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**Modern Challenges towards Sustainable Development:
Dialogue between People and Countries**

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ment: Dialogue between People and Countries are devoted to finding a
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For scientists, scientists, students, graduate students, business and
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wide range of readers.

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FEATURES OF APPLICATION OF KAIZEN AND TOTAL QUALITY MANAGEMENT (TQM) APPROACHES IN QUALITY MANAGEMENT AT ENTERPRISES

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Today in Ukraine, as well as all over the world, Keizen's philosophy and practice is becoming more widespread among representatives of Ukrainian business, public organizations, public administration bodies, and local self-government. Kaizen is a Japanese philosophy, the main idea of which is constant continuous improvement, encouragement of improvements for existing processes in the enterprise, as well as focusing on teamwork. The importance of this approach can be expressed in the fact that Kaizen can be used in any field. It provides customer focus, full quality control, improvement, productivity and new product development. Particular attention is paid to automation of production, the use of robots, the system "Kanban" (Just-in-time) and the desire to achieve defect-free production.

Kaizen is carried out in a certain sequence:

1. Creating a change plan for those processes that are important;
2. Making changes on a small scale;
3. Observation of results;
4. Evaluation of the result and its analysis.

The basic foundations of Kaizen are [1, p.37]:

- Homework (visual management, ie taking care of one's own workplace);
- Waste disposal (involves the use of a supervisor);
- Standardization (emphasis on importance)

The 5S system is used for housekeeping:

- Sort (organization, use only necessary);
- Straighten (workplace optimization, availability of all tools);
- Sweep (support for attractive appearance);
- Sanitize (check the agenda);
- Sustain (self-discipline).

The advantages of using the 5S system are that it provides a safe and favorable working environment, frees up space by eliminating unnecessary, which reduces the time to find the necessary tools, reduces physical activity, increases morale and motivation of employees and most importantly, creates a sense of belonging and love for work. .

TQM is part of Kaizen's philosophy and, in a general sense, organizes its activities, involving everyone in the company - managers and employees to make a systematic and integrated effort to increase productivity at every level.

TQM focuses on the satisfaction of internal and external consumers, focusing on continuous process improvement instead of compliance with standards, includes all functional units, not just quality control, and motivates employees to be the driving force of improvement [1, p.39].

TQM can be generalized as a management system of a customer-oriented organization that involves all employees in continuous improvement. It uses strategy, organizational data and effective communication to integrate the discipline of quality into the culture and activities of the enterprise.

Using TQM at the enterprise:

- provides adaptability to changes in the internal and external environment;
- strengthens competitive positions;
- reduces costs and stimulates their management;
- reduces the amount of defects and waste;
- increases customer loyalty;
- improves the morale of employees by improving occupational safety [2, p.2].

The implementation of these approaches in the enterprise may be associated with some difficulties:

- approaches require a change in the culture of the enterprise;
- clear planning, timeframes and resources for implementation are needed;
- decisions made are difficult to correct quickly if necessary;
- rejection of creativity as opposed to standardization;
- quality is expensive;
- It takes years to see the real result.

In the 1990s, the Keizen Institute, Keizen Club and other organizations began to exist in Ukraine, disseminating the philosophy and tools of its implementation in Ukrainian enterprises, conducting training and helping enterprises to work better and more efficiently within their organizations.

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