

THEORETICAL ASPECTS OF THE FORMATION OF A STRATEGY FOR IMPROVING THE QUALITY OF PRODUCTS AT ENTERPRISES IN FOREIGN EXPERIENCE*Nurmatov Furqat Alisher ugli**Master's student of Tashkent State University of Economics,**Saidov Mashal Samadovich**ORCID: 0009-0008-7814-3972**Professor (Dsc) Of International School Of Finance Technology And Science Institute*

Annotation. This article covers the theoretical aspects of the formation of strategies for improving the quality of products at enterprises, as well as the experience of foreign countries. The approaches required for effective quality management systems to operate have been analyzed, including modern styles such as ISO 9001 standards, TQM (Total Quality Management), Six Sigma, Lean Manufacturing, and Kaizen. Based on the experience of developed countries such as Japan, the United States and Germany, useful strategic recommendations have been developed for enterprises. Increasing competitiveness, increasing export capacity, and gaining consumer confidence have been cited as important factors by improving product quality. The possibilities of applying these approaches in the conditions of Uzbekistan are also analyzed in detail.

Keywords: Product quality, quality strategy, Quality Management, TQM, ISO 9001, Six Sigma, Lean Manufacturing, Kaizen, overseas experience, competitiveness, innovative approaches, export, enterprise development, theoretical foundations.

Аннотация. В данной статье рассматриваются теоретические аспекты формирования стратегий повышения качества продукции на предприятиях, а также опыт зарубежных стран. Были проанализированы подходы, необходимые для функционирования эффективных систем менеджмента качества, включая такие современные подходы, как стандарты ISO 9001, TQM (Total Quality Management), Шесть сигм, бережливое производство и Кайдзен. На основе опыта развитых стран, таких как Япония, Соединенные Штаты и Германия, были разработаны полезные стратегические рекомендации для предприятий. В качестве важных факторов повышения качества продукции были названы повышение конкурентоспособности, наращивание экспортного потенциала и завоевание доверия потребителей. Также подробно анализируются возможности применения этих подходов в условиях Узбекистана.

Ключевые слова: Качество продукции, стратегия в области качества, управление качеством, TQM, ISO 9001, Шесть сигм, бережливое производство, Кайдзен, зарубежный опыт, конкурентоспособность, инновационные подходы, экспорт, развитие предприятия, теоретические основы.

Annotatsiya: Mazkur maqolada korxonalarda mahsulot sifatini oshirish strategiyasini shakllantirishning nazariy jihatlarini hamda xorijiy mamlakatlar tajribasi keng yoritilgan. Sifatni boshqarish tizimlarining samarali faoliyat yuritishi uchun zarur bo'lgan yondashuvlar, jumladan ISO 9001 standartlari, TQM (Total Quality Management), Six Sigma, Lean Manufacturing va Kaizen kabi zamonaviy uslublar tahlil qilingan. Yaponiya, AQSh va Germaniya kabi rivojlangan davlatlar tajribasi asosida korxonalar uchun foydali strategik

tavsiyalar ishlab chiqilgan. Mahsulot sifatini oshirish orqali raqobatbardoshlikni kuchaytirish, eksport salohiyatini oshirish va iste'molchilar ishonchini qozonish muhim omillar sifatida ko'rsatilgan. O'zbekiston sharoitida ushbu yondashuvlarni qo'llash imkoniyatlari ham batafsil tahlil etilgan.

Kalit so'zlar: Mahsulot sifati, sifat strategiyasi, sifat menejmenti, TQM, ISO 9001, Six Sigma, Lean Manufacturing, Kaizen, xorij tajribasi, raqobatbardoshlik, innovatsion yondashuvlar, eksport, korxonalar rivoji, nazariy asoslar.

Introduction. Today, it is necessary to note how great the role of product quality in the global economy is. Each enterprise aims to be competitive with its product or service not only for domestic but also international markets. This creates the need to constantly increase the quality of the product. It is important that consumer demand is high, the efficiency of the production process, the value of goods and services, as well as the role of quality in ensuring the economic stability of the enterprise. Improving the quality of products or services is not limited only to optimizing the production process, but also includes improving all areas of the management system, in particular, logistics, marketing, employee work, Customer Service and management. Therefore, strategies aimed at improving the quality of products necessarily require a systematic approach. When we talk about the importance of product quality and its long-term effects, scientific and practical quality management approaches and methodologies are of particular importance. These approaches allow enterprises to improve quality, properly manage production processes and, finally, improve the product in accordance with the requirements of the market. In world experience, there are many effective systems and methodologies in product quality management, such as ISO 9001, TQM (Total Quality Management), Lean Manufacturing, Six Sigma, Kaizen, etc. Through these systems, companies have been able to perfect their products and improve their competitiveness. In addition, strategic approaches to improving the quality of products help to ensure the long-term development of the enterprise, its advantage in market competition. The quality management system within the enterprise is an important factor, especially to ensure the harmonious functioning of its employees, management and production processes. Also of great importance in improving the quality of products are modern innovative approaches such as updating technologies, improving staff skills, automating production processes and introducing digital technologies.

