

**IMPROVEMENT OF THE REGULATORY LEGAL BASIS OF MEAT
PROCESSING ENTERPRISES AS A FACTOR OF PRODUCT QUALITY
MANAGEMENT**

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The article emphasizes the need for systemic changes in the meat processing industry of Ukraine in the direction of improving the regulatory framework. The priority directions of improving the legislative support of the agricultural sector of the economy as a whole and the meat product subcomplex are outlined.

The need to form a comprehensive system of measures for state regulation of the meat market in Ukraine, which would be based on the implementation of international standards, which are adapted to those developed by the Commission of the Code of Alimentarius.

The system of meat product quality management is considered, which should be based on international standards ISO 9000, HACCP industry standards and others, which allow to increase the level of safety of production processes and the quality of finished products for both producers and consumers.

A number of competitive advantages obtained by meat processing enterprises that implement a product quality management system in accordance with the requirements of ISO 9000 standards are substantiated.

It is noted that maximizing the positive result for the company with the fullest use of opportunities provided by the implementation of quality management system in accordance with ISO 9000, is not possible without taking into account and minimizing the impact of threats that also accompany this process.

The stages of implementation of the product quality management system at the enterprises in accordance with the requirements of ISO 9000 and the algorithm of realization of this process are determined.

It is noted that the introduction and effective operation of the meat quality management system in accordance with the requirements of ISO 9000 should be implemented comprehensively, taking into account all the opportunities and threats that arise, and following a clear algorithm that includes time intervals for completion, re audits, involvement of external experts and intensification of internal services.

Keywords: *regulatory framework, product quality, state policy, product competitiveness, ISO 9000 standards, meat processing enterprises.*

Formulation of the problem. The lack of a unified state and regional policy in the field of meat subcomplex has led to an imbalance in the functioning of its main links, the violation of organizational and economic relations between them, weakened the influence of the state on the process of reproduction. The state should support domestic producers regardless of ownership and size of the economy. Measures of state regulation should ensure the dynamic development of the meat and meat products market, stimulate the demand and supply of high quality food, thereby increasing the profitability of agricultural producers and processors of meat raw materials, should meet the interests of agricultural producers, processors and consumers. clear products.

Analysis of recent research and publications. Domestic scientists, in particular Butnik-Siversky O.B., Vasyutkina N.V., Goychuk O.I., Deyneko L.V., Dzhemelinska L.V., Dolishniy M.I., Dragan O.I., Zainchkovsky A.O., Kalinchyk M.V., Karpenko N.V., Korenyuk P.I., Kukhta V.G., Luciy O.P., Marmul L.O., Mostenskaya T.L., Pugachev M.I., Sychevsky M.P., Stasinevich S.A., Topikha V.I., Fursa A.V., Shebanina O.V. and many others paid considerable attention to the issues of state policy of food industry development and state support of enterprises of the branch.. However, the problems of strengthening state influence in order to regulate the regulatory framework to improve the quality of competitive products, which could compete with Western counterparts in European markets, remain out of the attention of researchers.

The purpose of the article is to determine the main directions of state policy in terms of improving the regulatory framework of meat processing enterprises to

achieve competitive advantages in terms of quality of products and opportunities for effective competition in Western markets.

Presentation of the main results of the study. Any legislation on meat and meat products adopted in Ukraine in the near future cannot urgently solve the problems in this area. Their main goal should be to implement systemic transformations that will contribute to the continuous development of the meat market in Ukraine (Popov, 2009). According to the experience of developed countries, this legislative process can be divided into two areas:

- reform of legislation on ensuring and official control of quality and safety of meat and meat products;
- regulation at the legislative level of financial, economic and organizational aspects of the meat market, including the establishment of balanced mechanisms of state management of this market (Pavlenko, 2015).

