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QUALITY CONTROL IN THE SOCIAL MARKET ECONOMY: RESPONSE TO COMPETITION, MANIFESTATION OF CORPORATE RESPONSIBILITY OR A TASK FOR PUBLIC-PRIVATE MONITORING

Abstract: *This paper is aimed at determining the characteristics of the development of quality control with the focus on three approaches to its management (influence of competition, adoption of corporate responsibility and public-private impact) at the level of developed and developing countries.*

The following methods are used: the complex method, statistical method and method of comparison.

The scientific novelty of this research is due to the development of the theoretical and practical provisions in the sphere of formation of the system of quality control at the level of the optimal selection of an approach to its management.

It is discovered that the most optimal approach to quality control management is a modified model, which envisages transformation and adaptation of the existing forms of influence in the direction of development of interaction and parity at the level of all participants of the regulation. Such an approach excludes strict regulation and administration from the government but implies the focus on the interests of all participants who seek the results of quality control.

Keywords: *quality control, public-private regulation, corporate responsibility, certification of quality, competitiveness, energy efficiency, open reporting.*

1. Introduction

Quality is the basis of competitiveness of companies and countries in which companies function. Modern society consumes products (purchases products) given certain views of the characteristics of the products' quality, which formed under the influence of experience, traditions and market and socio-economic transformations. Certain

consumers set a wide range of requirements in countries with a developed market offer and high standards of quality. Accordingly, in countries with a socially-oriented market economy, quality control for customer retention is performed at the level of the establishment of this indicator's parameters from market participants (rivals) and within the companies' adoption of commitments of corporate responsibility to quality at a

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certain level. In countries with a transitional market economy (developing countries that demonstrate growth), the above approaches and the system of public or public-private monitoring can be used. Not all approaches to administrative & government interference negatively influence the development of the market. Some countries are oriented toward an increase in market attractiveness and growth of value added of products and services of companies, which eventually lead to an increase in GDP of the country and the growth of export.

Quality determines the state and characteristics of products (services) and the level of managing the main spheres of functioning of national and international companies (personnel, finance, socio-economic spheres, production, ecological sphere and innovation and investment spheres). It should be noted that national and international companies are important players that form competitive characteristics of quality in all spheres, including the management of products and focus on supporting eco-oriented parameters that are established within corporate strategies of development. Thus, it is possible to state that there is no clear division of countries according to a certain category of approaches to quality control. However, it is possible to distinguish the most important milestone within their use.

A study of the approaches of companies, markets and countries to the system and management of quality control is necessary to establish the best directions of development and their adaptation within the focus on the improvement of this indicator, as the basis of increasing competitiveness at the national and international level. The research hypothesis of this work is the assumption that it is possible to determine the vectors of the approaches (competitive influence, adoption of corporate responsibility and public-private regulation) to quality control at the level of developed countries with socially oriented market economy and developing countries.

The purpose of this paper is to identify the characteristics of the development of quality control with the focus on three approaches to its management (influence of competition, adoption of corporate responsibility and public-private impact) at the level of developed and developing countries. Given this goal, the following tasks are solved: determining the dependence of the level of quality control on the use of an approach to its implementation in the studied countries; formulating offers for the improvement of the system of quality control in developing countries.

2. Materials and method

We have analysed the materials of modern scientific works devoted to the issues of using approaches to quality control at the level of companies and at the national level, namely (Alves et al., 2020), (Chiarini, 2019), (Di Luozzo, 2020), (Heras-Saizarbitoria and Boiral, 2018), (Moruzzo et al., 2020), (Gorroño-Albizu and De Godoy 2021), (Lavee, 2021), (Lavee and Menachem, 2018), (Andrade, 2022), (Rebelo et al., 2020), (Júnior and Broday, 2020), (Do Nascimento and Broday, 2018), (Silva et al., 2021) and (Freitas and Lacerda, 2018). The above literature sources contain information on the state of quality control primarily in selected countries and their subjects, i.e., there is no comparative analysis or classification of the approaches. Thus, it is important to ensure comprehensive consideration of the classification of the current approaches to the process of quality control.