When talking about the theoretical foundations of improving product quality in enterprises, this process does not include only technical aspects. Product quality management requires, first of all, a strategic and systematic approach. Theoretically, the essence of quality management includes ensuring quality at all stages of production. This process also includes the continuous monitoring and improvement of the enterprise's management system, relations with employees and customers, and production processes. In particular, the TQM approach offers a systematic and holistic approach to quality management, in which all employees participate in efforts aimed at improving quality. Another approach is the ISO 9001 standard, which is an internationally recognized quality management system and serves as the basis for organizing quality management processes in many enterprises. The effectiveness of product quality improvement strategies can be seen on the basis of foreign experience. Developed

countries such as Japan, the USA, and Germany are famous for their advanced production systems and quality management methodologies. Countries like Japan have their own approach to quality, with Kaizen, TQM, and JIT (Just in Time) playing a key role. The Japanese production system is not only focused on improving product quality, but also on perfectly managing production processes, saving resources, and reducing environmental impact. In Germany, the quality management system is based on a clear technical discipline, and companies pay great attention to quality, which helps to increase the competitiveness of products. In the United States, quality management systems are more focused on customer needs. US companies, for example, widely use the Six Sigma methodology. This methodology is aimed at identifying and minimizing defects in processes, which plays a major role in ensuring the stability of product quality. On the other hand, the Lean manufacturing model is aimed at increasing production efficiency and saving resources. Also, with the help of these methodologies, companies can produce their products with high quality while reducing costs.

In the conditions of Uzbekistan, there is a need to study and implement foreign experience in implementing product quality improvement strategies. Industrial enterprises of Uzbekistan should rely on international experience to introduce technologies and management systems necessary for the production of high-quality products. In this regard, the use of international quality management systems, including approaches such as ISO 9001 and TQM, and the development of a production culture in the country are important. Product quality can also be improved by improving the skills of employees, introducing digital technologies, and using innovative approaches. When developing product quality improvement strategies for Uzbek enterprises, it is first necessary to study quality management systems, put them into practice, and develop new technologies. The assistance of many international experts, including the involvement of experienced specialists, is also of great importance in implementing this process.

Literature review. There are many approaches and systems for developing a product quality improvement strategy. The most common of these include methodologies such as ISO 9001, TQM (Total Quality Management), Six Sigma, Lean Manufacturing and Kaizen. ISO 9001 is known as the International Standard for Quality Management. This standard provides a systematic approach for enterprises to ensure the quality of products and services. The ISO 9001 system helps enterprises improve quality, improve processes and satisfy customer needs (Kárný, 2015). One of the main principles of the standard is to use a process-based approach and achieve continuous improvement. TQM (Total Quality Management) - This approach involves the involvement of all parts and employees of the organization in quality management. The main idea of TQM is to ensure quality not only in production, but also in all areas of activity, including marketing, logistics and customer service. The most important developments in the TQM approach were carried out by American engineers Edward Deming and Joseph Juran. According to their work, the quality management process should be aimed at ensuring interaction between all employees and units of the enterprise (Juran & Godfrey, 1999). Six Sigma - This methodology is mainly aimed at minimizing errors in production and service processes and maximizing quality. The main goal of the Six

Sigma approach is to reduce variations in processes, identify errors and eliminate them. One of the most famous scientists of this approach is Bill Smith from Motorola. He developed the Six Sigma methodology, which was later used by many companies (Harry & Schroeder, 2000). Lean Manufacturing - The Lean system is an approach aimed at reducing excess costs in production processes and increasing efficiency. This methodology plays an important role, in particular, in improving product quality and optimizing the production process. The Lean approach is aimed at separating “value-added” and “non-value-added” processes and ultimately eliminating unnecessary costs. The Toyota Production System is a classic example of the Lean methodology (Ohno, 1988). Kaizen - The Kaizen approach, widely used in Japanese enterprises, is based on making continuous, small, and incremental changes to improve quality. This methodology is aimed not only at increasing production, but also at increasing employee motivation, developing workplace culture, and improving enterprise management (Imai, 1986).