The priority areas for improving the legislative support of the agricultural sector of the economy and the meat product subcomplex, in particular, include the following:

- to equalize economic relations in the national economy it is necessary to provide regulatory support for intersectoral economic relations in the economy of Ukraine, which provides for the introduction of a single rate of return on advanced capital for all sectors of the economy and taxation above regulatory profits on a progressive scale;
- to create equal conditions for agricultural producers operating on lands of different quality, a draft Law of Ukraine “On equalization of economic conditions of management of agricultural producers located on lands of different quality” should be developed;
- organizational and economic bases of meat production and sale need to be improved by the Law of Ukraine “On Meat and Meat Products” in accordance with EU requirements;
- in order to strengthen the organizational work and legislative support for the formation of professional associations that would ensure the production of

agricultural products, their processing and sale of finished products, strengthening the economic ties between the members of the associations (Kurman, 2011).

Taking into account the whole set of factors related to the state and prospects of development of the meat processing complex, it is necessary to form a holistic system of measures of state regulation of the meat market in Ukraine in order to create favorable economic, legal, organizational and other conditions for increasing production and providing domestic producers with appropriate assistance in the financial, legal, informational, diplomatic, and marketing spheres (Zaremba, 2005).

According to national standards, finished meat products should consist of: high-quality sausages made of 100% high-quality meat; first-grade sausages 85% of raw meat (30% beef, 40% - pork, 15% - lard); sausages of the second - not less than 75%. The use of flour, starch, soy and other additives for sausages of the first and second grades should be 15% and 25%, respectively (Dychakovska, 2014). However, if Ukraine is a member of the WTO and the country's immediate development prospects are related to the deepening of European integration, it would be most expedient to introduce standards that are adapted to the standards developed by the Commission of the Codex Alimentarius (Dragan, 2011). This organization was created by the Food and Agriculture Organization (FAO) and the World Health Organization (WHO) and has developed more than 200 standards for individual foods or groups of products. These standards have become, in essence, the benchmarks and are a global benchmark for food producers and international food trade (Chabanenko, 2016).

A meat quality management system is a component of a meat business management system that focuses on obtaining a product with quality indicators that meet consumer expectations and sets requirements for the organization of processes and procedures of the overall business management system (Yemtsev, 2012). The concept of quality from the point of view of the consumer of meat and products of its processing is closely connected with the aspect of their safety for the health of the consumer, as this factor determines the choice of the buyer to purchase food products in favor of meat products. Meat processing companies should focus on gaining consumer confidence by optimizing the quality management system of products and

production processes through the introduction of a system of standards such as: international standards ISO 9000, HACCP industry standards and others that allow not only quality control of production processes and finished products, but also to increase their level of safety for both the manufacturer and the consumer.

The introduction of a quality management system at meat processing enterprises according to the international standards ISO 9000 makes it possible to create a regulated mechanism of preventive measures against the emergence of claims to the quality of products. Leaders of the meat industry, such as Jubilee Meat Factory LLC, Luganskmyaso CJSC, Globinsky Meat Factory LLC, Yatran Meat Factory LLC, focus on the impeccable quality of their own products. They harmonized quality standards with international ones by obtaining a certificate of conformity for the ISO 9001: 2001 control system.

ISO (International Standard Organization) 9000 - algorithm for business procedures, which allows you to look at all stages of production and services by the company as a single quality management system, elements of which cover such areas of enterprise activity as product design and development, quality control of raw materials, purchase and purchase of raw materials or components, staff training, production process, contract analysis, delivery of the finished product to the consumer, customer service and support, etc.

With the introduction of quality systems in accordance with the requirements of ISO standards, the company receives a number of benefits due to the reduction of the total share of costs by reducing the cost of detecting poor quality raw materials and eliminating product defects; introduction of mandatory documentation of the main processes, which affects the increase of executive discipline and reduction of low-quality products; the company's management will be able to make informed management decisions through more "transparent" activities of the company.

The ISO - 9000 series of standards "Total quality management and quality assurance standards" contain a number of basic international ISO standards that are used in the establishment of quality and quality management systems and on the basis of which the relevant national standards are developed. The structure of the standards

of the ISO - 9000 series consists of the following basic standards, the name of which characterizes the direction of its application:

- ISO - 9001 "Quality systems. Quality assurance model in design, development, production, installation and maintenance";
- ISO - 9002 "Quality systems. Quality assurance model for installation and maintenance";
- ISO - 9003 "Quality systems. Quality assurance model for final control and testing";
- ISO - 9004 "General quality management and quality system elements".

