

## **THE ROLE OF A QUALITY MANAGEMENT SYSTEM FOR A COMPETITIVE ADVANTAGE OF ENTERPRISES**

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**Abstract.** The paper was elaborated in order to determine the role and importance of quality management systems for an increase in the competitive advantage of an enterprise. The starting point is to present the contribution of different scientific staff to the development of the competitiveness theory and modern quality management systems. The presentation of contemporary sources of the competitive advantage and possibilities of the use of optimal competing strategies in particular conditions are a base for these considerations. The next part of the study includes a review of quality management systems as well as research results concerning sources of competitive advantages as well as economic and marketing effects of improvement of management efficiency. According to the research results, it could be concluded that quality perception, of both products and service quality proved by a suitable certificate as well as quality of the customer's service, is tightly connected with the level of customer's awareness. The research results confirm that implementation of the quality management system is perceived by enterprises as a significant source of the competitive advantage. As the respondents indicated, it contributes to increase in market access, acquiring new customers, and as a consequence increase in market share of the investigated enterprises.

**Key words:** competitive advantage, competing strategy, quality management system

### **INTRODUCTION**

Competitiveness forces enterprises to permanently search for sources of a stable competitive advantage. Contemporary enterprises have more often implemented a quality management system, which apart from an image and cost advantage could be a base

for building a stable market position. The main aim of this paper is to look for answers to the following questions:

1. How to determine the sources of the advantage and their implications for the choice of strategy option?
2. If a high quality of provided products and services could be an important source of the competitive advantage?
3. What is the role of modern management systems in improving the competitiveness of enterprises?

### **EXISTING KNOWLEDGE ON COMPETITION AND MODERN MANAGEMENT QUALITY SYSTEMS**

The research stream concerned with the competition forces analysis and competition strategy is rich. Porter's works are the framework for business management. Porter has determined the attractiveness of a market and has defined three general types of strategies that are commonly used by businesses, referring to 5 forces that determine the attractiveness of a market [Porter 1980]. Porter's framework has repeatedly been challenged by other researches, who have formulated critical views in relation to these 5 Porter's forces. An important extension to Porter was implementation of the concept of complementary (so-called the 6th force) by using game theory. It is worth mentioning that there are critical questions about Porter's generic strategies. Several commentators have questioned the use of generic strategies, claiming they lack specificity and lack flexibility [Baden-Fuller and Stopford 1992]. An important extension was found in recent developments where one could find modifications in Porter's three strategies to describe three basic "value disciplines": operational excellence, product innovation and customer intimacy. The research referring to competition strategy in Poland has provided several insights on this question. Most of the works are concerned with strategy formulation and techniques for analysing industries and competition. One can find the proposals of well-known world concepts adoption (especially Porter's) to Polish economy [Oblój 1998, Gierszewska and Romanowska 2000]. In addition, there are studies concerning with the analysis of competition forces and strategies implementation in different sectors. The studies concerning with food market are consistent in adopting the proper competitive advantage and strategy option for food industry companies [Szwacka-Salmonowicz 2003, Szwacka 2006, Urban 2006, Szwacka-Mokrzycka 2011].

Empirical studies are related to the role of the quality management system in achieving competitive advantage. The competition is forcing management to change their way of thinking and methods of conducting business. It means that the market for the most important are those companies in which management uses cultural and market diversity, in order to achieve better economic performance. There are three types of competition resulting from the process of internationalization of the world economy. Currently, in the struggle for a place on the international market, a big advantage is the low cost, greater productivity, and creating additional value, which is the suitable quality of products and services. To achieve this, a quality management system is introduced. It is often crucial to the functioning of the company, and for the customer it is a guarantee that the purchased product is of high quality [Gierszewska and Wawrzyniak 2001].

The most commonly used systems are based on the standards of ISO 9000, ISO 22000, ISO 14000, IFS and BRC. They are based on a process approach [Miara 2012]. The principle of these standards is realization by the company that the sequence of operations constitutes a closed cycle. These actions should be associated with the implementation of Deming cycle [Hamrol and Matura 2009].

