufacturer of chocolate and biscuit products in Ukraine and abroad. The company specializes in the production of chocolate candies, chocolate bars, biscuit products and other confectionery products [28].

To date, the range of PJSC KCF ROSHEN consists of more than 320 products, including a wide variety of chocolate and jelly candies, caramel, toffee, chocolate bars and bars, freshly baked cookies, crispy waffles, biscuit rolls, pastries and cakes. Thanks to the high quality and unique taste of the products, the ROSHEN company has gained

recognition not only in the domestic market, but also at the international level, where it is one of the leading manufacturers of confectionery products. The organization constantly improves technologies and production processes to meet the needs of the most demanding customers and maintain its leadership position in the market.

ROSHEN exports its products to more than 55 countries, including Europe, Asia, the USA and the Middle East. Thanks to the introduction of modern technologies and compliance with international quality standards, the company has gained a high reputation abroad [28].

In addition, an important element of the production chain is the Vinnytsia Dairy Plant, which provides the factories of PJSC KCF "Roshen" with natural high-quality dairy raw materials, which is a key ingredient in many confectionery products. Together with these factories and enterprises, PJSC KCF "Roshen" forms a strong network of partners and contractors, establishes cooperation with clients from all over the world, which contributes to further business development and distribution of products to new markets.

PJSC KCF "Roshen" always sets ambitious goals and strives to reach new heights in its activities. In 2007, another object of the company appeared on the territory of Yagotyn - a logistics center with an area of 60,000 square meters. m, which has a capacity of up to 45,000 tons of finished products and raw materials. The complex is equipped with the latest Warehouse Management System, which allows you to effectively optimize logistics processes to such an extent that the total time of freight transport in the territory of the center does not exceed one hour. After that, the products are sent throughout Ukraine and abroad. Thanks to this approach to the organization of logistics, PJSC KCF "Roshen" ensures fast and uninterrupted delivery of products to customers and consumers, who can enjoy the unique taste of confectionery products, which have become a brand not only in Ukraine, but also abroad [28].

An important element of the success of PJSC KCF "Roshen" is constant strategic planning and an innovative approach to business management, which allows it to advance to new levels in its field. PJSC KCF "Roshen" always strives to satisfy the wishes of its customers and fans of sweets. That is why there is a network of branded

stores in Ukraine, where you can buy Roshen KCF PJSC products for any taste and at affordable prices.

The range of stores includes chocolate bars, candies, gift sets, caramel, cookies, biscuits, cakes, pastries, rum beans and exclusive sweets, which always impress with their taste and original packaging design. Each branded store of PJSC KCF "Roshen" has a unique atmosphere and a high level of service. Qualified and courteous staff work in the establishments, who are always happy to answer customers' questions and provide recommendations on product selection. The buyer can always be sure of the quality of the product and get a pleasant experience from shopping in the company store of Roshen KCF PJSC. PJSC KCF "Roshen" cooperates with intermediaries in the field of advertising in order to reach a larger audience of consumers and increase sales. Intermediaries can participate in advertising costs in various ways, including financing advertising independently, co-financing advertising with PJSC KCF "Roshen" or providing advertising discounts. According to Roshen KCF PJSC, intermediaries take on 20 to 30% of advertising costs.

Sales of PJSC KCF "Roshen" are intensive. This means that the company strives to bring its products to as many consumers as possible. PJSC KCF "Roshen" sells its products through a wide range of sales channels, namely the following sales channels: a network of its own specialized stores; online store; supermarkets and hypermarkets; retail stores; cafe.

The Ukrainian confectionery market is represented by more than 850 enterprises. Among the largest producers are Roshen, AVK, Konti, Svitoch, and Mondeliz PJSC [28].

Despite the high level of competitiveness of PJSC KCF "Roshen" relative to its competitors, its activity depends on many macroeconomic factors. Thus, changes in the price and availability of sugar can affect the production of a wide range of confectionery products, because PJSC KCF "Roshen" is a large consumer of sugar. Other raw materials, such as milk and nuts, can also be limited or expensive, depending on various factors such as yield, climatic conditions, etc. Droughts, temperature changes, and other weather factors can also affect product quality.

PJSC KCF "Roshen" actively implements large-scale and systematic charitable and socio-cultural projects aimed at supporting the community and helping people in difficult life situations. One of the largest projects is assistance to the Okhmatdyt National Children's Hospital, which became a reality already in March 2015. During this time, the company invested tens of millions of hryvnias for the purchase and installation of state-of-the-art surgical equipment, elevators, lights and complete reconstruction of all communication systems (heating, ventilation, power supply).

In addition to charitable activities, PJSC KCF "Roshen" is actively engaged in the development of social and cultural projects. Among them is the reconstruction of the Theater on Podil in Kyiv, modernization of the zoo in Cherkasy, the opening of ice rinks in Kharkiv, Dnipro and Kyiv, full maintenance of the world music fountain installed by the corporation in Vinnytsia and the creation of new shows for it, and many others. Each project is launched with love and care for people as a way to support the community and preserve the cultural heritage.

The management of PJSC KCF "Roshen" is organized according to a linear functional scheme, which ensures the efficient operation of the company and the maximum achievement of the set goals. Such a structure provides for decision-making, distribution of responsibility and authority vertically at the level of joint management and divisions. Management is organized according to a linear scheme, which provides a clear hierarchy of rights and responsibilities, helps to make management decisions quickly and on time.

Functional divisions of the management apparatus (accounting, economics and production department, legal department, etc.) work together with the director and line managers, helping them to solve management tasks and achieving the maximum result with the least amount of expenses.

The organizational management structure of PJSC KCF "Roshen" is optimal for the company, as it allows to ensure high product quality, increase production efficiency and control all processes in the company.