The effectiveness of ISO-9000 standards is due to their close relationship between each of the basic standards (Fig. 1).

The choice of a standard depends on the tasks set by the top management of the organization in the implementation of the quality system. The ISO - 9001 standard covers all elements of the quality system, from design to product testing. The range of the ISO - 9002 standard excludes the design process. The ISO - 9003 standard excludes design, production and after - sales processes.

The peculiarity of ISO standards is that they have common sections, which are described in each of them. The identity of such sections in relation to the basic standards determines that when making changes to one of the standards, similar changes are made to others.

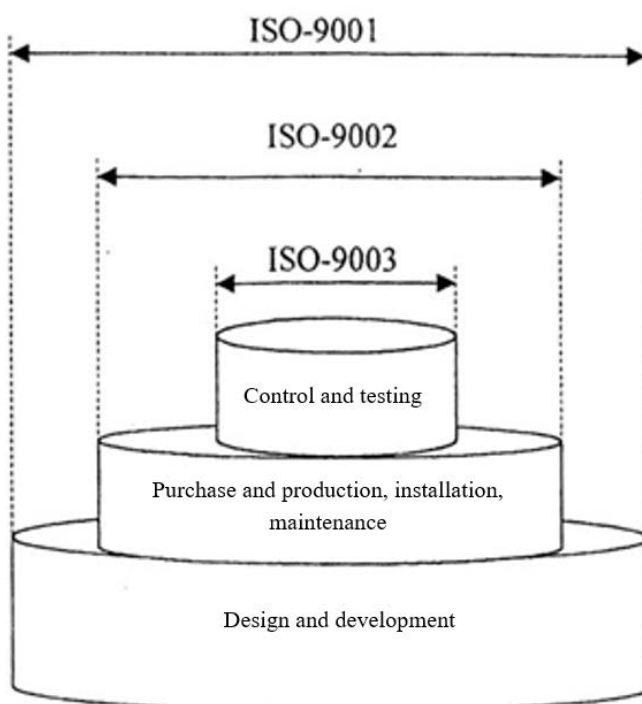


Fig.1. Interrelation of basic standards ISO – 9000

As for ISO standards, there are no such national documents for meat products. Only standards for control methods are available. Therefore, after the abolition of GOST, developed before 1992, all market operators were recommended to control products in accordance with harmonized standards. However, there are still some operators who do not want to be updated.

The introduction of a product quality management system in the company in accordance with the requirements of ISO 9000 opens up a number of opportunities for processing companies, the skillful use of which contributes to the achievement of truly new competitive advantages and the entry of their products into promising markets. The main ones are the following:

- increase of meat quality guarantees for their customers by meat processing enterprises. Thus, one of the most common violations in the production of meat products in the industry is the excessive introduction of starch (40% of products) or other stabilizers in their composition, which violates the requirements of state standards. The activities of companies in accordance with ISO 9000 standards strictly regulate compliance with the composition of the product in accordance with the restrictions regulated by the state in the relevant DSTU. Therefore, companies that manage the quality of their products in accordance with the requirements of ISO standards, can not violate restrictions on the composition of the product and thus guarantee the buyer the quality and safety of products for health, because such a guarantee will help the manufacturer not only retain existing consumers but also gain trust of promising potential consumers;

- cost savings. According to consultants of companies that have certified the quality management system in accordance with the requirements of ISO 9000 standards, the cost of implementing the system averages about 220 thousand dollars, but companies that use ISO 9000 standards, by increasing productivity and improving the technological process save from one to several hundred thousand dollars a year;