## **SOURCES OF COMPETITIVE ADVANTAGES**

The issue of the use of image for building a company's competitive advantage on the market is nowadays more significant in the conditions of promoting free market forces in Europe and applying global marketing by big international corporations. The brand and its image are now becoming a strategic tool allowing better positioning of the company and its products on the market as well giving a chance for building customer loyalty and as a result strengthening the position of the company on the global market. The meaning of the term "competitive advantage" includes – apart from the traditional perception of the category as a unique position of the company on the market in relation to its competitors – also the perception by consumers. On the grounds of consumer interests the competitive advantage is a subjective category and means a higher value for the product offered by the company to the customer [Szwacka-Mokrzycka 2011].

Nowadays, most of the sectors manufacturing goods and offering consumer services are in the phase of growth or maturity. The basis of building the competitive advantage for this kind of sector is the price, company and product brand image associated by costumers with a high quality. For global companies the image is becoming more important as the main source of competitive advantage. The image is an intrinsic element of the company's long-term strategy and the way it is created should be included in the company's mission statement. The image expresses the real perception and projection, precisely defining what target groups think of the company. The quality perceived by costumers proved by a suitable certificate is an essential support for maintaining competitive advantages.

Building the image associated by costumers with a high quality is inextricably linked with appropriate use of marketing assets of the company, in particular promotion. Broadly meant, market assets include all elements contributing to the value of the company. The analysis of the state of market assets has fundamental meaning for estimating the current condition of the company, determining perspectives of its development, choosing specific objectives and strategies of achieving these objectives. The significance of promotional assets of the company is the greater it is, the more difficult the market on which it operates is. The situation is typical for the contemporary world market, which is characterised by a high level of saturation and low stability of demand.

## **COMPETITIVE STRATEGIES**

The competitive strategies can be distinguished: strategies based on the lowest costs and prices, diversification strategies, concentration strategies, and innovation strategies [Szwacka-Mokrzycka 2011].

The strategy based on the lowest costs and prices (the leading positions towards total costs) creates the widest possibilities of competing; it allows to both compete through the price as well as improvement of quality without simultaneous increase in prices. This strategy requires intense investment in order to catch up on the technological progress, taking into account the optimal scale of operation. The following factors contribute to the implementation of the strategy based on the lowest costs:

- a) aiming at making operation universal,
- b) significant attention paid to the control of costs in management,
- c) conscious forming of the price policy.

Re a) Aiming at making operation universal is an attribute of big companies, which can use price advantages based on prices. On the other hand, small and medium companies have non-limited freedom of forming and changing prices (small possibilities of lowering costs, threat of revenge by competitors).

Re b) As far as costs reduction is considered, it should be noted that universal companies pay considerable attention to the level of costs (improvement of efficiency of operation and profitability, decrease in costs).

Re c) Conducting flexible price policy (connected with their diversification) by companies is connected with a range of price competitiveness.

The diversification strategy is the next point to be described under competitive strategies. It is an alternative to the strategy of cost leadership. It is based on diversification of the offer compared to competitors in order to attract purchasers' attention on its uniqueness. Thanks to it, there is a possibility of increase in sale with simultaneous gaining of a more advantageous price.

Market diversification can be implemented through different methods according to the level of market development. In the starting phase of market development – creation of next varieties of the same product allotted for the whole market. In the phases of increase and maturing – diversification of products based on segmentation. In the phase of market maturity and saturation – diversification through product placing. In practice, the following diversification strategies are used based on: offer diversification, quality and development of forms of service, and image.

The competitive strategy also comprises of the concentration strategy based on concentration on a selected part of the market (segment, product, region) in order to specialize and gain the quasi-monopolistic position. Concentration is a special strategy of competing; it aims at avoidance of confrontation on the whole market.

The innovation strategy has become more often mentioned in the classification of marketing strategies. It is contemporarily realized by majority of companies in Poland. It is connected with modern technology and intensive promotion.

The cooperation strategy is the last marketing strategy to be described. It aims at widening the range of provided products and services (for example cooperation of the company with other companies of different specificity, often becoming their shareholders). Cooperation with companies can bring many benefits, for example:

- lower costs of common activities,
- competitive price of offered products,
- increase in turnovers,
- participation in profits gained by entities of a financial group.

Avoiding confrontation and limiting competitiveness in particular sectors (for example agreements making by companies concerning the field of their operations – companies compete in one area and cooperate in another) is the next aim of the cooperation strategy.

