

**Стопанска академия „Д. А. Ценов“ - Свищов**

**ФАКУЛТЕТ „ПРОИЗВОДСТВЕН И ТЪРГОВСКИ БИЗНЕС“  
КАТЕДРА „АГРАРНА ИКОНОМИКА“**



**Научно-практическа конференция  
с международно участие**

**АГРАРНИЯТ СЕКТОР  
В УСЛОВИЯ  
НА ФИНАНСОВА КРИЗА**

**5-7 ноември 2009 г.**

**Свищов, 2009 г.**



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# CREATING COMPETITION IN AGRO-BUSINESS THROUGH MANAGEMENT OF THE QUALITY

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## Abstract

To be competitive means you have to achieve a superior quality, efficiency, innovation and responsibility. Lots of challenges are created which implement the management of overall quality. This means a chain of values as a one part of functional activities which are necessary for changing the entrances, as the new concepts of the products, raw materials, components or professional skills into final products or services. While developing more strategies on a functional level, we support the strategy of the agricultural business and make stronger its competitive advantage.

**Key words:** Competitive, quality, value systems, competitive advantage.

To get a quality agricultural product on the market means to produce goods and services that will have characteristics of good design, style, performances and security, qualities that can be seen as more superior than the rest of the products on the market.

While creating products with high quality, we are creating the reputation of the name of the producer and of the given agricultural products. We make a chain of values, coordinated cycle or a line of functional agricultural activities that are needed for creation of new concepts of products, raw materials and professional skills.

All the functional activity adds some value to the product, when is lowering the costs or when it gives new diverse qualities to the product, which will bring the price higher and bring the company more success and capital.

Development of a product is activity and research implemented in innovation of new and improved products which will bring more value to the product. This brings a new need for a bigger responsibility, power to the employees' authority and responsibility over the way they do their work activities. With other words the employees get to work at the sales as a temporary and than they go back in the production line and they use their new experience in the production. So while they are trying to sale the products they talk to the customers and get the idea which product and what

is the quality of the product desired on the market and than they use all the information into development of new products that will satisfy the desires of the clients.

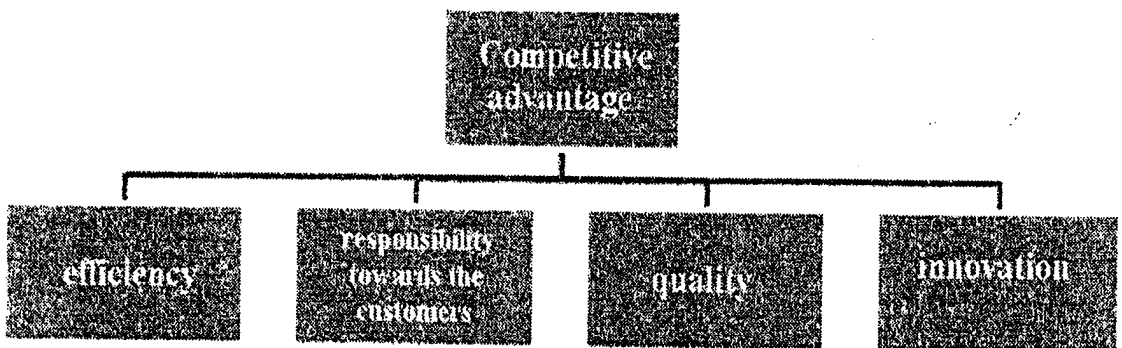
We can often see the fact that employees that have authority to implement their knowledge can lead towards development in the process of work so to encourage the further authority we make systems of reward.

This on the other side will create the next chain in the process of successful competitive organization self-management teams (self governing teams) which represent team of employees that take team responsibility to organize, control and supervise their own work activities and tasks. By using the IT technology on time information is provided to all the members of the team, which helps them to finish the task, make decisions for better allocation of the recourses.

Global competition is created, and this will motivate changes. Changes in agro management which finds itself in front of five big challenges: construction of competitive advantage, preservation of ethical standards and developing value systems, management with different type of employees, usage of new information systems and technologies and practice of global crises management.