The advantages of the linear-functional type of management at PJSC KCF "Roshen" are:—absence of contradictory instructions and instructions;—personal

accountability of the executor to one person;—motivation for competence development;—personal responsibility for completing tasks;—specialization of management work;—expanding the possibilities of making certain decisions;—reduction of time for solving technological issues of production. Disadvantages of this type of management in PJSC KCF "Roshen" are:—the need for highly qualified managers, especially senior managers;—executors, in addition to their own main tasks, can perform accounting and control work. However, there are some factors that can affect the effectiveness of the linear functional structure at Roshen KCF PJSC:—changes in market conditions. A linear functional structure can be inflexible in changing market conditions.

For example, if the company PJSC KCF "Roshen" decides to enter a new market, it may need to revise its organizational structure;—conflicts between departments. Departments can compete for resources or for influence on the management of the enterprise. This can lead to a decrease in the effectiveness of marketing activities. PJSC KCF "Roshen" can increase the efficiency of its organizational structure with the help of the following measures: creation of an incentive system for employees of the marketing service to increase motivation; improving communication between departments.

We will evaluate the main economic indicators of Roshen JSC KCF for 2019-2020. according to financial reporting (Table 2.1) [29-30].

Table 2.1

Main economic indicators of PJSC KCF "Roshen" for 9 months 2022-2024,
thousand UAH

Indicators	2022	2023	2024	Deviation
Non-current assets	2897462	2953343	2945122	-8221
Current assets	217076	221093	220004	-1089
Own capital	1505833	1505833	2429162	+923329
Long-term liabilities	14439	60715	9888	-50827
Short-term liabilities	1182324	1159130	726076	-433054
Net income from sales	607791	913211	1019669	+106458
Cost of goods sold	526482	793504	948726	+155222
Net financial result (profit) or loss	-1274	36816	- 9318	-

During the analyzed period, the company demonstrated the dynamics of growth of key financial indicators, although certain aspects indicate instability. Non-current assets remain stable with minor fluctuations, which indicates the preservation of the fixed capital of the enterprise. Current assets also changed slightly, which indicates the stability of current resources. Equity increased significantly in 2024 (by UAH 922.329 million compared to 2023), which may indicate a strengthening of the company's financial stability. Long-term liabilities decreased in 2024, indicating a decrease in the long-term debt burden. Short-term liabilities decreased significantly in 2024, decreasing by UAH 432.054 million compared to 2023, which improves liquidity. Net sales revenue increased by 66% in 2023 and by 11.6% in 2024 compared to previous years, indicating effective sales growth. The cost of goods sold increased in proportion to income, but its growth rate is slightly ahead, which may negatively affect the margin. In 2022, the company suffered losses (-1.274 million UAH), but in 2023 it achieved a profit of 36.816 million UAH. In 9 months of 2024 profit decreased to UAH 9.318 million, which indicates a temporary weakening of financial efficiency.

Therefore, PJSC KCF "Roshen" demonstrates positive dynamics in increasing revenues and decreasing liabilities, which indicates an increase in financial stability. At the same time, the increase in the cost price and the decrease in profit in 2024 indicate the need to optimize production costs to maintain competitiveness and profitability.

2.2. Analysis of factors affecting the quality of products at Roshen JSC KCF

For product manufacturers, quality is a guarantee and a decisive factor in their competitiveness, stability, trust and smooth operation; for consumers, quality improvement is a necessary condition for satisfying their needs and protecting their rights; for state authorities, guaranteeing the quality of life of citizens is one of the priority tasks of the state.

The main problems of quality improvement can be solved by implementing an effective quality management system. According to the international standard ISO 9000, the quality management system is a globally recognized safety mechanism that guarantees high quality of processes, works and services. Implementation of such systems should be a strategic decision of the enterprise. Based on this, the study of the problem of creating and implementing quality management systems, which are the dominant factor in increasing the competitiveness of the enterprise, is relevant and timely.

SWOT analysis is one of the key tools of strategic planning, which allows you to assess the current state of the enterprise, determine its strengths and weaknesses, as well as identify external opportunities and threats. Carrying out a SWOT analysis for PJSC "Kyiv Roshen Confectionery Factory" is an important stage in the formation of an effective development strategy and the adoption of sound management decisions (Table 2.2)

Table 2.2

SWOT analysis of PJSC KCF "Roshen"

	Strengths	Weaknesses
	- high reputation of the enterprise; - highly qualified staff; - high and proven image of the corporation; - high competitiveness of the company; - high level of technological equipment of enterprises; - always updating assortment;	- instability of prices for raw materials; - not very popular abroad; - increased production cost; - not high advertising activity.
<u>Opportunities:</u> - access to new markets; - creation of new products for different groups of consumers; - improvement of the scientific and	1. The scientific and technological process will be able to improve the quality of products. 2. The development of new products will be able to interest new consumers and increase profits.	1. The current high prices for raw materials may hinder the creation of new products. 2. The improvement of NTP may contribute to the increase of production capacity.

technological process;	3. The company's high reputation and highly qualified staff will help it enter new markets	
<u>Threats:</u> - Decrease in incomes of the population. - An increase in the exchange rate. - Inflation growth.	Since there are different pricing policies, lower prices may be more attractive to the population; the company's experience helps to maintain a high level with competitors.	1. With the growth of the exchange rate and inflation, the costs of raw materials, etc. will increase. 2. Rising prices during the war will also increase costs and decrease incomes.

Analyzing PJSC "Kyiv Confectionery Factory "Roshen", some strengths and weaknesses of the company were identified, after which a SWOT analysis was conducted, establishing the relationship between strengths and weaknesses, as well as between opportunities and risks, it is considered in the table. 2.2.

