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APPLICATION OF EN ISO 9001:2008 AND EN ISO 9004:2009 STANDARDS AND BUSINESS PERFORMANCES IMPROVEMENT OF SMALL AND MEDIUM ENTERPRISES IN BOSNIA AND HERZEGOVINA

ABSTRACT

The system of quality management in accordance to standards of ISO 9000 series in today's dynamic environment is rapidly becoming the business imperative for companies, especially for small and medium enterprises which strive to increase competitiveness and improve their business performances. The link between standards and business performances has been capturing a lot of attention of academic community, which mainly focuses on a different benefits that companies can achieve by adequately implementing these standards.

The research presented in this paper focuses on small and medium enterprises in B&H which have an established system of quality management in accordance to ISO 9000 series standards in order to determine whether companies apply these standards in a way to improve their business performances and increase their competitiveness.

The research results show that the requirements of ISO 9001:2009 standard are not adequately implemented in small and medium companies in B&H, which further implicates their indisposition for the application of ISO 9004:2009 standard. Therefore, full positive effects of these standards on business performance and competitiveness improvement of companies are not achieved.

Key words: *Quality, competitiveness, small and medium enterprises, EN ISO 9001:2008, EN ISO 9004:2009.*

JEL: *L15, L26, L21*

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1. INTRODUCTION

Increasingly bigger and more dynamic changes in business environment in the last decades have created the need of different approaches to issue of quality in context of business competitiveness. Focus is not just on the quality of product and services, but also on the quality of business processes which result in the actual products and services. The world's economic integration and stronger competition mean that quality is rapidly becoming one of the most important factors of an organisation's survival and success (Ruževićius, 2005).

Having in mind globalization and increasing number of companies with international scope, it was necessary to develop standards of quality which would be accepted by most of the participants in global exchange. As a result, the International Standard Organization (ISO) has been developing internationally acceptable and verified standards of quality management, which are effective in all organizations, regardless of their activities and size. The first five international standards of quality insurance were published in 1987, known as ISO 9000 series. Among all the methodologies, ISO 9000 certification is one of the most common and recognized approaches for the benefits of the companies that decide to implement it (Cagnazzo et al., 2010). ISO 9000's purpose is to ensure that suppliers design, create and deliver products and services which meet predetermined standards; in other words, its goal is to prevent non-conformity (Buttle, 1997).

ISO 9001 and ISO 9004 standards, whose application in the small and medium companies in Bosnia and Herzegovina is in the focus of this research, originated as a harmonious pair of norms for the systems of quality control which were realized in a way that they supplement each other, but also could be used separately. ISO 9001 norm establishes requirements for the system of quality control and is focused on fulfilling the needs of customers. ISO 9004 norm gives directions for a much broader scope of goals of the systems of quality management, but is not allotted for certification.

This paper presents research done on small and medium enterprises in B&H doing business in accordance with standards of ISO 9000 series. The main goal of conducted research is to determine whether companies apply standards of ISO 9000 series in manner to improve their business performances and increase their competitiveness. The research is conducted in two parts. The application of ISO 9001:2008 was examined in the first part and the application of EN ISO 9004:2009, as a tool for sustainable development achievement, was examined in the second part. The division was made considering that the established system of quality management control in the small and medium companies in Bosnia and Herzegovina in accordance with the requirements of EN ISO 9001:2008 standard represents an important prerequisite for the application of EN ISO 9004:2009 standard.

2. Literature overview

Small and medium companies have great importance for economies in developed countries as well as in developing countries, which is the reason why many authors analyze different aspects of their competitiveness improvement. One of these aspects which is becoming increasingly important is the area of quality management and systems of quality management, in which standards of quality management are researched, focusing mainly on their application and impact on business performances of small and medium companies. Since 1984, when British Standards Institution (BSI) drafted its revision to BS 5750 (1979), there has been a huge amount of work published on ISO 9000 (Buttle, 1997). Most of the research has been focusing on different benefits companies can enjoy by properly implementing ISO standards, as well as their motives for doing so.