## RESEARCH METHOD AND SOURCES OF INFORMATION

Empirical research on the role of the quality management system for achievement of the competitive advantage was conducted in the period 2008-2010. The selection of respondents for the research was purposeful and was made on the basis of the following criteria:

- 1) the size of the company – belonging to this group are medium-sized companies with 51 to 250 employees,
- 2) the range of activities – sales of goods and services both on the domestic as well as foreign levels,
- 3) the activities of the company – a diversified company. Half of the companies are part of the food business. The second half of the companies belong to other sectors including construction, furniture, textile, IT, packaging machinery and equipment for industry,
- 4) implemented quality management system ISO 9001 and ISO 22000 in the company for at least three years.

The study involved 85 companies, of which 42 (49.41%) belonged to the food industry and 43 (50.59%) belonged to other sectors including 12 to construction industry, 4 to textile, 9 to the IT industry, 13 to the industry producing machinery and equipment to industry, two to the furniture industry and three to the packaging industry.

Territorial breakdown of companies which filled out the survey are presented below (Table 1).

Empirical research was conducted in two stages. During the first stage, a questionnaire was sent electronically to the deliberately selected companies. The second stage consisted of collecting financial data from companies that filled out the questionnaire. This way of investigation, assuming that full results of the study (questionnaire and financial data) are obtained from the same companies would be more reliable.

Financial data were obtained from the profit and loss account and the related changes in the structure of revenues (domestic and export), profits from operations (domestic and export) and the costs of the company. These data were obtained for a period of five years: two before the implementation of the quality management system and three after the implementation of the system. Adoption of such a time period, has allowed determining of the role of the quality management system in the functioning of the enterprise.

In order to eliminate external factors that affect the change in the structure of revenues, profits and costs, the data obtained from the company was corrected by the information from the Central Statistical Office about the average revenue change in companies in a given year. Obtained in this way, the value of the costs can be considered as arising from implementation of the quality management system, rather than from external factors affecting the enterprise (increase in energy prices, wages, etc.).

Table 1. Location companies who filled out the survey  
Tabela 1. Lokalizacja ankietowanych przedsiębiorstw

Voivodeship Nazwa województwa	Number of enterprises from the food industry Liczba przedsiębiorstw z branży spożywczej	Number of companies from other sectors Liczba przedsiębiorstw z pozostałych branż	Total Razem
Dolnośląskie	1	2	3
Kujawsko-pomorskie	1	4	5
Lubelskie	2	1	3
Lubuskie	0	2	2
Mazowieckie	8	7	15
Małopolskie	3	0	3
Opolskie	0	0	0
Podkarpackie	2	5	7
Podlaskie	6	1	7
Pomorskie	3	2	5
Warmińsko-mazurskie	3		3
Wielkopolskie	5	3	8
Zachodniopomorskie	2	2	4
Łódzkie	3	3	6
Śląskie	2	9	11
Świętokrzyskie	1	2	3

Source: own research.  
Źródło: opracowanie własne.

The population of the investigated enterprises consisted of international enterprises (operating both on the domestic as well as international markets). The majority of investigated companies were from the food sector, which implemented the ISO 22 000 quality management system (35 enterprises – 83.33% of all companies of the food sector). The next group consisted of entities with the ISO 9001 (16.67% in this sector). The rest of the food sector companies (21.42%) implemented both ISO 9001 and ISO 22 000 quality management systems. The investigated population also included companies of other sectors which had the ISO 9001 quality management system [Miara 2012].

Moreover, the secondary data was used in the research, including:

- statistical publications of the Central Statistical Office,
- publications issued by ministries and central public institutions,
- Internet,
- trade magazines, national and international of general economic character (specialist journals, generally economic domestic and foreign journals).

## **MODERN QUALITY MANAGEMENT SYSTEMS**

Currently, in the fight for a place on the international market, low cost, higher productivity, and creation of the additional value, understood as the appropriate quality of products and services, are big advantages. The quality management system is introduced in order to get this quality, which often decides the functioning of the company. In that way the customer can be sure that the purchased product is of high quality [Hamrol and Matura 2009]. The enterprise, to be able to take the full advantage of the quality management system in the fight for the customer, and thereby strengthen its position in the market, uses the principles of quality management. These rules are very stringent, but obeying them can help to win with the growing competition. They include [Gierszewska and Wawrzyniak 2001].