The conducted SWOT analysis of PJSC "Kyiv Roshen Confectionery Factory" showed that the biggest obstacles for the company are unstable prices for raw materials and, in turn, the high cost of production. And, of course, the main problem for all companies in principle on the market now is the low income of the population and the increase in the exchange rate during the war, which entails a 15-20% increase in prices for all types of products.

Due to the increase in prices, of course, the profit increases, because due to this factor, for example, the average check of consumers increases, but taking into account that the prices of raw materials also increase, enterprises experience significant costs in general on the cost of production.

So, the company is quite competitive and has many strengths. In particular, it is worth noting the wide range of products, which is constantly expanding, as well as the positive image of the company, which significantly contributes to its success and works effectively in its favor.

PJSC "Kyiv Roshen Confectionery Factory" is equipped with equipment for product quality control and research that contributes to this. The development of technologies and the production of high-quality confectionery products are carried out

by professionals who have passed certification and training in specialized foreign centers. The main requirements of consumers regarding technical indicators are reflected in national and international standards.

PJSC "Kyiv Roshen Confectionery Factory" adheres to these standards, as their non-compliance can lead to serious fines. When evaluating the quality of products, first of all, it is necessary to determine whether it meets the standards.

Compliance with standards is a regulated consumer parameter, the violation of which reduces the competitiveness and quality of products to zero. The enterprise has a laboratory, technologists, laboratory assistants and tasters who always monitor the quality of manufactured products and their compliance with standards.

One of the main directions of innovative activity of the company PJSC "Kyiv Roshen Confectionery Factory" is the improvement of its own recipes and the creation of new ones. As it was already written above, the company always presents new types of products and also updates of the existing ones. The creation and development of innovative ways at PJSC "Kyiv Roshen Confectionery Factory" is handled by the research and development department, which reports to the director of production. This department offers its innovations in the areas of product production, service provision and, of course, business processes.

The company acts in this way in different ways: it introduces new formulations or improves old ones, buys new technologies to improve production, can change packaging materials or increase the terms of sales of products, also pays a lot of attention to their appearance and the convenience of the packaging itself. The main innovation in confectionery decoration is careful handling of raw materials, which allows to reduce production losses.

For example, at PJSC "Kyiv Confectionery Factory" "Roshen" special know-how is used for roasting cocoa beans, which allows you to preserve more cocoa butter, the most expensive component of chocolate. The same technology is used for roasting nuts. When pouring the sugar mass, a special dosing technique is used, which allows slowing down the crystallization of the sugar mass by reducing the mechanical impact on the mass. This provides a more attractive character for the consumer and

gives the product a leading position in its market niche. In some of its innovations, PJSC "Kyiv Confectionery Factory" specially created construction allowed to achieve a looser chocolate consistency through the grinding chamber, thanks to which the power of the drives is reduced, and therefore, the consumption of electricity. The creation of various innovations allows PJSC "Kyiv Roshen Confectionery Factory" to remain competitive.

2.3. Analysis of the product quality management system at PJSC "Kyiv Confectionery Factory "Roshen"

During the study of the quality management system at the enterprise, the following was found: the following requirements were defined for the quality assurance system of PJSC "Kyiv Confectionery Factory "Roshen": definition of quality policy and quality goals; planning in the field of quality; analysis and measurement of the performance of plans; corrective and preventive actions. The following requirements apply to production processes: market research and demand determination; development of new types of goods; purchase of material and components; production of products and quality control; implementation and delivery of products to consumers.

At the moment, the company has implemented standards that correspond to DSTU and ISO 9001 quality systems. This allows the company to solve such problems as:

- To improve the quality of its products and also satisfy the needs of consumers;
- To be competitive on the market;
- Sell your products at reasonable prices;
- To establish partnerships with foreign companies;
- To introduce mechanisms for improving the quality management system and to improve the work of its employees.

At the factories of the ROSHEN Corporation, food safety management systems have been developed and implemented in accordance with the requirements of international standards ISO 22000, FSSC 22000[28].

All enterprises work within the framework of the Corporation's environmental policy, which ensures compliance of activity practices with the applicable requirements of Ukrainian legislation in the field of ecology through a careful and responsible attitude to the environment and natural resources.

In their activities, all employees of the ROSHEN Corporation are guided by the Code of Business Ethics and adhere to uniform norms and principles of corporate ethics when interacting within the team, relationships with business partners, counterparties, competitors, state bodies, institutions and organizations.

Technology development and marketing of high-quality confectionery products are carried out by specialists certified and trained in specialized centers abroad. The production facilities of the ROSHEN confectionery corporation are certified in accordance with the requirements of international food quality and safety standards.

The products are presented in Ukraine, USA, Canada, Europe, Georgia, China, Japan, Korea, Kazakhstan, Armenia and other countries. The production carried out by the company is not seasonal, but during the New Year holidays, the assortment is replenished with various New Year's gifts. In addition, the company always tries to introduce many new products into the assortment, the largest number of them fall precisely in the fall. The quality of the products at the enterprise is high, as PJSC "Kyiv Roshen Confectionery" has implemented a quality management system that meets the requirements of the ISO 9001:2000 standard in order to inform users about the company's policy in the field of quality management and provide them with the necessary evidence. This is evidenced by the presence of "Certificates of Conformity" at all the company's factories. All the confectionery factories of the company, including the confectionery factory of PJSC KRKF "Roshen", have the necessary equipment for product quality control and conducting relevant research. The development of technologies and the introduction of high-quality confectionery products are carried out by qualified and trained specialists who have undergone training in foreign expert

centers Also, the management system meets the international standards ISO 9001: 2008, ISO 22000: 2005 [28].