In this research, we use the complex method to designate the approach to quality control management at the level of selected developed and developing countries and companies. The statistical method is used to determine the factual statistical indicators connected with quality (Index ISO 9001 quality certificates (WIPO, 2022); indicators that identify the approach (type) of quality control management (Index World

Competitiveness (IMD, 2022); the index of corporate responsibility, which we compiled based on the world rankings of the lead companies in the sphere of corporate social responsibility (Refinitiv, 2022), (Thecsrjournal, 2022); Regulatory quality index, which shows the level of public-private monitoring (including in the sphere of quality control (Theglobaleconomy, 2022)). The comparative method allows determining the ranking advantages of the studied countries, formed through the market development and corporate responsibility of companies of various spheres and due to government interference.

The methodology of this research implies the following:

- Determination of the ranking positions of developed and developing countries by the following indicators: Index ISO 9001 quality certificates (indicator that characterises the certification by market subjects according to ISO 9001); World Competitiveness Index; Index of corporate responsibility; Regulatory quality index;

- Selection of countries with high values of the indicator of the index of ISO 9001 quality certificates and one or several indicators that characterise the use of approaches to quality control at the level of companies and countries in which they function;

- Description of the given approaches to quality control, which are of the top priority in the countries;

- Development of the optimisation directions for improving quality control at the level of developing countries.

3. Results

Let us study the ranking positions of developed and developing countries according to the level of the above indicators.

Table 1 contains the index of ISO 9001 quality certificates of the selected countries for 2019-2021.

Table 1. The index of ISO 9001 quality certificates of countries in 2019-2021.

No.	Country	Value, Rank			Change, - (growth), + (reduction), Rank	
		2019	2020	2021	2019-2020	2020-2021
1	Italy	1	2	2	+1	0
2	Israel	5	7	7	+2	2
3	Portugal	13	14	15	+1	+1
4	Spain	18	17	18	-1	+1
5	Colombia	21	21	21	0	0
6	China	20	24	24	+4	0
7	Denmark	34	36	38	+2	+2
8	Chile	33	34	40	+1	+6
9	Brazil	58	56	54	-2	-2

Source: Compiled by the authors based on (WIPO, 2022).

Based on the analysis of the data from Table 1, it is possible to state that, among the selected countries, Italy and Israel demonstrate high positions in ISO 9001 quality certificates (they are in the top 10 countries with a high level of certification of quality by international standards).

A decrease in the level of ISO 9001 quality certificates in Italy was due to certain medium and small companies' refusal of this process, which was caused by high financial costs and time spent on its organisation (Chiarini, 2019). According to Chiarini (2019) and Di Luozzo (2020), further on, this negatively influenced the development

of these companies, leading to problems with the export to partners in other countries, where the quality of products is assessed according to the requirements of ISO 9001. Given the above, these companies reconsider their strategies in this sphere.

As for the level of ISO 9001 quality certificates in Israel, it also somewhat reduced in 2020-2021 (7th position) compared to 2019 (5th position). Similarly to Italy, Israel demonstrates a certain decrease in the level of certification of products due to the financial factor, which impact grew due to COVID-19 (reduction of financial capabilities for the implementation of quality certification).

The positions of Portugal and Spain changed, but these countries remained among the top 10 countries in this sphere in 2019-2021.

Colombia and China demonstrated a level of certification of quality that was above medium. As for the system of quality certification in China, Heras-Saizarbitoria and Boiral (2018) and Moruzzo et al. (2020) noted that up until 2018, there had been forgeries of export products' certificates, which led to serious concerns regarding the

process of certification at the national level. At that, China's implementation of regional trade agreements within the new economic policy, which was implemented in the last five years, is regulated by the government. Within these agreements in the sphere of production and export of high-tech products, state-owned manufacturers adopt strict commitments on the observation of certain parameters of products (physical, technological, environmental and personnel) (Sun, 2021). This approach ensures compliance with the requirements to the international certification of quality and guarantees the correspondence of exported products' quality to parameters that are designated in the certificates. These measures of control over the observation of norms of international certification of quality ensure the improvement of its use in the country at the modern stage.

Denmark, Chile and Brazil ensure a medium level of product certification. A high level of certification in these countries is observed with large manufacturing companies.

Table 2 contains the World Competitiveness Index of the selected countries for 2019-2021.

Table 2. The World Competitiveness Index of the selected countries for 2019-2021.