1. Involvement of the Management Board and serial management in the company. Quality management systems assume implementation in the whole company. It means that every employee in their workplace contributes to the implementation of the quality management system.
2. Awareness of the importance of the customer. Evaluation of the organization, decision making processes and implementation of the quality management system should be made on the basis of one criterion - customer satisfaction.
3. Emphasis on prevention of defects, not for their capture, and the focus on the cost of quality. This requires a change in the management style and focuses it on prevention.
4. Changing the organizational culture and management culture. Implementation of the quality management system requires a change of organizational culture, since it destroys existing order in all areas of business.
5. The need to develop an appropriate strategy and the knowledge, that building an organization where quality comes first, is a continuous and never ending process. The quality strategy requires the enterprise to determine objectives of its perspective development, analysis of opportunities and threats in the entourage, and recognition of the quality strategy as a key element of success in the market.

Implementation of the quality management system allows one to look critically at the company and their products and services. The objective is to cause the final product to be better in terms of price, service and quality. These factors can be found in the area of functioning of the quality management system, which under the influence of increasing international competition must be constantly improved. This helps to eliminate losses, reduce costs and strengthen effective cooperation with suppliers and customers.

Product reliability requirements, development of industry and the ever-increasing complexity of technology, have forced enterprises to provide high standards of quality of their products and services. Companies have to implement the quality management system in order to guarantee quality of products regardless of the place of production and to be well perceived on the international market. The most commonly used systems are based on the standards of ISO 9000, ISO 22000, ISO 14000, IFS and BRC. They are based on a process approach [PN-EN ISO 9001, 2009]. Within the meaning of the ISO 9000 standard all activities carried in the company are defined as processes. The process is understood as a set of activities that use resources and management in order to enable the transformation of inputs into outputs. Personnel involved in the process, documents

on which it is implemented, a milieu, and all materials and equipment can be treated as a part of inputs into the process. As a result, processes produce output elements treated as services, material products and information, understood as the technical documentation, recorded in the accounting department, sales, etc. Processes realized in the enterprise are closely related, and the output from one process can be input to the next one.

The principle of these standards is conducted by an enterprise in a sequence of operations in the closed cycle in which the quality management system should be improved, striving to better fulfil customer's needs and expectations. These actions should be associated with the implementation of the Deming cycle based on four phases: plan, do, check, and act [Hamrol and Matura 2009]. Classic of Deming Cycle should be treated as a basic element of the effective functioning of the organization. In practice, it often happens that it is a part of a rational approach; on the other hand it is often ignored. Instead of systematic actions it introduces a task whose purpose is to remove current problems and shortcomings. In order to implement continuous improvement in the enterprise it cannot be only a slogan that does not bring benefits to the organization; it should establish a principle of lack of tolerance for incompatibility.

Requirements of these standards can be perceived as a clear reference to the customer associated with the functioning of the quality management system. This appeal obliges the organization to take continuous efforts to identify customer requirements, through the knowledge of their needs and expectations on one hand, and on the other hand obliges the study of customer satisfaction with the products and services provided by the organization. Awareness of needs and expectations of customers, as well as legal requirements is the basis for the proper management of the organization, and therefore is the responsibility of leadership and its accountability for the quality while formulating the strategy, objectives, project planning and implementation. Simultaneously identifying the customer's requirements in the form of specified properties of the product provide the basis of activities related to its execution. Customer satisfaction with the purchased products should be subject to continuous research and analysis, and the results of the analysis must be used in the activities of the system.

## **RESEARCH RESULTS**

According to the data presented in the Table 2, it could be concluded that there exist many sources of competitive advantage. The customer's loyalty was assessed as the most important one (the average mark 4.71). As it is widely known, enterprise's loyal costumers, who are strongly connected with a particular brand, are very important from a perspective of strengthening of an enterprise's market position. The second and third places were occupied respectively by the market experience (the average mark 4.33) and the enterprise image (the average mark 4.32). These two aspects, despite their character, are necessary to operate on the market. Loss of good reputation or lack of experience often leads to significant problems of the enterprise, also in a situation when a way of its functioning is not a base for formulation of negative opinions. As research results show, enterprises more and more often look for other (than the listed ones), sources of permanent competitive advantages – for example product quality strengthened by a certificate and service quality (respective marks: 4.15 and 4.25). These two instru-

ments of competing were placed on the 4th and 5th places in terms of validity, which proves their important impact on increase of competitiveness of enterprises (Table 2).