Analyzing the company, it was established that the company also always tries to satisfy all the needs of the consumer, and therefore, when forming the assortment, the marketing team pays attention to which price range has the greatest demand and product category. In addition, when forming assortment groups of goods, they must pay attention to its appearance, quality and packaging, in order to satisfy the consumer with its appearance as well.

Competitors of PJSC "Kyiv Confectionery Factory "Roshen" on the Ukrainian market, which manufacture the same products, are: Corporation "Biscuit-Chocolate", LLC "Chocolate Company "MyR", LLC "Chocolate Company "MyR" PJSC "Confectionery Factory "AVK" . Dnipro", PJSC "Conti", PJSC "Mondelis Ukraine", PJSC "Lviv Confectionery Factory "Svitoch", CJSC "Zhytomyrski Lasoshchi", PJSC "Poltavokonditer". The range of products of PJSC "Kyiv Roshen Confectionery Factory" is always renewed and the quality is improved, but nowadays, during a full-scale war, the prices of raw materials are increasing significantly, which in turn increases the cost of the products themselves and their final price. Despite the difficult times for enterprises, the company continues to expand its range and maintain the level of product quality. The recipe is constantly improved and refined, modern innovative technologies are introduced. The company's production is focused on the domestic market. One of the first tasks of the company's management was to strengthen the company's position in the domestic market.

CHAPTER 3

IMPROVEMENT OF THE QUALITY MANAGEMENT SYSTEM AT THE ENTERPRISE OF PJSCT KCF "ROSHEN"

3.1. Optimization of the quality management system at Roshen

The study proved that the Deming circle is a model of continuous quality improvement. According to this model, any activity can be divided into stages [30-31]:

- Planning. In the first stage of the Deming circle, the manager must determine what he wants to achieve, what needs to be changed for this and how it should be done.

- Implementation. At this stage, the planned process is executed.

- Control. After the planned performance, it is necessary to compare the planned indicators with the achieved ones and establish the difference between the desired and actual.

- Corrective actions. After establishing the difference between the desired and the actual, the manager analyzes the reasons for the discrepancies. Having established the reasons, measures are taken to eliminate them. In the case of a positive evaluation of the results, the procedure must be included in the regulatory documentation at the level of the company's internal standard.

So, planning → implementation → control → management action form a circular management cycle. The results (positive and negative) are taken into account in further planning. Quality management is an integral part of general management, therefore the stages of the Deming cycle (planning → implementation → control → management action) are also functions of quality management.

The first scientific school of quality management was founded by outstanding scientists Deming, Juran and Feigenbaum. Their approaches to quality management became the basis for the development of the theory of quality planning and statistical analysis. Representatives of this school, such as Ishikawa, Taguchi and others, were

recognized experts in the field of quality management and made significant contributions to the development of new methods of control and improvement of product quality.

Classical methods of quality management are based on technical approaches, which include the wide application of statistical methods of information processing, physical methods of quality control and other scientific methods. An important component is also management methods that help the enterprise to achieve the maximum reward for invested resources and ensure high quality of products. Application of these methods allows companies to ensure the highest level of quality of their products and increase competitiveness in the market [30].

The ISO 9004 standard contains guidelines on the economic aspects of activities in the field of quality. It provides guidance on approaches to collecting, reporting and analyzing financial data on quality activities. The choice of an approach to quality economy management depends on the tasks and features of the financial reporting system. There are many different approaches to collecting, reporting and analyzing financial data on quality activities. For example, one of the approaches is the use of methods for estimating the cost of product quality, which is based on the analysis of production costs and product quality control. Other approaches include analysis of return costs, inventory holding costs, repair and maintenance costs, production inspection costs, and many others.

In each case, it is important to take into account the specifics of the company's activity and choose the optimal approach to managing the economy of product quality. The ISO 9004 standard recommends three approaches:

- management of quality costs (in the standard, an approach from the point of view of quality costs);
- management of the cost of low quality (in the standard — an approach from the point of view of losses due to unsatisfactory quality);
- management of costs for processes (in the standard, an approach from the perspective of costs for processes) [31].

The three approaches to quality economy management specified in the ISO 9004 standard can be applied both individually and in various combinations. In addition, other methods and their combination can be used. In each of the three approaches, two main groups of financial indicators are considered: costs of quality management and losses due to low quality products.

Let's take a closer look at the features of each of the approaches. The first approach - the efficiency of resource use - is based on optimizing costs for quality management and increasing the level of product quality. Indicators such as quality control costs, audits and certification, quality improvement costs, and staff training are used to assess resource efficiency.

The second approach - ensuring profitability on the basis of quality - is based on the calculation of options for reducing costs for quality and increasing profits from the sale of quality products. Indicators such as the cost of returns, repair costs, and marketing and advertising costs are used to assess profitability.

The third approach - ensuring competitiveness on the basis of quality - is based on the analysis of costs for quality and their relation to the cost of products. Product quality indicators, its production cost, and sales price are used to assess competitiveness.

Each of these approaches has its own characteristics and can be chosen depending on the company's needs and tasks in the field of product quality. Quality cost management [31].

One of the approaches to the management of the economy of quality consists in the calculation of the costs of improving and controlling the quality of products, as well as losses arising from defects, failures and rework. According to this approach, all specified losses are characterized as defect costs. An increase in the cost of improvement and quality control leads to a decrease in the cost of correcting defects, and a decrease in the cost of improvement and quality control can lead to an increase in the cost of correcting defects. In the case of quality cost management, it is advisable to determine the economic effect of the estimated quality costs. This can be done by reducing total costs by reducing losses caused by product defects. Quality cost

management is particularly effective in the process of building a quality system, implementing new methods and programs of quality management and assurance, as well as during the analysis of means and methods of product quality control.

This approach allows:

- establish a relationship between quality costs and profit;
- calculate the payback period of capital investments in the field of quality;
- predict and subsequently evaluate the effectiveness of activities in the field of quality.