- increase in sales of the company's products on the market by improving the quality characteristics and shelf life. Thus, today in Ukraine new technologies for the production of sausages based on essential oils and bacterial preparations with the use of composite additives with bactericidal and antioxidant properties, which increase the level of safety and health benefits for consumers. This is confirmed by the fact that in recent years more than 100 tons of composite additives and about 52 thousand tons of sausages were produced with their use. In addition, storage of products in a modified gaseous environment by a new technology is becoming quite popular, which significantly limits the development of microorganisms in meat products, reduces the oxidation of fats, biologically active compounds and vitamins, slows down unwanted physicochemical processes and increases time suitability of cooked sausages. By offering consumers a product that can be stored longer and is both high quality and safe for its health, the company has the opportunity to gain a competitive position in the market;

- change in the company's attitude to internal audit processes. Priority is given to product and process quality, creative approach to solving problems, objective self-assessment, making sound decisions based on the facts, the introduction of the most rational composition of documents, which is a guarantee of improving the quality of work and its results;

- simplification of the procedure for checking product quality when receiving orders. For organizations entering the foreign market, certification for compliance with ISO 9000 standards in many cases becomes mandatory. Because very often buyers are forced to carry out expensive processes of incoming control of consignments of meat products, many foreign companies, especially in Europe, require from their suppliers of goods and services a certificate confirming compliance with ISO 9000. The presence of a quality certificate, of course, will affect the selling price of the producer and the purchase price of meat and processed products by the consumer enterprise: some types of certified products are sold on average twice as expensive as non-certified ones. In the absence of a certificate due to the difficulties of incoming control, the buyer may refuse to enter into a contract with an uncertified company;

- opportunity to participate in national and international tenders. Today, in the single European market, more than half of the contracts are concluded by participating in tenders only if the supplier has a certificate certifying the implementation of a quality management system in accordance with the requirements of ISO 9000 standards;

- simplification of the procedure for obtaining a state order.

Maximizing a positive result for the company with the fullest use of opportunities provided by the implementation of a quality management system in accordance with the requirements of ISO 9000, is not possible without taking into account and minimizing the impact of threats that also accompany this process. These dangers can not only complicate the management of the company and for some time destroy the order of the production process, but also negatively affect the competitiveness of the enterprise in the market. The main ones are the following:

- Lack of a single point of view on the methodology for implementing the provisions of the updated standards due to different interpretations of the basic requirements for certification by the business entity and the bodies directly involved in certification;

- “information hunger” of enterprises regarding the documentation support of the information-analytical base focused on the implementation of updated systems in quality management due to the unwillingness of the main certification bodies to work on determining the compliance of quality systems at enterprises with new requirements. It is necessary to increase the requirements for certification bodies of quality systems and ensure the independence of their activities from the inspected enterprises, organization of special training of experts and re-accreditation of certification bodies taking into account their ability to certify quality systems according to ISO 9000 standards, as well as increase requirements for inspection control by their functioning;

- the possibility of unnecessary costs of the enterprise to pay for the working time of specialists who are removed from the main production process for activities related to the preparation and direct conduct of the pre-certification audit process;

- significant dependence of the degree of achievement of goals, the effectiveness of the measures taken on the knowledge, experience, analytical skills and intuition of management. According to some experts, the success of the implementation of ISO 9000 standards in large meat processing enterprises is 90% dependent on these factors;

- incomplete implementation of standards in the quality management system at the enterprise due to poor training of specialists of certification bodies and experts, as well as specialists of enterprises conducting internal inspections to work on the new version of ISO 9000 standards, lack of knowledge necessary for objective evaluation of innovations in these standards;

- the emergence of complications in the implementation of planned system improvements of the quality management system in the meat processing industry due to the lack of a sufficient number of qualified consultants on system management;

- exceeding the actual costs of certification over the planned due to the imperfection of the executive bodies that certify the quality management systems of enterprises in accordance with ISO 9000, which leads to an increase in the number of audits and, consequently, disruption of the normal functioning of the enterprise.

One of the main tasks for meat processing enterprises in implementing a quality management system in accordance with the requirements of ISO 9000 standards is a rationally constructed algorithm for implementing this process. The most optimal process of creating such a system can be divided into several stages:

1. Introduction of the HACCP system (Hazard Analysis and Critical Control Points) as, first of all, a safety system that provides for the systematic identification, assessment and control of hazards at critical points of the technological process of production in the meat industry.