Table 2. Impact assessment of competitive advantage sources  
Tabela 2. Ocena wpływu źródeł przewag konkurencyjnych

Competitive advantages Przewagi konkurencyjne	Average Średnia
Customer loyalty – Lojalność klientów	4.71
Market experience – Doświadczenie na rynku	4.33
Enterprise image – Wizerunek firmy	4.32
Quality of service – Jakość obsługi	4.25
Quality of products – Jakość produktów	4.15
Cost reduction – Redukcja kosztów	4.05
Price – Cena	3.88
Intellectual capital – Kapitał intelektualny	3.44
Product innovation – Innowacje produktów	3.34
Distribution – Dystrybucja	3.31
Brand image – Wizerunek marki	2.93
Technological innovation – Innowacje technologiczne	2.68

Source: own research.

Źródło: opracowanie własne na podstawie przeprowadzonych badań.

The performed studies also showed that companies implementing a quality management system achieved the benefits that to a large extent decide the competitive position in the market. Cost reduction and price were pointed out as the next factors of the competitive advantage (the marks respectively 4.05 and 3.88). It should be noticed that globalisation of the world economy has caused an easy access to cheap resources or labour force. It influences prices of provided products and services, which are similar on the global market (Table 2).

The next part of the analysis concerns a relationship between quality management systems and the achievement of economic, organizational and marketing benefits by the enterprise. The first of the analysed groups includes economic benefits which can comprise of revenue growth, increase in profits, and reduction of costs of poor quality (Table 3). Basing on the table above, the greatest benefit in this economic sphere relates to revenue growth. Growth in this aspect after implementation of the quality management system was indicated by 69.41% of the surveyed companies. Revenue growth did not translate into increase in profits (62.35%). The results may seem surprising. Typically, increase in sales is connected with bigger profits. It should be noted that the possession and use of the quality management system entails additional costs, which are associated not only with the training of employees maintaining quality control cells, and the maintenance of the quality management system, but also with purchase of better, and

Table 3. Economic benefits arising from implementation of the quality management system  
Tabela 3. Korzyści ekonomiczne wynikające z wdrożenia systemu zarządzania jakością

Economic benefits Korzyści ekonomiczne	%
Revenue growth – Wzrost przychodów	69.41
Earnings growth – Wzrost zysków	62.35
Average drop in complaints – Średni spadek reklamacji	27
Average drop in deficiencies – Średni spadek braków	22

Source: own research.  
Źródło: badania własne.

consequently, more expensive raw materials, etc. The increase in costs is offset by the decrease in the poor quality costs. Studies have shown that the level of complaints has decreased in all companies, and the average percentage decrease was 27%. A very similar situation is in terms of defects. Also, all companies reported a decrease in deficiencies average by 22%.

The second group of benefits achieved by enterprises from implementation of the quality management system consists of organizational issues. In this field, the surveyed companies indicated mainly arrangements of the document flow, increase in the awareness of employees, arrangements of authorities and responsibilities, and a clear scope of activities and responsibilities. A significant number of companies pointed to internal communication and identified processes in the organization as the benefits (Table 4). Management improvement in the organization is has quite a low indication as the benefit resulting from implementation of the quality management system; it stems from a fact that enterprises had already had the high level and quality management systems, and the new ones add little value to them.

As could be concluded from the study, the quality management system was used as a tool to improve organization of the company. The quality management system enforces circuit arrangement of documentation processes taking place in organizations, etc., which greatly affects the functioning of the entire enterprise.

The third group includes marketing benefits. They do not have a direct impact on the enterprise from economic and organizational perspectives, but they indirectly affect the perception of the enterprise and its competitive advantage. The perception increases confidence in the enterprise with the quality management system. It is particularly evident in the interpretation of the research results in the case of enterprises, especially those who also have implemented the quality management system (Table 5). They are aware of how the implementation of the quality management system affects the functioning of the organization. On the other hand, the confidence from the side of society and government had relatively low marks (only 27.06% of the surveyed enterprises indicated that the QMS has large and very large impact in this aspect). This is due to the fact that the awareness among public and government agencies about the quality management system has still been at a fairly low level.