Foreign Experience

Many developed countries, including Japan, the USA, Germany, South Korea, and other countries, have successfully implemented their own production and quality management systems. These countries widely use various methodologies to improve product quality. Japan: Japanese enterprises have the most advanced quality management systems. The Toyota Production System (TPS) and the Kaizen approach are the basis of the success of the Japanese manufacturing industry. Toyota has developed just-in-time (JIT) and jidoka (automatic stop) systems to improve efficiency and quality in its production process. At the same time, it emphasizes the active participation of each employee in improving quality, emphasizing the importance of human resource management in addition to technology (Liker, 2004). USA: Six Sigma and Lean Manufacturing systems are widely used in quality management in the USA. These approaches are aimed at increasing production efficiency, reducing process errors, and responding to customer needs. Quality management processes in the USA are mainly customer-oriented and focused on continuous process improvement. General Electric CEO Jack Welch introduced the Six Sigma methodology and achieved high quality on a global scale (Welch, 2001).

Germany: The German manufacturing industry is a world leader in ensuring high quality, especially in the automotive industry. Companies such as BMW, Mercedes-Benz, and Volkswagen maintain strict quality management standards and ensure technical excellence. The quality management system in German industry is based on high precision and technical discipline in production processes. In addition, innovations and advanced technology in German production processes are also aimed at improving quality. South Korea: South Korea, especially through Samsung and Hyundai, has a great reputation for producing high-quality products and introducing innovations.

Research methodology. In order to analyze the theoretical aspects and foreign experience of improving product quality, as well as to study its implementation in the conditions of Uzbekistan, it is necessary to use various methodologies in scientific research. The research methodology includes not only scientific methods, but also an approach to the problems under study, specific methods of collecting, analyzing and summarizing the results.

Analysis and results. The role of foreign experience in the processes of improving product quality, strengthening competitiveness and adapting to market requirements is of great importance. Significant changes have been achieved at foreign enterprises using various methodologies and strategies for improving product quality. In this section, we will try to identify effective strategies for improving product quality based on the foreign experience studied. Basic Approaches to Improving Product Quality in Foreign Companies Foreign companies have used several methodologies to improve product quality. Among them, the most common approaches are Lean Manufacturing, Six Sigma, Kaizen, ISO 9001 and Total Quality Management (TQM). These methodologies help not only to optimize production processes, but also to improve employee skills, meet customer requirements and increase competitiveness. Using the Lean Manufacturing methodology, companies reduce unnecessary resource consumption, simplify production processes and increase efficiency. Toyota successfully applied this methodology to increase production efficiency by 50%. This significantly increased the company's competitiveness. The Six Sigma methodology is aimed at minimizing errors and defects in processes. General Electric reduced errors by 50% and increased production efficiency by 30% using Six Sigma. This methodology helps to continuously improve processes. The Kaizen (continuous improvement) approach allows companies to gradually and continuously improve production processes. Honda managed to increase production efficiency by 30% using this methodology. The TQM (Total Quality Management) approach involves all employees in product quality management processes and integrates all systems to organize quality. Samsung's TQM system improved product quality by 40% and the company increased its market share by 20%.

Below is a table of strategies and practical results used by foreign companies to improve product quality:

TABLE 2

COMPANY	Applied Strategy	Practical Results	Methodology	Product Changes	Quality
Toyota	Lean Manufacturing ((Production Improvement))	Production efficiency increased by 50%, errors decreased.	Toyota Production System (TPS)	Production efficiency has increased.	
General Electric	Six Sigma (Processes and quality management)	The number of errors was reduced by 50%, and production processes were optimized.	Six Sigma	Errors decreased, quality increased.	
Samsung	Total Quality Management	Improved product quality by 40%,	TQM	Product quality has increased, market share	

	(TQM)	increased market share by 20%.		has increased.
Intel	Kaizen (Continuous Improvement)	Production efficiency increased by 30%, costs decreased.	Kaizen	Production efficiency has increased.
Apple	Innovation-based Strategy (Introduction of new technologies)	It became a market leader by improving the quality of product design and introducing technologies.	Innovation strategy	Technological quality improved.
Boeing	Lean Manufacturing & Six Sigma	Production processes were accelerated, and quality control was strengthened.	Lean & Six Sigma	Accelerated production, increased quality.
Mercedes-Benz	TQM and Kaizen (Total Quality Management and Continuous Improvement)	The quality management system was improved, product quality increased by 25%.	TQM & Kaizen	Product quality has increased.
Honda	Kaizen and Lean Manufacturing	Production efficiency increased by 30%, processes were simplified.	Kaizen & Lean Manufacturing	Production efficiency has increased.
Caterpillar	Six Sigma and Lean Manufacturing	Defects in production processes were reduced by 40%.	Six Sigma & Lean Manufacturing	The efficiency of processes has increased.

The experience of foreign companies shown in the table practically proves the effectiveness of product quality improvement strategies. According to the analysis, the strategies used by

enterprises have led to a significant increase not only in product quality, but also in the efficiency of the production process.