2. Implementation of the ISO 9000 quality system at the meat processing plant and pre-certification training. The quality management system is certified, and therefore it must be created in advance or adjusted at the enterprise in accordance with the requirements of the ISO standard.

3. Carrying out a certification audit with mandatory conclusions on the compliance of the established quality management system with the standards on

which its implementation was based. The stage involves conducting an external audit of the established quality management system for meat products in accordance with the requirements of ISO 9000 standards.

4. Support of the quality management system at the enterprise in working condition. After receiving the certificate, the meat company must constantly maintain the system in an active state, monitor all changes occurring in management processes as a result of initiating transformational actions from within, and as a response to changes occurring in the environment (eg, changes in legislation bases).

Therefore, the introduction and effective operation of the meat quality management system in accordance with the requirements of ISO 9000 standards should be implemented comprehensively, taking into account all the opportunities and threats that arise, and following a clear algorithm, which includes time intervals for completion, re-audits, involvement of external experts and intensification of internal services. In the case of positive dynamics of the results of the analysis of the activities of meat processing enterprises will be able to gain and maintain a high competitive position in the domestic market and enter the European market.

Conclusions. Meat processing companies should focus on gaining consumer confidence by optimizing the quality management system of products and production processes through the introduction of a system of standards such as: international standards ISO 9000, HACCP industry standards and others that allow not only quality control of production processes and finished products, but also to increase their level of safety for both the manufacturer and the consumer.

The introduction of the company's quality management system in accordance with ISO 9000 international standards at meat processing enterprises makes it possible to create a regulated mechanism of preventive measures against claims to the quality of products, helps to achieve truly new competitive advantages and enter their markets.

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УДОСКОНАЛЕННЯ НОРМАТИВНО-ПРАВОВОЇ БАЗИ М'ЯСОПЕРЕРОБНИХ ПІДПРИЄМСТВ ЯК ЧИННИК УПРАВЛІННЯ ЯКІСТЮ ПРОДУКЦІЇ

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У статті наголошено на необхідності системних перетворень в м'ясопереробній галузі України в напрямі вдосконалення нормативно-правової бази. Окреслено пріоритетні напрями удосконалення законодавчого забезпечення аграрного сектору економіки в цілому та м'ясопродуктового підкомплексу.

Актуалізована необхідність формування цілісної системи заходів державного регулювання ринку м'яса в Україні, яка б базувалася на впровадженні міжнародних стандартів, які адаптовані до тих, що розроблені Комісією Кодексу Алементаріусу.

Розглянуто систему управління якістю м'ясопродукції, яка повинна спиратися на міжнародні стандарти ISO 9000, галузеві стандарти HACCP та інші, які дозволяють підвищувати рівень безпечності виробничих процесів та якість готових продуктів як для виробника, так і для споживача.

Обґрунтовано низку конкурентних переваг, які отримують підприємства м'ясопереробної галузі, що впроваджують систему управління якістю продукції відповідно до вимог стандартів ISO 9000.

Зазначено, що максимізація позитивного результату для підприємства при найбільш повному використанні можливостей, що надає впровадження системи управління якістю відповідно до вимог стандарту ISO 9000, не можлива без урахування та мінімізації впливу загроз, які також супроводжують даний процес, та окреслено ці загрози.

Визначено етапи впровадження системи управління якістю продукції на підприємствах відповідно до вимог ISO 9000 та алгоритм реалізації даного процесу.

Зазначено, що введення та ефективне функціонування системи управління якістю м'ясопродукції відповідно до вимог стандартів ISO 9000 має реалізовуватись комплексно з урахуванням усіх можливостей та загроз, що виникають при цьому, та з дотриманням чіткого алгоритму, який заздалегідь включає часові проміжки на доопрацювання, проведення повторних аудитів, залучення сторонніх експертів та активізацію діяльності внутрішніх служб.

Ключові слова: *нормативно-правова база, якість продукції, державна політика, конкурентоспроможність продукції, стандарти ISO 9000, м'ясопереробні підприємства.*

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