

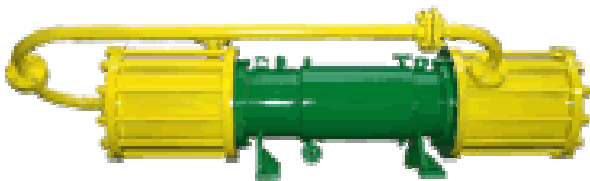
## OPTIMIZATION AS A MEANS OF DEVELOPING ENTERPRISE IN THE NEW ECONOMIC CONDITIONS

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The economic crisis has created new economic conditions, in which each enterprise in the real economy has difficult tasks - to survive and develop.

In such circumstances, it would seem necessary to follow the option for reducing costs related to personnel, development programs and non-production costs in the system of multidirectional vectors.

The option is attractive at first sight and may allow overcoming the crisis in the short term, but the historical experience of past crises shows that reducing these costs will reduce production to the impossibility of further recovery in general.



**Figure 1.**

Drawing. Objects of certification in JSC "Moldovahydromash".

On the other hand, aiming at development in challenging economic conditions, the enterprise needs to achieve no lower costs, but decrease in losses, increase in productivity and labor efficiency, creating the products requested by the modern market, costs thereof being minimal. Productiveness of any process depends on degree of their optimality and value of potential efficiency of personnel involved in, with which processes can be optimized

and efficiency of personnel can be increased. Rational realization of the potential of personnel is hidden in such concepts as standardization and standard.

A standard implies a document, which, for the purpose of system and repeated application, establishes rules, guidelines, and features for objects of technical regulation (requirements to the algorithms of design processes, sample manufacturing, batch production, assembly, checkout, tests, storage, transport, use and disposal, execution of other works provided by other regulations).

According to this definition, standards are regulations, which prescribe certain right actions to obtain the final competitive outcome.

Creating an algorithm of the ideal process, description and execution hereof in the form of a document - standard is not a guarantee that this ideal process will work as a real process can have many losses unforeseen in an ideally modeled description.

Such an understanding of the standard leads to standardization in enterprises conducted formally, as the management considers it sufficient merely to describe and document activity of the enterprise. Many enterprises, as the present time dictates, perform certification under ISO 9001 now. They create databases describing the processes of the enterprise, but often it does not only increase efficiency, but prejudices the enterprise, as developed new standards are not enforced, and the current ones are ignored, because the distortion of toolkit, i.e. impact on the real processes, occurs. At the same time, the workload of personnel increases significantly, as they have to fill in various documents during the shift, instead of spending this time to solve problems and enhance their efficiency. Such an approach to standardization will not lead to the expected improvements of labor quality. Therefore, the documentation and description of the processes is not a standardization by itself, it is the minimum necessary condition, but not sufficient for its implementation.

The reasons for such inefficiency are due to the standardization is carried out without preparation, without establishing goal and objective specific to

the personnel, and that relates to the limitation of the conventional definition of a standard.

Another nuance resulting in non-operability of the standard is the so-called voluntariness of the standard application, which is contrary to common sense [2], for any standard is similar to the law binding for all participants of the production process.

Thus, the traditional approach to standardization will not lead to the expected improvements of the activity, if one acts according to generally accepted definitions. And therefore, to determine the inward nature of the concepts of standard and standardization without restrictions affecting the activity of enterprises, key features of the standard are as follows:

- any standard of the organization is similar to the law binding for all participants in the production process;

- the best methods of achieving results tested by personnel itself should be standardized;

- the rules are the standard, when executed by all participants in the same operating process;

- the standard should be the measure of performance evaluation, quality indicator, which will allow hoping that the work is completed and paid accordingly;

- the standard performance should be systematic, regular, and stable;

- the standard should improve continually in conjunction with improving the quality of personnel labor.

Otherwise, the standard of the organization represents stable, sustained, reference and mandatory actions of employees, leading to the same result of quality labor.

This statement agrees with the words of Edward Deming: “*Words mean nothing if they cannot be transformed into actions everyone agrees with*” [2]. Consequently, the most important feature of the standard is transformation of rules into actions of quality labor.

Criterion for the standard existence is simple: “*If the rules are followed, there is a standard, if not followed, there is no standard!*”

Modern understanding of standard changes profoundly the approach to standardization, when creating standards, the correct actions of employees are to be achieved in the first place, then interpreted, described and affixed in standards of organization. Otherwise, standardization will be expressed in increased volume of waste paper of enterprise quite inapplicable in practice. Thus, standardization, the activity aimed at achieving the optimum degree of adjustment of requirements for

products, services, and processes by establishing provisions for general, system, and voluntary use concerning factual and potential problems, will be regular for formation of sustainable and stable actions of employees leading to the desired production results. Moreover, the best modes of operation are to be described and employees are to be trained for their use, necessary skills are to be formed; the fulfillment of standards is to be motivated materially to this end.

The essence of standard and standardization is defined. However, for true success of standardization, it is necessary to overcome persistent stereotypes of actions of employees inconsistent with provisions adopted by the organization. It is important to train managers at all levels to manage subordinates to increase the reliability of employees after each administrative impact through its actualization.

The standard will not work, if the employees have no sustainable skills for its application. However, with the help of standardization toolkit, one can optimize processes systematically and technologically and maximize the value of the enterprise employees' potential, increasing ultimately the economic efficiency of the enterprise as a whole, and that allows it to develop even in conditions of economic crisis.

### ***Bibliography***

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