1. Based on Lean Manufacturing and Kaizen methodologies, production efficiency has increased by an average of 30–50%, which is evident in the case of companies such as Toyota, Honda, and Intel. These methodologies serve to save resources, reduce waste, and simplify processes.
2. Through the Six Sigma methodology, General Electric and Caterpillar have managed to reduce production errors by 40–50%. This has had a direct impact on increasing product quality and consumer confidence.
3. Through the Total Quality Management (TQM) approach, Samsung and Mercedes-Benz have steadily improved product quality and expanded their market share. TQM is based on involving employees at all levels in the quality process, which also develops internal culture.
4. Innovation strategies—particularly those of Apple—have brought new value to the market through product design and technological innovation, leading the company to global leadership.
5. Many companies have achieved even stronger results by combining strategies (e.g., Boeing, Mercedes-Benz, Honda). This approach allows them to solve complex problems simultaneously.

Apple's product quality improvement strategies and their practical results

TABLE 2

Strategy Applied	Practical Results	Methodology	Product Quality Changes
Apple	Innovation Strategy (Introduction of new technologies)	It has become a market leader by improving the quality of product design and introducing technologies.	Innovation strategy
Total Quality Management (TQM)	Selection of high-quality materials and components, and enhanced quality control during the production process.	TQM	Improve the overall quality of the product and improve the quality of service.
Continuous Quality Improvement	Products are regularly updated and new features	Continuous Improvement	Increasing product competitiveness, rapid adoption of technological

	are added.		innovations
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Apple effectively supports its innovation strategy by improving product quality. Like other companies, Apple conquers the market by introducing new technologies and advanced designs. Apple's products such as iPhone, iPad, MacBook are distinguished by their high-quality technologies, modern designs and functionality. Their products are constantly updated and technologically advanced, which gives them a significant advantage over their competitors.

Conclusion. Product quality improvement strategies, especially methodologies used by foreign companies, play an important role in the formation of competitive enterprises and rapid adaptation to market conditions. Based on foreign experience, companies successfully enter the global market by constantly improving the quality of their products. Companies such as Toyota, General Electric, Apple have achieved success by focusing their strategies on optimizing production processes, reducing costs and improving quality. Such experience is also very valuable for Uzbek industrial enterprises. Experience of Foreign Companies and Their Role in Improving Product Quality: The Toyota Production System (TPS) has achieved significant results in optimizing production, effectively managing resources and reducing errors through its Lean Manufacturing methodology. This methodology helps not only to increase production efficiency, but also to reduce excess costs and improve quality. This Toyota system increases efficiency in enterprises, fully satisfies customer needs and greatly helps in adapting to market requirements. Also, through the Six Sigma methodology of General Electric, the number of errors was significantly reduced, manufacturing processes were optimized, and the quality management system was improved. This methodology is aimed at eliminating defects in processes and allows the company to consistently improve its production processes.

Apple's innovative approach is important in improving product quality. Apple has become a market leader by constantly improving its products, introducing new technologies and high-quality design. The company has improved product quality by applying technological innovations in the development of its flagship products, such as the iPhone and MacBook. This process has helped not only to increase production efficiency, but also to provide high-quality products that meet the needs of the global market. Thus, Apple's innovation strategy plays an important role in improving the quality of product design and technological innovation. Through strategies aimed at improving product quality, companies gain the opportunity to optimize their production processes, reduce costs, and increase production efficiency. For example, Samsung's TQM system has succeeded in improving the efficiency of product quality management and quality control. This system has allowed the company to introduce advanced quality management approaches. Intel's Kaizen approach has also achieved continuous improvement and increased production efficiency. Boeing's Lean & Six Sigma methodologies have been used to speed up production processes and strengthen quality control. All of this is important for companies in improving product quality. The methodologies used to improve product quality help not only to increase production efficiency, but also to reduce costs, optimize quality management, and produce products that fully meet customer requirements. Each company develops strategies aimed at improving its

production processes, applying new technologies, and continuously improving quality. This allows enterprises to be competitive in the global market. Recommendations for Uzbek Industrial Enterprises It is very important for Uzbek industrial enterprises to study the experience of foreign companies and adapt them to their own conditions. There is a need to improve product quality and optimize production processes in Uzbekistan's industrial sectors. For this, it is necessary to introduce methodologies such as Six Sigma, Lean Manufacturing, TQM and Kaizen. In particular, by increasing production efficiency and improving quality management systems, Uzbek industrial enterprises can increase their competitiveness in global markets. Also, improving the skills of employees and actively involving them in quality management processes will allow companies to produce high-quality products. Expected Changes and Recommendations for the Future One of the most important recommendations for Uzbek industrial enterprises is to study and implement foreign experience. The continuous development of technologies, automation of production processes and competitive.

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