According to international standards of the ISO 9000 series, the effectiveness of activities in the quality system is determined by the ability of the enterprise to warn of possible inconsistencies.

Management of the cost of low quality [32-33] is implemented according to the principle "from the reverse" in comparison with the management of costs for quality. The low-quality cost management cycle consists of calculating the cost of low-quality, determining the causes of non-conformities, classifying the causes of non-conformities by the amount of damage caused, setting priorities among the causes of non-conformities, eliminating the causes of non-conformities in accordance with the established order, and further calculating the cost of low-quality.

Management of the cost of poor quality is aimed at determining the need for additional quality costs and identifying problems of a chronic nature that may not be covered by the quality system. The damage caused by chronic problems may be insignificant for a short period of time, but in the long term, it can significantly undermine the operation of the enterprise. Therefore, managing the cost of low quality allows you to effectively identify and eliminate product quality problems.

Product quality problems can lead to significant economic losses due to their regular nature. The cost of low quality includes costs that were not realized by the enterprise due to low-quality products. Sometimes these costs are difficult to quantify, but they can have a very serious impact, for example, on the company's reputation. The characteristics of the cost of low quality are also a decrease in the volume of products sold or a discrepancy between planned and real economic indicators. Loss of consumer

trust, opportunities to obtain additional benefits for them, organizations and society, as well as waste of resources and materials are examples of the cost of poor quality.

Indirect costs due to poor quality can be very significant. Since such problems can be associated with a decrease in the demand for products, it can lead to a loss of profit. In addition, poor quality can lead to a loss of reputation, which in turn can have very serious consequences for the further development of the business. Therefore, managing the cost of poor quality is a very important element of the successful operation of any company.

The approach, which is based on the determination of losses as a result of unsatisfactory quality, is most effective in the case where the quality system is already built and functioning. With the help of this approach, it is possible to identify inefficient areas of activity and determine measures to improve the system within the company. Process cost management is also an important component of the successful operation of any company. This approach consists in the rationalization of costs according to specific processes, which allows to reduce the total cost of products or services. Also, this approach allows the company to effectively manage various processes from supply to production, which ensures optimal use of resources and increased profits.

However, effective process cost management requires a clear strategy and goals, as well as a high level of analytical and managerial skills. Companies should constantly work on improving their processes and spend money on the development of new technologies and methods that allow more efficient use of their resources and improve the quality of their products or services [32, 33].

The activity of any organization can be represented as a set of external and internal processes. In such a model, management of the organization can be considered as management of processes within the organization. Examples of such processes can be technological processes, management, personnel training, information support, etc.

Process management is an important element of the successful operation of any company. This approach will allow PJSC KCF "Roshen" to optimize its processes and resources, which will help simplify and automate internal processes for making

effective management decisions. However, process management is a complex task, as it requires the analysis and optimization of many different processes.

PJSC KCF "Roshen" should constantly monitor its processes, identify weaknesses and problems, and look for new ways to solve them. It is also important to have a clear strategy and goals, as well as a high level of management and analytical skills to effectively manage processes in the organization. In order to successfully solve the problems of the quality of the products of PJSC KCF "Roshen", it is necessary to understand modern scientific approaches to quality management. Features of modern quality management are: emphasis on error prevention instead of search and elimination; every employee is responsible for product quality, not just the technical control department; suppliers are treated as partners.

The current approach to quality management is based on prioritizing error prevention over error detection and correction. This means that the process of identifying and correcting defects is carried out in the early stages of production, which prevents the appearance of errors in the final product. Another feature of modern quality management is the active participation of each employee in ensuring high product quality. Each employee has his share of responsibility for the creation of a quality product, which contributes to the formation of a common culture of quality in the company. Also, in quality management, suppliers are considered as partners with whom one interacts to improve product quality. It is important not only to ensure the high quality of own products, but also to control the quality of materials and services that come to the company from external suppliers.

Therefore, modern quality management involves a comprehensive approach to ensuring the quality of products of PJSC KCF "Roshen" and the active participation of all its employees in this process, as well as cooperation with suppliers to improve the quality of components and materials used in production.

3.2. Areas of improvement of the product quality management system of JSC KCF "Roshen"

The quality of products acquires special importance in modern conditions and remains relevant for all market participants. Therefore, it can be considered from two different points of view: from the consumer's side and from the producer's side.

For the consumer, product quality is the degree of perfection of the product's properties and characteristics, which are able to satisfy his needs and desires. Consumers determine the level of product quality based on its physical, technical, environmental and consumer characteristics.

When choosing a product, potential consumers prefer high-quality and reliable products, but the price-quality ratio is also important for them. The analysis of the activity of "Kyiv Roshen Confectionery Factory" revealed some unresolved problems at the enterprise, which negatively affect the company's profit itself and the quality management system in the company as a whole.

The competitive environment on the market requires continuous improvement from enterprises. For this, you need to choose the right and working development strategies, have your competitive advantages and, of course, constantly improve, and be flexible to changes in the market.

Having researched the enterprise of PJSC "Kyiv Roshen Confectionery Factory", an analysis was carried out, thanks to which the company's strengths and weaknesses were identified, therefore there is a need to create proposals for improving the enterprise's activities.

Firstly, it was found that the company's financial results have deteriorated over the past two years. In 2020, the company had the worst results, the main reason for this could be the situation with COVID-19 and the quarantine, as a result of which the company's profit could decrease. In this situation, the company can be offered the production of a completely new type of product that will be suitable for different groups of the population. Also, the optimal solution would be to introduce seasonal types of

products, for example, ice cream and cold drinks in the summer, which could increase the company's profit.

Secondly, at the present time, practically the whole world is working on solving such a problem as ensuring, and in the future - maintaining the quality of products.