	Country	Rank			Change, - (growth), + (reduction), Rank	
		2019	2020	2021	2019-2020	2020-2021
1	Italy	44	44	41	0	-3
2	Israel	24	26	27	+2	+1
3	Portugal	39	37	36	-2	-1
4	Spain	36	36	39	0	+3
5	Colombia	52	54	56	+2	+2
6	China	14	20	16	+6	-4
7	Denmark	8	2	3	-6	+1
8	Chile	42	38	44	-4	+6
9	Brazil	59	56	57	-3	+1

Source: Compiled by the authors based on IMD (2022).

According to the data from Table 2, among nine studied countries, a high value of competitiveness is observed with Denmark (2019 – 8th position, 2020 – 2nd, 2021 –

3rd) and China (2019 – 14th position, 2020 – 20th, 2021 – 16th). Israel, Portugal, Italy, Chile and Spain demonstrated a medium value of this indicator. Given that the lowers

level of competitiveness in the ranking belongs to Venezuela (64th position), other studied countries (Colombia and Brazil) were rather close to such indicators and had low competitiveness.

The indicator of competitiveness demonstrates the implementation of the approach of competition's influence on all spheres of life activities, including quality management. A precise evaluation of using the approach of competition's influence on quality control will be performed after the provision of all indicators of the studied approaches' implementation.

Despite low competitiveness at the national level, on the whole, Brazil has high manifestations of competitiveness in certain sectors. This fact stimulates quality control in all spheres. Highly-competitive companies of Brazil adapt the parameters of quality control, which are adapted at the international level, to successfully compete with foreign countries that work in the national market.

The focus on supporting high competitive positions is observed in the sphere of mobile communications and the Internet. According to Do Nascimento and Broday (2018), regional mobile and Internet operators perform annual surveys among their customers, to determine the quality of work (products, services, etc.) and the level of meeting the customers' expectations. Do Nascimento and Broday (2018) elaborate on the results of quality control of functioning, performed by the Brazilian Agency of Telecommunication (Anatel). This company provides the monitoring of the quality of communications and provides information on the problem to each operator. The analysis has shown that the 2017 monitoring allowed determining a range of problems with the quality of mobile communications and Internet in South Brazil, which included the level of network coverage; wait time for connection with the operator (which does not meet the customers' expectations and does

not conform to the services' prices), speed of resolution of problems and complaints (Do Nascimento and Broday, 2018). As for certain organisational & technical and personnel problems, the operators performed the work on mistakes. As a result, the operators of mobile communication and the Internet in Brazil were able to solve the described problems and bring the level of communication to the customers' expectations regarding quality.

This approach to control over the quality of products (services) through periodic monitoring and determining customers' (consumers') opinions shows that mobile communications and Internet operators focus on the identification of their problems and drawbacks in this direction and their elimination to retain competitive positions. Given certain Brazilian companies' focus on competitive influence in the sphere of quality control, it is possible to assume that such a tendency will spread to other sectors of the national economy as well.

The sphere of fitness centres in Brazil, similarly to the sphere of mobile communications and the Internet, is highly competitive. According to Freitas and Lacerda (2018), this is due to the efforts of the market participants in the sphere of adaptation of the international requirements to provision and control of quality. Quality control in fitness centres in Brazil is implemented through continuous monitoring of customers' reviews on the problems of quality. Market participants perform their independent monitoring of customers' opinions on the issues of the quality of fitness clubs (size of gyms, equipment, cleanliness and sanitation); quality of work and personnel training (competency, politeness and level of training of personnel); price/services' level ratio of these organisations.

Table 3 presents the index of corporate responsibility of companies of the selected countries for 2021.

Table 3. The index of corporate responsibility of companies of the selected countries for 2021.