According to study done by Buttle (1997), companies pursue ISO 9000 certification in order to enjoy both operational and marketing benefits which impact on costs, revenues, and, by inference, profit. The most important benefit sought from certification is profit improvement. Results of the study (Chatzoglou et al., 2015) also show evidence that the implementation of standards ISO 9000 provides improved financial results. Ranked second and third most important are process improvements and marketing benefits. Marketing benefits include gaining new customers, keeping existing customers, using the standard as a promotional tool, increasing market share, increasing growth in sales and improving customer satisfaction (Buttle, 1997).

Cagnazzo et al., 2010 argue that total quality management is an important and useful organizational system for increasing companies' competitiveness, by optimizing processes with a particular focus on the customer. Efforts of continuous improvement through defect prevention process, as presented in the series of standards ISO 9000, helps companies achieve their objective and meet the expectations of their customers. Another factor promoting the ISO 9000 series is the desire to improve internal efficiency by reducing waste and non-value added tasks (Cagnazzo et al., 2010).

Olaru et al, 2011 state that standards ISO 9000 provide guidance to achieve a sustainable success of the business in a complex, ever changing and demanding environment through quality management-based approach. Thus, according to ISO 9004:2009, the sustainable success of an organization can be achieved by developing its capacity to meet the needs and expectations of its customers and other stakeholders, in the long term and in a balanced way (Olaru et al, 2011).

According to Hyršlová (2012), the organizations have various motives for implementing the quality systems. The most important motives include primarily business reasons such as improving organizational performance, but also it can be used as a tool for improving the organization's image, not only in the eyes of the customers,

but also e.g. the public and other interested parties. The same author argues that, in order to achieve these benefits, organizations should, however, not aim “only” at implementing and maintaining the system – i.e. achieving the certification.

Salimova and Makolov (2016) argue that QMS, based on ISO 9000 standards, has a huge potential to improve the efficiency of the company; however, this potential is often not realized. Their study shows that the effectiveness of QMS is often low because of the poor level of implementation and its maintenance in working condition. According to the same authors, the problem of unrealized potential and benefits of QMS is relevant for many companies, due to lack of implementation of the process approach, managers and employees are not involved in the QMS, the formalism of management analysis etc.), that reduce the QMS potential.

According to Urban (2012) QMS is a kind of framework for achieving a variety of strategically important results, namely profit growth, income growth, customer loyalty and organization image. However, these benefits do not happen “automatically”; they required appropriate utilization of the ISO 9001 standard, as well as the effort and motivation of managers.

According to Tunjić et al. (2013), the certified system of quality management in accordance with ISO 9001 norm certainly ensures the achievement of a goal of every company, and that’s the increase of competitive ability. ISO 9001 is excellent and very successful tool in the establishment and improvement of business processes but it’s not a magic wand which can solve every problem, especially in a short period of time. Without consistent application of every requirement of the norm and the continuous improvement, merely certificating can look as a failed activity (Tunjić et al, 2013).

Based on the presented literature review, it is evident that link between ISO standards and business performance is widely explored. However, there is no consensus about the benefits or weaknesses of implementing these standards. Nonetheless, it could be concluded that ISO standards are management tool that could be very beneficial in improving company’s performance and increasing its competitiveness, if implemented adequately.

3. The research methodology

A methodology of theoretical and empirical research presented in this paper is based on appropriate combination of several research methods: a method of analysis and synthesis, a method of induction (incomplete and predictive), a deductive method, a comparative method and a method of descriptive statistics. The mentioned methods are used to achieve the main goal of a research, which is to analyze business perfor-

mance and competitiveness improvement of small and medium companies in Bosnia and Herzegovina by appropriate application of ISO 9000 standards. The application of ISO 9001:2008 was examined in the first part and the application of EN ISO 9004:2009, as a tool for sustainable development achievement, was examined in the second part. The division was made considering that the established system of quality management control in the small and medium companies in Bosnia and Herzegovina in accordance with the requirements of EN ISO 9001:2008 standard represents an important prerequisite for the application of EN ISO 9004:2009 standard.