Therefore, we can offer the following measures to support and improve quality for Roshen LLC:

1. Study of market demand and prospects for its future development. This will help the company to enter new markets and expand sales of products in foreign markets; take a more favorable position among competitors; adjust the positioning and assortment offered.

When targeting a foreign market, the company must carefully study the activities of competitors in the market environment; behavior, motivation and what products customers prefer and, of course, the most profitable ways to bring products to market.

2. Purchase of materials and components. It is necessary for every company to constantly have current assets in material form for sale, distribution or transfer in the future, as well as for use in the production of products, provision of services and performance of works.

3. Planning and development of technological processes. To improve technological processes in the company, it is necessary to follow the cost policy, which directly affects the cost of production and the profitability of production. Also, in order to constantly improve the assortment and recipes, in addition to this, you need to monitor the equipment itself, since the assortment of products is mainly determined by different recipes.

The original recipe for confectionery can be a rather complex composition of several components, which means that for this you also need to choose the right equipment. In confectionery technology, it is customary to distinguish between simple and complex products. Simple - those that do not have a multi-component formulation and are formed from one mass, for example, "Barbarys". Complex products are those that have a multi-component formulation and are formed from several masses. For example, caramel with fillings, for example, you can cite "Bim-Bom".

4. Planning and production of products. When manufacturing products, the enterprise must be guided by the fact that there are different directions of compliance and improvement of technology and its recipes. First of all, the development of new recipes, you can take into account products that will be enriched with vitamins, minerals, fiber, proteins, essential amino acids, and polyunsaturated fatty acids. The assortment will be able to include sugar-free products with the use of sugar substitutes. The second is food additives to improve quality. The use of enzyme preparations, leavening agents, thickeners, emulsifiers, sweeteners, new types of antioxidants, etc.

5. Control and inspection Carrying out control and inspection of production and warehouse units, as well as documents and information about products, and further tracking, selection and examination of products. At this stage, a check is carried out for the absence of defects, and when forming batches of supplies, a check is carried out for the conformity of the assortment specified in the invoices.

6. Packaging and storage. Compliance with DSTU 17527 - 2003 standards for containers. And provide an assessment of the quality of the container from the point of view of both the consumer and the producer. For a comprehensive assessment, you need to pay attention to labeling, packaging ergonomics (accessibility, convenience), aesthetic indicators, reliability, as well as economic indicators, environmental and transportability. Based on these results, you can consider ways to improve the packaging and make changes if necessary.

7. Sale and service. After completing all the previous stages, the most important thing for the company is the sale of products. High-quality advertising of products (advertising banners, presentations, television advertising) will help here, and a high level of service quality will stimulate people to return and buy various types of company products, which will ultimately increase income.

8. Disposal. The disposal process for the company currently, during a full-scale war, needs to be improved in order to maintain revenue, as a large amount of goods are perishable, so this must either be avoided using the new packaging technologies described below, or before the product's write-off period make special offers for consumers that will stimulate the purchase. If disposal is necessary, the company must

use special technologies to process food products in accordance with environmental protection requirements. Currently, the company carries out recycling by separating the packaging and the product itself, it is recommended to add to this process also deliver products to specialized enterprises, where processing will be carried out.

From the above, it can be concluded that at PJSC "Kyiv Roshen Confectionery Factory" it is necessary to take into account the following factors that will affect quality in the future:

1) Factors of external influence, such as: consumers, competitors and changes in the market. In our opinion, it is important for the company to keep its favorite product recipes and to build some new ones, taking into account changes in consumer preferences;

2) Factors of internal influence, such as: material base of the enterprise; personnel who work directly with consumers, giving advice on what is currently in demand and what exactly needs to be introduced into the assortment or improved; and, of course, the quality of the production of not only the products themselves, but also the service;

3) And lastly, this is the management itself, which involves: marketing, for a detailed study of the market; quality control at absolutely all stages of production and prompt response to various problems. Also, researching the current demand on the market, on an ongoing basis, it is recommended to include the following types of products in the assortment: products for diabetics, because among the offered products of this type, in "Roshen" it can only be chocolate butter, which has a sugar substitute "fructose".

Most often, consumers are interested in chocolate with sugar substitutes especially for people with diabetes, as well as "simple" cookies. From the offer, there can only be cookies "To coffee" with fructose, and it would also be good to introduce several types of long-lasting cookies, which are currently in high demand, into the assortment.

In addition, sweets or bars with added vitamins or so-called "fitness bars" are in high demand on the market. Most often, people who do sports and are looking for a

quick and low-calorie snack or mothers for their children are interested in this product group.

As for seasonal goods, Christmas gifts are always available at Roshen Kyiv Confectionery PJSC in the winter. In our opinion, this assortment also needs to be expanded. As we know, children are very often interested in cartoons and would like a gift with images of their favorites.

So, you can offer children chocolate figures in the form of various cartoon characters. Different sets of "Ukraine" candies with images of different places of the country and "Ukrainian tradition", which looks like a book, where Ukrainian holidays are written on the back in Ukrainian and English, especially considering the current situation, are in demand at PJSC "Kyiv Roshen Confectionery Factory", buy them now several times more often.

We believe that it would be expedient for the company to expand the range of similar products, as consumers often ask about patriotic goods in order to give their relatives in other cities or other countries. By the way, the idea with the "Ukrainian tradition" sets can also be expanded, since the very idea of such a product is interesting and, especially for children, it is possible to introduce a set of candies in the form of a book, where perhaps some excerpt of a fairy tale with a picture will be written on the back cover.

In order to implement the idea for children with fairy-tale characters, the enterprise should conclude a contract with a children's publication or a company that is engaged in the production of cartoons, for example, Animagran, which is currently filming fairly modern and popular cartoons.