Rank	Country	Companies that implement corporate responsibility
18	Brazil	<p>Fleury SA. The main type of activities: provision of medical laboratory services (three directions of business, approximately ten brands). Revenue: 2019 – \$2,016.71 million; 2020 – \$2,161.89 million; 2021 – \$2,746.76 million. In 2021, the company’s revenues equalled 0.7% of the country’s GDP. High parameters of corporate responsibility on the adoption of commitments on the provision of quality in all spheres. The company publishes annual reports on the planning and achievement of parameters of quality in all spheres of management.</p> <p>Mining companies that use modern methods and equipment and ensure energy efficiency (the use of low carbon sustainable technologies). Ecologisation of production facilitates the provision of the quality of processes and the implementation of the SDGs in the sphere of life quality. Control over the quality of observation of corporate commitments in the sphere of energy efficiency is implemented within open communication with society through open reports in this sphere.</p>
20	Spain	<p>1. Telefonica SA. The main type of activities: provision of telecommunication services. Revenue: 2019 – EUR 15,119 million; 2020 – EUR 13,498 million, 2021 – EUR 21,983 million. In 2021, the company’s revenues equalled 1.7% of the country’s GDP.</p> <p>The strategy of Corporate responsibility implies the adoption of commitments to the provision of quality in all spheres and constant control over customers' reviews. The annual publication of corporate reporting on the results of planning and achievement of parameters of quality in all spheres of management.</p> <p>2. Naturgy Energy Group SA. The main type of activities: municipal services in the sphere of electric energy and gas supply. Revenue: 2019 – EUR 2,863 million; 2020 – EUR 2,292 million; 2021 – EUR 2,082 million. In 2021, the company’s revenues equalled 0.15% of the country’s GDP. The foundations of corporate responsibility were formed given the concept of sustainable development; the parameters of quality were developed with a focus on energy efficiency and reduction of the environmental pollution level.</p>
23	Italy	<p>Fincantieri SpA. The main type of activities: shipbuilding production. Revenue: 2019 –EUR 4,314 million; 2020 – EUR 4,391 million; 2021 – EUR 5,238 million. In 2021, the company’s revenues equalled 0.25% of the country’s GDP.</p> <p>The basics of corporate responsibility imply the establishment and control over the quality of processes and products and their ecologisation.</p>
30	Portugal	<p>EDP Energias de Portugal SA. The main type of activities: electric energy supply. Revenue: 2019 – EUR 15,900 million; 2020 – EUR 15,400 million; 2021 – EUR 15,560 million. In 2021, the company’s revenues equalled 6.2% of the country’s GDP.</p> <p>Corporate responsibility is based on the adoption and observation of the parameters of quality in all spheres (including environmental and social).</p>

Source: Compiled by the authors based on (Alves et al., 2020), (Fincantieri, 2022), (Naturgy Energy Group, 2022), (Refinitiv, 2022), (Reuters, 2022), (Telefonica, 2022) and (Thecsjournal, 2022).

According to the materials from Table 3, out of considered nine countries, only four countries (Brazil, Spain, Italy and Portugal) are in the world ranking of countries with highly developed corporate responsibility at the level of the entrepreneurial sector. Quality control at the level of these countries’ companies is mainly connected

with the assessment of observation of the established parameters of the quality of the main spheres or products and processes; there's also a focus on the support for the UN SDGs in the sphere of environmental development and development of human resources.

Analysis of the materials of Silva et al. (2021) shows that production and energy companies in Portugal (e.g., EDP Energias de Portugal SA) demonstrate high corporate standards of quality and use modern methods, proved by science and practice, in the management of its elements. Such a system of managing the provision and control over quality is connected with responsible production and interaction with consumers for their achievement of responsible consumption. Silva et al. (2021) state that high results in the adoption and implementation of corporate responsibility in the sphere of quality control are demonstrated mainly by large companies (102 subjects in the territory of North Portugal). At that, companies of small and micro businesses do not stimulate the wide implementation of certain commitments in the sphere of responsible production. This negatively influences the government’s achievements in the sphere of sustainable development, namely the elements of the environmental and social components. Despite large corporations’ ensuring high macro-economic, environmental and social indicators of development, small business counter-balances certain achievements due to the reluctance to adopt the SDGs that are declared by the government.

Table 4 presents the regulatory quality index of the selected countries for 2020-2021.

Table 4. Regulatory quality index of the selected countries for 2020-2021.

	Country	Value, Rank
1	Italy	56
2	Israel	26
3	Portugal	44
4	Spain	48
5	Colombia	65
6	China	93
7	Denmark	6
8	Chile	35
9	Brazil	101

Source: Compiled by the authors based on (Theglobaleconomy, 2022)

According to the materials from Table 4, Denmark is the leader in the regulation of quality control at the public-private level. Denmark is peculiar for high-quality government regulation at all levels, without the advantage of administrative interference, and the priority of support for the rights and interests of consumers. Historically, there were formed systems of communication initiatives of consumers, organised at the levels of various public associations within the platforms Swedish DH Board and Price Dialogue. Within these initiatives, there is constant public monitoring of the quality of products (services) and the communication with manufacturing companies, supplying companies and consumers and their associations (Gorroño-Albizu and De Godoy, 2021). Such an approach to quality control envisages the key role of society in the resolution of issues of mismatch between quality and price and unsatisfactory quality of products (services).