The empirical part of the research was conducted on a population of companies which was sampled applying the following criteria: companies are registered on the territory of B&H; they have established system of quality management in accordance to EN ISO 9001:2008 standard and they are small and medium companies. Since there is no adequate data on a number of legal entities in Bosnia and Herzegovina which implemented EN ISO 9001:2008 standard, ISO Survey data, the official report of ISO organization, was used. According to this report, the number of companies which have established system of quality management in accordance to EN ISO 9001:2008 standard in Bosnia and Herzegovina is 1037. However, this report does not differentiate companies according to their size, so there are no precise data on how many of these companies are small and medium.

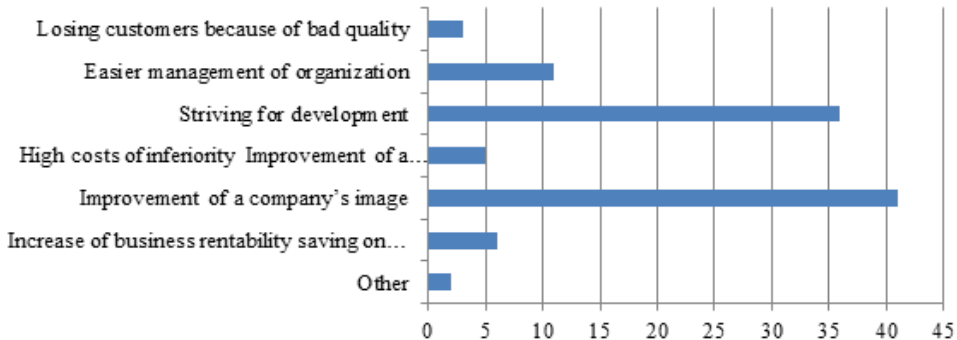
Therefore, the empirical part of the research was conducted on 120 small and medium companies which fulfill the above mentioned criteria of stratification. The primary data is collected using survey, distributed to managers of sampled companies, aiming to collect opinions and attitudes toward application of EN ISO 9001:2008 standard in their companies.

4. The research results

Data presented on the following pages were collected using a survey conducted among small and medium companies on the territory of B&H, which conduct their business in accordance with EN ISO 9001:2008 standard. The questions from the beginning of the survey referred to the sample relevancy, that is, that all respondents are from the group of small and medium companies, and that they apply EN ISO 9001:2008 standard in their companies.

The results of identifying the motives of the EN ISO 9001:2008 standard application in the companies, which was one of the questions in the survey, are presented in the Chart 1.

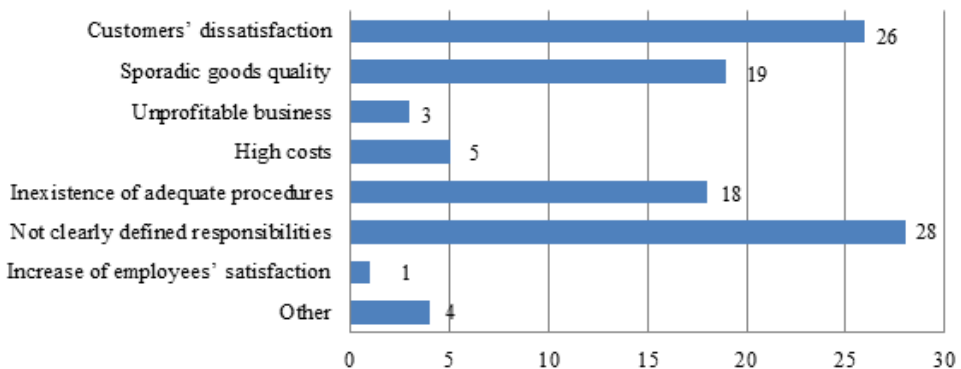
Chart 1: Graphic representation of motives for ISO 9001:2008 standard application



The obtained results clearly point that the most important motive for the application of quality management system in accordance to EN ISO 9001:2008 for Bosnian-Herzegovinian companies from the sample is the image improvement, followed by the pursuit of development and easier management of a company. It's indicative that 42.7% of respondents chose the image of a company as the most important reason for the standard application, while only three companies stated losing customers due to the bad quality of a product/service as the reason for the EN ISO 9001:2008 standard application.