As a result of the introduction of these innovations, PJSC "Kyiv Roshen Confectionery Factory" will be able to establish itself not only as an enterprise that supports the quality of its products, but also as a modern company that thinks about its image. Also, in order for as many people as possible to learn about such novelties, the company needs to improve its advertising campaign.

For example, shoot commercials that will be broadcast not only on television, but also on YouTube and other networks in order to attract different groups of the

population. In addition, quality control is no less important when launching all new products into production. It is proposed for the company to introduce new technologies in order to improve the quality of products. Speaking of packaging for products, it should be said that it can also affect quality, increasing or, on the contrary, reducing the shelf life of products, of course, the latter is not beneficial for the company. Since the company uses almonds and cherries in production, the new packaging will help extend the shelf life of these products.

For example, food packaging has demonstrated the ability to increase the shelf life of almonds, cherries, plums by trapping antioxidants such as oxygen or free radicals to avoid food spoilage. A resealable film was recently developed and it protected the freshness and taste of the cherries for more than a month. These packaging solutions are thermally stable, automated, durable, environmentally friendly, automated, preserve food quality and provide exceptional antioxidant properties. It should also be said about quality control, which occupies a special place in the product quality management system. Control, as an effective means of achieving set goals and as the most important function of management, will contribute to the correct use of objectively existing and man-made prerequisites and conditions for the production of high-quality products. Production efficiency depends on the degree of perfection, technical equipment and organization of quality control.

3.3. Recommendations for improving the quality of products and reducing defects at Roshen JSC KCF

The successful operation of any enterprise depends on many factors, which can be divided into organizational, motivational, technical, technological, social, environmental and other factors. Each division contributes to ensuring the efficient operation of the enterprise, prioritizing factors and being responsible for certain stages of business processes.

Especially important is the management group of factors, as well as production units that ensure the production of material goods - high-quality products. The presence of a certain percentage of defective products negatively affects the efficiency of management, the formation of financial flows and the success of the enterprise's life. Therefore, ensuring the necessary product quality and reducing the number of defects is one of the key management problems that requires a solution.

In addition, each division must pay sufficient attention to the control and maintenance of product quality, and identify and solve all problems affecting production quality. For example, the technical control unit must check product quality at all stages of production, and the production unit must constantly improve manufacturing technologies and processes to ensure the highest product quality.

Therefore, ensuring high product quality and reducing the number of defects is one of the most important management problems, and an integrated approach and interaction of various departments is the key to success in this area. As research into the process of managing the reduction of product shortages at enterprises has proven, the following main stages are usually used to reduce its specific weight:

- assessment of the quality level of similar products available on the market,
- analysis of customer requirements;
- quality level forecasting and planning;
- development of standards;
- quality design in the process of product design and production technology development;
- quality control of raw materials and materials, product quality in the process of acceptance control and in the process of its operation, analysis of consumer reviews and complaints.

To ensure the effectiveness of the quality system at the enterprise, it is necessary to have reliable and quick information about detected defects and product deviations, as well as to apply adequate measures for their elimination. Therefore, the quality system provides for constant control and the organization of regular inspections.

One of the main tasks in the quality system is to identify the facts and causes of deviations in all elements of the system. To achieve this goal, special audits and other forms of control are conducted, as a result of which appropriate proposals and recommendations are developed for their elimination and further improvement of the system. In particular, the quality system envisages setting requirements for products and services, monitoring their implementation, as well as systematically determining consumer needs and taking them into account when developing new products.

In addition, the quality system may include such elements as ensuring product reliability and stability, optimizing production processes, risk management, etc.

Therefore, the quality system is an important element of the successful operation of any enterprise, and constant improvement and control of its elements allows to ensure high product quality and satisfaction of consumer needs.

In most enterprises, there is a tendency to use the Total Quality Management (TQM) quality control system and to form their own product quality management procedures. However, despite paying considerable attention to this process, companies still face problems of shortages.

For the study of specific stages, methods and organizational procedures of product quality management to reduce the specific weight of defects, PrJSC KCF "Roshen" was chosen. This enterprise is distinguished by paying significant attention to the process of product quality management and has the ISO 9001:2015 certificate, the requirements of which it meets. However, despite this, PJSC KCF "Roshen" also faces the problem of product shortages. Therefore, the company constantly improves its quality management procedures and methods, conducts regular checks and audits to identify problems and eliminate them.

To achieve this goal, the company has introduced a system of standards and procedures that allow ensuring high product quality and meeting the needs of consumers. Therefore, despite the availability of the ISO 9001:2015 certificate and paying special attention to the product quality management process, the specific weight of defects remains an urgent problem for PrJSC KCF "Roshen". Solving this problem

involves continuous improvement of the quality management system and compliance with the standards.

The main advantages of obtaining an ISO certificate for PrJSC KCF "Roshen" are:

- image improvement, as ISO 9001 is an internationally recognized standard, which allows you to have competitive advantages when signing contracts with government structures and on international markets, which turns the quality certificate into a powerful marketing tool;

- increasing customer satisfaction, as the company focuses on satisfying their interests and even exceeding expectations. By improving customer satisfaction, it is possible to achieve retention of a larger number of regular customers loyal to the company's brand;

- improving the integration of the enterprise's life processes on the basis of eliminating losses that may occur when processes are inefficiently maintained or losses that occur during the transition between processes. More effective integration of processes will reduce losses and, as a consequence, lead to improved cost savings;

- increasing the validity of evidence for making management decisions due to obtaining objective information about the course of production and auxiliary processes at the enterprise, which will contribute to the growth of cost savings due to the reduction of the number of managerial attempts and errors in the formation rational management decisions;

- creation of an ideology and management culture of continuous improvement of the enterprise's life processes, which will increase the efficiency of the use of funds and ensure their economy, including the use of systematic processes when problems arise with product quality inconsistency and elimination of defects in order to reduce the impact inconsistencies and increase the speed of their elimination;

- involvement of personnel in ensuring product quality, since employees who participate in the improvement of the processes they work for are more interested employees, since it is these employees who are closest to the problems and, as a rule, have proposals for organizing their elimination.