Rather effective legislative terms in the sphere of regulation of quality control at the level of public-private interaction have been formed in Israel. Lavee (2021) notes that in 1995-2017, there was a dominating focus on the use of market tools in Israel. This is a sign of the use of the first studied approach to quality control, which is connected with competitive influence. There is also an impact of the public on the provision of quality in all spheres, including the quality of life, which is declared by the government within the focus on the concept of sustainable development. Lavee (2021) notes that the long domination of the market regulation of quality control led to the emergence of stable environmental problems, which grow and affect the quality of life in the country. In the short-term, Israel’s approach to this issue may change, to protect the social component of the quality of citizens’ life. The possibility of implementing direct state regulation of quality control in all life activities is considered. Lavee (2021) and Lavee and Menachem (2018) state that the goal of

quality control should be the achievement of a socio-environmental balance and support for economic stability. Thus, according to them, it is necessary to implement new stimulating measures for the business.

Chile has a medium level of quality of public-private regulation of quality control in all spheres, including the protection of consumers. This regulation is the resolution of conflicts regarding the quality of products (services) and its influence on the quality of life is peculiar to the procedure of collective mediation (Andrade, 2022). This procedure implies the substantiation of requirements from the injured party (party that has complaints about quality) to suppliers (manufacturers) of products (services) or persons that influence the reduction of the quality of the life activities of society (individuals) through environmental pollution and failure to respect rights and interests of citizens. Based on the practice of collective mediation, certain parameters are created; violation of these parameters is unacceptable for violators of different categories. Despite Chile being a developing country, the issues of protection of consumers are improved very quickly at the legislative and public levels.

Portugal also has a medium level of public-private regulation of the issues of quality in all spheres of life activities. The legislation of Portugal contains norms on the regulation of quality control of the reuse of natural resources for the provision of citizens' safety and increase in the quality of life. The country focuses on the problem of lack of resources, including fresh water, the deficit of which is caused by the growth of demand and by the geographical and natural specifics of the territories (Rebello et al., 2020). Portugal has implemented programmes of water purification for consumer and industrial purposes (in the sphere of production of food and goods for which fresh water is needed). For this, water is reused, which leads to the emergence of a wide range of risks for the quality of life and products. The government implemented

measures on strict control over the final product, which envisage certification of operators and manufacturers; attraction of independent experts from public organisations; attraction of large investments in these processes and control over their use (Rebello et al., 2020). Tougher measures of public-private regulation of quality control in Portugal are connected with the necessity to solve important socio-environmental and economic problems. It is necessary to provide a large number of business organisations with water resources of high quality. Such a policy of government interaction is supported by society and businesses, including international companies that work in Portugal. The level of regulation in this sphere is moderate, which is characteristic of the conditions for the development of regulation of quality control in Chile and Spain.

Italy (56th position in the ranking of Regulatory quality) and Colombia (65th position) have unattractive – for business environment – level of government regulation of quality. Within the procedures of quality control (especially quality control of the management of production safety and the quality of products), strict administrative and bureaucratic measures are used; there is no stimulation for business for improvement of equipment and advanced training of personnel.

According to Table 4, China and Brazil demonstrate the toughest government policy (among the considered countries) in the sphere of quality control (93rd and 101st positions, accordingly). Despite the government's high requirements for quality control, we observe the constant development of companies for the improvement of quality. Based on the analysis of empirical studies of the development of food industry companies (manufacturers of sauces), we see that to retain competitive positions in the market, such business subjects implement a range of mechanisms, namely (Júnior and Broday, 2020):

- Constant automatic monitoring, maintenance and upgrade of equipment to comply with strict environmental requirements to the reduction of production waste in all economic sectors and their reduction down to 0%;

- Implementation of internal corporate motivation of personnel of all categories (material and professional bonuses), connected with the adoption of implementation, by each employee of this sector's companies in Brazil, of tasks on the provision of continuous growth of quality in all spheres of management (including the increase in safety of the manufactured and sold products and labour safety of the employees of the given economic subjects);

- Introduction of software and mobilisation of personnel for eliminating production losses (defects, losses of resources and products during transportation and packaging). This tool was implemented as a result of the introduction of a system of fines by the government, aimed at the elimination of the consequences of defects and production & logistics losses, which pollute the environment and require utilisation at the manufacturers' expense.