Competitive advantage is a virtue of one organization to prevail over other organization because it makes products and services that are desired on the market, and they are more efficient and more effective that the ones of their opponent competitor. There are four styles of building competitive advantage:

- Superior efficiency
- Quality
- Speed, flexibility and innovation
- responsibility towards the customers



The companies' can increase their efficiency when they lower their quantities of resources (people and materials) that are used in the production of goods and services. Management of quality is used in this case which puts into

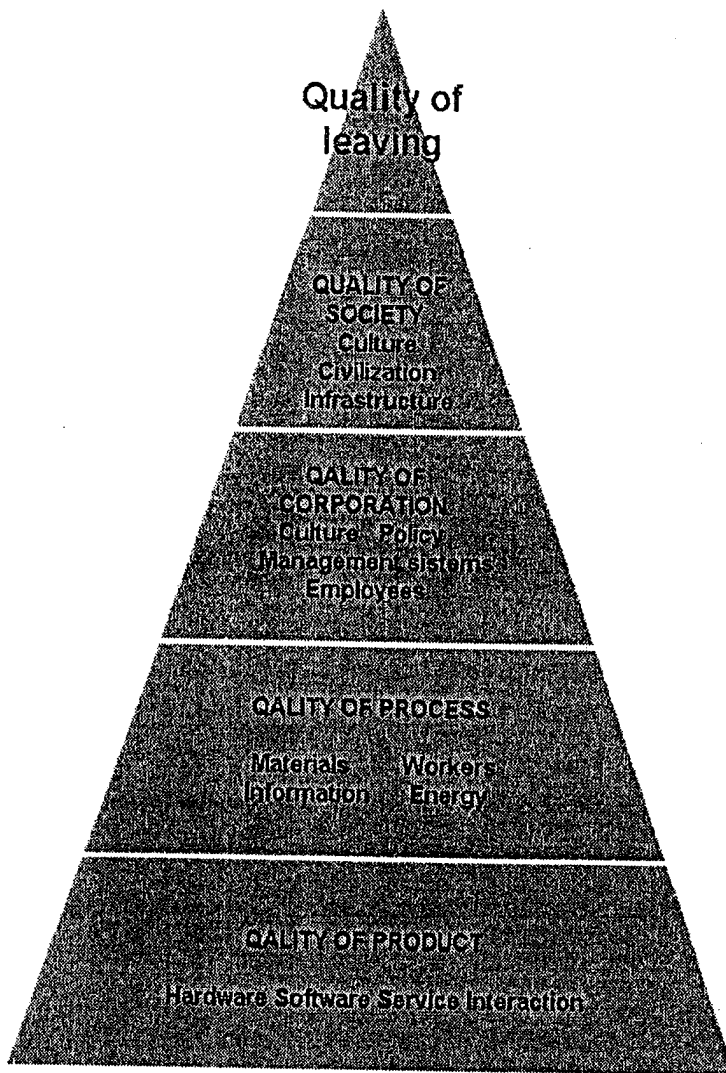
practice teams for control of the quality and they are responsible for finding new and better ways to improve and complete their tasks and in the mean time they supervise and grade the quality of the goods they are producing.

Nowadays the companies in their competition depend on the speed- how fast they can bring new products to market, and flexibility- how easy they can change the way they work as a reaction of their opponents work so they can be competitive. Companies that are fast and flexible are agile companies and they are companies that will survive and have continuous progress – development. To be able to achieve this status we need innovations, creation of new improved goods and services that are requested from the customers, or developing of new better ways for production and maintain the good service and products. Managers have to create organizational environment where the employees will be motivated to be innovative. Usually innovation can be found in small teams and the management decentralizes the control over working activities of the team members, and creates organizational culture that rewards taking the risk.

Company's development nowadays can not be considered without the quality care, especially agro companies because as we already said the quality is condition for connection on the global market or "Quality – bridge of connection for all the countries in the world" 1

Management's responsibility in agro business is to initiate development and should know how and be able to deal with the changes in the process answering the following questions:

1. What has to be done?
2. How it should be done?
3. Who should do it?
4. When it should be done?
5. Where it should be done?



The quality of the management is represented through the quality of the solutions and efficiency in the implementation of the solutions. There is also a hierarchy of the quality, and the information about the quality standards are the start point of the development. Quality in agro business should be planned from most employees, smaller number of them should control it, and the smallest number should create it and improve it. Modern approach towards quality is called total quality management because quality is not created where we control the product but it is created during the work process itself, in all the organizational segments in the company, and that's why it has to be controlled everywhere and all the time.

The system of providing quality in the agro business means involvement of all the employees and more efficient and more rational more economic control.