One of the most important characteristics of product quality is the presence of the ISO 9001:2015 certificate and compliance with the ISO 9001 standard. This certificate shows that there is a product quality management system that meets international standards at Roshen LLC. Taking into account these features of the quality management process at the enterprise, we can conclude that the presence of the ISO 9001:2015 certificate and compliance with the ISO 9001 standard are among the key indicators of product quality. This will make it possible for Roshen LLC to sell its products both on the domestic market and abroad, in accordance with all requirements and standards. Application of the quality management system at the enterprise will allow not only to control the production process and product quality, but also to improve it. Thanks to this, it is possible to ensure the satisfaction of consumer needs and maintain a competitive advantage in the market.

CONCLUSIONS

The essence of the concept of general quality management was studied. It has been established that the concept of "quality" is a multifaceted category that defines the foundations of objectivity, dynamism, certainty, external and internal conditionality, specification, and systematicity. It is proposed to consider the concept of "quality" as a set of properties of the company's products that satisfy the needs of consumers and contribute to solvent demand. Quality management is a mandatory element of enterprise management. The set of interrelated factors of product quality management at the enterprise is presented within the main groups: economic, social, technical, organizational. The role of the company's employees in quality management, who are able to use their knowledge and innovative methods and technologies to develop new products and improve existing ones, is determined.

During the research, it was found that quality management should be implemented at all levels of the enterprise in accordance with quality management concepts such as E. Deming's program, ISO 9000 quality standards, Kaizen philosophy, Crosby. The advantages of the main concepts of quality management are studied and their characteristics are given. The principles of the quality management system at the enterprise are selected and described, in particular: development of goals for continuous improvement; installation of orientation on the consumer; ensuring "leadership" of management; involvement of the company's personnel in the quality improvement process; focusing on the process and its effectiveness; bringing the value of the defect to the subordinates; conducting continuous quality improvement.

A scientific-methodical approach to the construction of a general quality management system at the enterprise was developed. It was proved that the quality management system is a complex and interdependent system of components and procedures, which must be well structured and function in accordance with established standards and customer requirements. It is justified that an effective quality management system at the enterprise is built taking into account Edward Deming's cycle

of continuous improvement, when the emphasis is not on increasing profits, but on constantly improving the quality of products and services. The model of the quality management system at the enterprise is presented, which is based on the processes described in the standards of the ISO 9000 series, in particular, the responsibility of management, resource management, analysis and improvement of processes; production according to the life cycle.

The technical and economic characteristics of the activity of Roshen LLC, which is one of the largest manufacturers of confectionery products in Ukraine and Eastern Europe, are provided. The mission of PJSC KCF "Roshen" reflects the main values, which include: quality, availability, social responsibility. To date, PJSC KCF "Roshen" manufactures about 20,000 tons of confectionery per year, which indicates the huge potential of the enterprise. The range of products of PJSC KCF "Roshen" is more than 50 types of sweets. The buyers of Roshen JSC KCF products are residents of Ukraine, the USA, Canada, European countries, Georgia, China, Japan and others. PJSC KCF "Roshen" is one of the most successful and largest confectionery enterprises in Ukraine, which occupies a leading position in the market with a share of 18%. Along with it, other well-known brands such as "Mondeliz" with a market share of 7.5%, "Malby" 6.3%, "Mars" 6.2%, "Nestle" 6%, "AVK" 4.2 %, "BKK" 4%, "Konty" 3%. The management of PJSC KCF "Roshen" is organized according to a linear functional scheme, which ensures the efficient operation of the enterprise and the maximum achievement of the set goals.

Factors affecting the quality of products at PrJSC "Kyiv Roshen Confectionery Factory" were analyzed, namely the creation and development of innovative ways at PrJSC "Kyiv Roshen Confectionery Factory" is engaged in by the research and development department, which reports to the director of production. This department offers its innovations in the areas of product production, service provision and, of course, business processes. The company acts in this way in different ways: it introduces new formulations or improves old ones, buys new technologies to improve production, can change packaging materials or increase the terms of sales of products,

also pays a lot of attention to their appearance and the convenience of the packaging itself.

The quality management system at PrJSC "Kyiv Confectionery Factory "Roshen" was analyzed. Roshen Corporation has implemented a quality management system that meets the requirements of the ISO 9001:2000 standard in order to inform consumers about the company's quality management policy and provide them with the necessary evidence. This is confirmed by the presence of "Certificates of Conformity" at each of the Company's factories. All confectionery factories of the Company, as well as PJSC "Kyiv Roshen Confectionery Factory", have the necessary equipment for product quality control and conducting relevant research. The development of technologies and marketing of high-quality confectionery products are carried out by specialists who are certified and trained in specialized centers.

Areas of improvement of the product quality management system have been developed, namely: review of its spending policy, introduction and purchase of new equipment, newer technologies, the company needs to allocate its material and labor resources more rationally, because a decrease in the cost of production will mean an increase in the company's profit; introduction of new technologies and modernization of technological equipment, replacement of old equipment with new ones and implementation of organizational innovations. One of the main requirements for new technologies and equipment should be their environmental friendliness, which is especially important for PrJSC "Kyiv Roshen Confectionery Factory"; further orientation of the enterprise to control in the production process, aimed at preventing and preventing the occurrence of problems; more active introduction of statistical methods into production practice; streamlining processes and expanding the scope of marketing activities, etc.

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