Table 4. Organizational benefits arising from implementation of the quality management system  
 Tabela 4. Korzyści organizacyjne wynikające z wdrożenia systemu zarządzania jakością

Organizational benefits Korzyści organizacyjne	%				
	1. no impact brak wpływu	2. little impact mały wpływ	3. medium impact średni wpływ	4. high impact duży wpływ	5. very high impact bardzo duży wpływ
Organization of circulation of documents Uporządkowanie obiegu dokumentacji	5.88	10.59	23.53	31.76	28.24
Increase in the awareness of employees Zwiększenie świadomości pracowników	8.24	11.76	22.35	30.59	27.06
Organization of authority and responsibility of employees Uporządkowanie uprawnień i odpowiedzialności pracowników	10.59	14.12	20	29.41	25.88
Simple range of activities and responsibilities Przejrzysty zakres działań i odpowiedzialności	10.59	17.56	21.18	27.06	23.53
Improvement of internal communication Poprawa komunikacji wewnętrznej	12.94	18.82	21.18	25.88	21.18
Identification of all processes in the organization Identyfikacja wszystkich procesów zachodzących w organizacji	15.29	22.35	21.18	23.53	17.65
Governance improvement Poprawa zarządzania	17.56	27.06	18.82	21.18	15.29
Elimination of unnecessary or repetitive actions Wyeleminowanie zbędnych lub powtarzających się działań	17.56	30.59	18.82	18.82	14.12

Source: own research.  
 Źródło: badania własne.

Table 5. Marketing benefits resulting from implementation of the quality management system  
Tabela 5. Korzyści marketingowe wynikające z wdrożenia systemu zarządzania jakością

Marketing benefits Korzyści marketingowe	%				
	1. no impact brak wpływu	2. little impact mały wpływ	3. medium impact średni wpływ	4. high impact duży wpływ	5. very high impact bardzo duży wpływ
Increased confidence of company's counter- parties Wzrost zaufania kontrahentów do firmy	1.18	5.88	22.35	41.18	29.41
Company's image perceived by customers Wizerunek firmy postrzegany przez kontrahen- tów	3.53	8.24	28.24	32.94	27.05
Company's image perceived by public and government agencies Wizerunek firmy postrzegany przez otoczenie	14.12	31.76	27.06	16.47	10.59

Source: own research.  
Źródło: badania własne.

## CONCLUSION

The decision on a suitable competing strategy in the framework of particular market conditions is a key dilemma for enterprises operating in various fields. It should be noticed that the brand image associated with an undoubted quality of provided products and services is a significant source of the competitive advantage on the contemporary market characterised by a high level of saturation. According to the research results, it could be concluded that quality perception, of both products and service quality proved by a suitable certificate as well as quality of customer's service, is tightly connected with the level of customer's awareness. The research results confirm that implementation of the quality management system is perceived by enterprises as a significant source of the competitive advantage. As the respondents indicated, it contributes to increase in market access, acquiring new customers, and as a consequence increase in market share of the investigated enterprises.

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## **ROLA SYSTEMU ZARZĄDZANIA JAKOŚCIĄ W OSIĄGANIU PRZEWAGI KONKURENCYJNEJ**

**Streszczenie.** Artykuł został opracowany w celu określenia roli, jaką pełnią te systemy w przedsiębiorstwie i znaczenia systemów zarządzania jakością dla wzrostu przewagi konkurencyjnej przedsiębiorstwa. Punktem wyjścia jest przedstawienie wkładu różnych autorów do rozwoju teorii konkurencyjności oraz nowoczesne systemy zarządzania jakością. Prezentacja współczesnych źródeł przewagi konkurencyjnej i możliwości wykorzystania optymalnych strategii konkurencyjnych w szczególnych warunkach są podstawą dla tych rozważań. Kolejna część opracowania zawiera przegląd systemów zarządzania jakością oraz wyników badań dotyczących źródeł przewag konkurencyjnych, ekonomicznych i marketingowych sposobów poprawy efektywności zarządzania. Wyniki badań wskazują, że postrzeganie jakości produktów i usług jest ściśle związane z poziomem świadomości klienta. Wyniki badań potwierdzają także, że wdrożenie systemu zarządzania jakością jest postrzegane przez przedsiębiorców jako istotne źródło przewagi konkurencyjnej, przyczynia się do zwiększenia dostępu do rynku, pozyskiwania nowych klientów i w konsekwencji wzrostu udziału w rynku badanych przedsiębiorstw.

**Słowa kluczowe:** przewaga konkurencyjna, strategia konkurencji, system zarządzania jakością

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