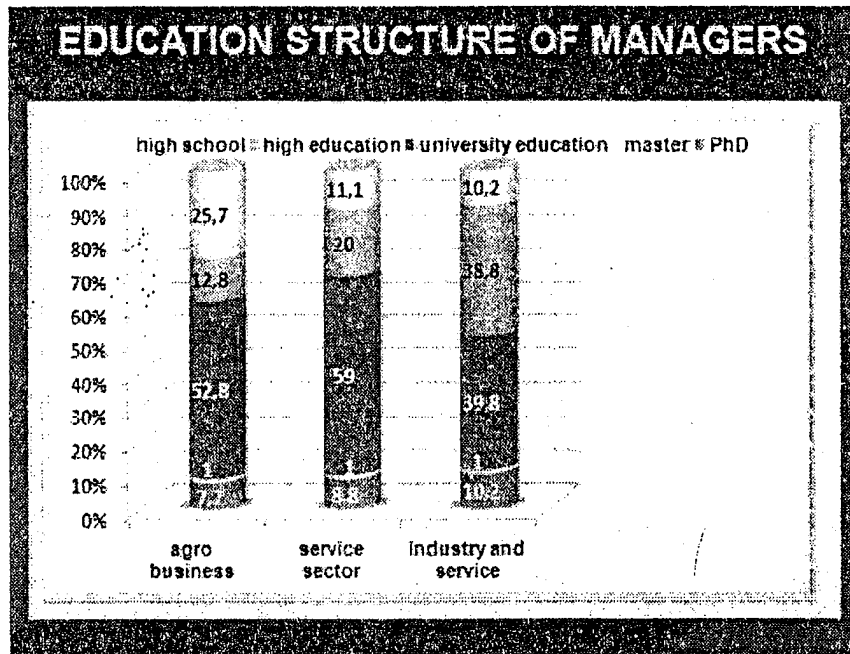
This can be done only if we have quality agro education and schools.

This was the motto of the eleventh international conference for quality in Jerusalem 1992 year with 2000 attendants and 1200 thesis.

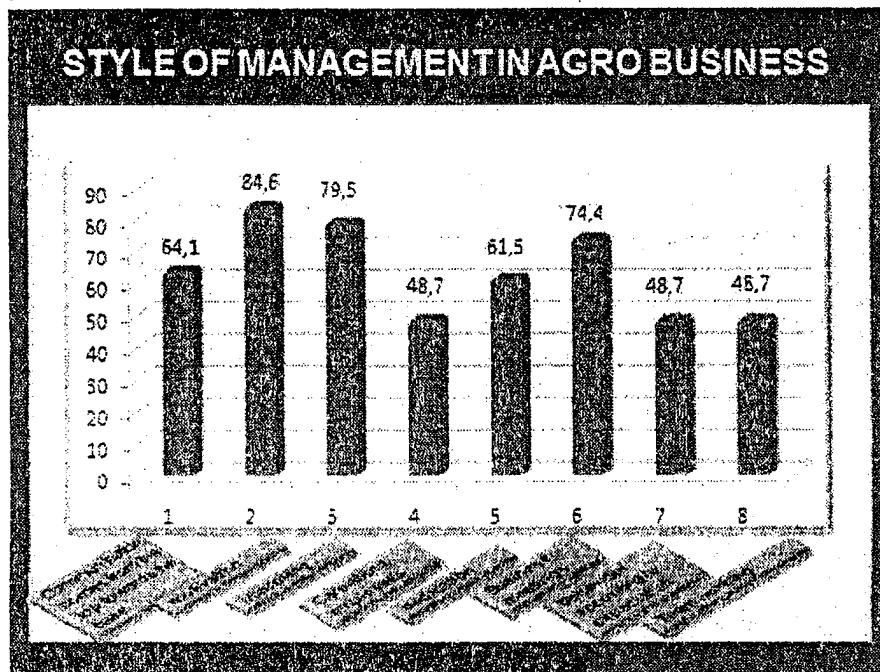


But what's the reali here for us??

A scientific research was done about the level of education in agro business for individual needs and the results are represented on the following diagram. What is the style of management how to manage with quality, how to come to the given and wanted goals?



Motivation is great (which is good for quality working) and it brings us to improvement, but communication on the other side comes from the top towards the base, so it is only one way communication and there are not created conditions for continuous team work that is only partially represented.



Anyway the most important resource in every company are the employees and their knowledge, skills and ability and that's why we should invest in them and their education with a goal to improve the wellbeing of the company.

The wanted goals can be reached more efficiently if the agro management introduce systematic approach that will bring us to continues improvement, making decisions based on facts

And creating of company vision for all the employees for the future- we are together on the global market and we have the same one standard for the whole world.

This means that in the practice the quality should be accepted, and efforts should be made towards understanding what quality is because that's part of all of us!

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