Let us dwell on the dependence of quality control on the type of approach to its implementation in the selected countries.

Based on the research results (Tables 1, 2, 3 and 4), the following can be stated.

The highest effectiveness of the use of an approach that is connected with the impact of competition in the development of quality control is peculiar to the following countries:

- China – the country has a high level of competitiveness (top 20 countries) with a high level of certification of quality, which grew in recent years due to the government's participation in the system of control over products that are exported as per the terms of regional trade contracts;

- Israel, Italy, Portugal and Spain, despite a medium level of implementing this competitive approach, demonstrated a high level of certification of quality.

A high level of effectiveness of using the approach, predetermined by the adoption of corporate responsibility in the sphere of formation of quality control, was observed in Spain, Italy and Portugal. With a high level of achievement of corporate commitments in all spheres (including the sphere of quality), these countries also have a high level of certification of quality.

Production and service companies of Brazil have a solid focus on the use of this approach to quality control. Despite a medium level of the latter (54th position in the world ranking of certification of quality), Brazil demonstrated significant achievements in quality control within the management of goals that are determined in the context of corporate strategies of development. An insufficiently high level of quality control in Brazil is caused by the fact that parameters and goals in the sphere of its provision are established and implemented at the level of large enterprises, while small business is not oriented toward this direction of development.

The efficiency of the use of the approach that implies a public-private impact on the development of quality control is rather high in Israel, which companies, despite the tendency to the reduction of certification of quality due to the organisational & financial problem, plan to reconsider their refusal of this process. The use of international certification of quality is an important precondition for the growth of export of the country's products.

4. Discussion

Analysis of the empirical and theoretical materials and research results allowed formulating the directions for improving the system of quality control of developing countries according to the possibilities of the use of the given approaches to its management. These directions include the following:

- Stimulating the participants of small and micro business for the implementation of measures on international certification of quality. This stimulation could be performed by large market players to create competitive conditions, which facilitate the attraction of large foreign investments in the country. The use of such stimulation will be a sign of these subjects' orientation toward the development of competitiveness of national products (services) and the processes of management of the main spheres, them being private institutional regulators in this sphere. The means of stimulation could be offers of integration (formal or informal), which can be implemented within network structures or clusters or through direct order of products (services) constantly. Stimulation from the government may concern the creation of certain favourable conditions of development for small and micro companies, which improve the system of certification of quality. These conditions include the government's mediation through its agents; the provision of subsidies to these companies. Government stimulation is connected with state regulation (monitoring) of quality control of companies;
- Creating business recommendations at the level of sectoral associations on the possibilities of integration of the sphere of quality control in the provisions of the companies' strategy of corporate responsibility. Such methodological framework could be presented at the supra-national level of regulation of quality; its implementation will help developing countries to integrate into the international markets;
- Creating partnerships of quality control at the level of government, business and society (public organisations and associations of consumers). Such a measure will allow reducing the level of discrimination that exists in certain developing countries as to business participants. Implementation of this direction will allow lifting the burden on the judicial system of the country due to the possibility

to resolve different problems in the sphere of quality through interaction.

5. Conclusion

The considered approaches to quality control management demonstrate that their implementation requires certain conditions for the development of society and economy. The absence of the traditions of responsible production in the functioning of national entrepreneurship does not allow for an effective focus on the implementation of the approach to quality control that is connected with the adoption of corporate commitments. This is especially important for countries with dominating small and micro business, which is less focused on the development of this approach, creating barriers for the government in the achievement of the SDGs that are connected with the provision of quality in different spheres.

The formation of effective quality control is necessary for developing countries to raise the level of development of the main spheres of life activities and growth of the production and sales volumes for products (services) with high value added. Analysis of the implementation of the considered approaches showed that their use could be topical for innovations-oriented companies, which are aimed not only at the achievement of internal strategic indicators but which facilitate the achievement of high quality control at the government level. The examples of such successful development are the leading production and service companies of Brazil, which, despite the absence of large-scale implementation of quality control, strive toward its realisation, using the main available approaches. Such a strategic policy influences their market and financial & economic effectiveness, being a driver for other subjects of the country's business environment.

Attention should be also paid to the active participation of the government in the development of the quality control

management system in China. Despite the external criticism of using the administrative levers of influence, many sectors of the Chinese economy have certain improvements in the sphere of quality control.

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