The survey was used in order to determine the key challenges of companies in doing business before the ISO standard application. Respondents' answers on this question are presented in the Chart 2.

Chart 2: The results on the question of key challenges in doing business before the ISO standard application

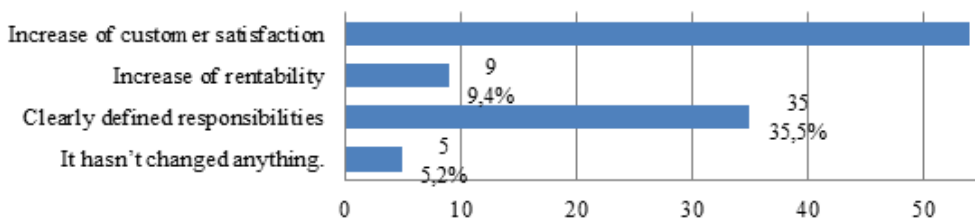


Based on the given answers, it's obvious that two main challenges companies identified in doing business prior to the quality management system in accordance with the requirements of the ISO series application are not clearly defined responsibilities and the customers' dissatisfaction. It could be said that these results are expected, because ISO standards solve exactly these challenges as the priority ones.

Also, from the obtained answers it could be deduced that the respondents perceive the increase of customers' satisfaction as one of the advantages of standards application. However, assuming that companies applied ISO 9001 standard in order to solve identified problems in conducting business, it's indicative that stated main challenges differ from the motives for the quality management system in the accordance to the requirements of the ISO series application.

The results of the research on the identification of the advantages of ISO standards application in doing business are presented in Chart 3.

Chart 3: The results of answers on the question on advantages of ISO 9001 application.³



The highest rate of respondents, even 56.3%, identified the increase of customers' satisfaction as the most important advantage of ISO 9001 standard application. Other advantages are clearly defined responsibilities (35.5% of companies) and the increase of financial performance (9.4% of companies). The results also show that 5.2% of companies stated that the ISO 9001:2008 standard application didn't have any impact on doing business, therefore, it had no advantages.

Besides the advantages of ISO 9001:2008 standard application, the survey was used to gather data on the perceived disadvantages of quality management system in accordance with the requirements of ISO 9001:2008 application. Respondents' answers are presented in Table 1.

Table 1: The research results on perceived disadvantages of ISO standard application

Disadvantage	Number of respondents	Percentage
Costs rise	42	55.4%
Unassigned responsibilities	6	7.9%
Employees' dissatisfaction	6	7.9%
Hasn't changed anything	23	30.3%

The highest rate of respondents (55.4%) answered that the main perceived disadvantage of quality management system in the accordance with the requirements of EN ISO 9001:2008 application was costs rise.

³ Because some respondents stated more than one reason for the installation of the system of quality management, the total percentage sum is higher than 100%

The results further show that 30.3% of companies stated that the ISO 9001:2008 standard application did not have any impact on doing business, which could be interpreted that application of this standard had no disadvantages, and 7.9% of companies stated the unassigned responsibilities and employees' dissatisfaction as disadvantages.

It's indicative that almost 8% of companies stated unclearly assigned responsibilities as a disadvantage, especially if we take into consideration that according to a point 5.5.1 EN ISO 9001:2008 "the top management ought to ensure that authorizations and responsibilities are clearly defined and made known as such". Even more so, based on the answer to the question of the advantages of ISO standard application, where even 35.5% of respondents stated clearly defined authorizations and responsibilities as one of the advantages. It's also indicative that the highest percentage of respondents stated cost rise as the main disadvantage of ISO standard adoption. Namely, in the accordance with the previously conducted theoretical and empirical research as well as the standard's purpose, adopting a system of quality management in the accordance to EN ISO 9001:2008 standard, shouldn't lead to the rise of costs for the companies.

The survey was further more used to gather data on whether respondents measure customers' satisfaction, considering that in ISO 9001:2008 standard in point 8.2.1., as one of the system of quality management performance measurements, company must collect information on customer's observation on their requirements fulfillment. Answers on this question are presented in Chart 4.

Chart 4: The results on a question on customer satisfaction measurement

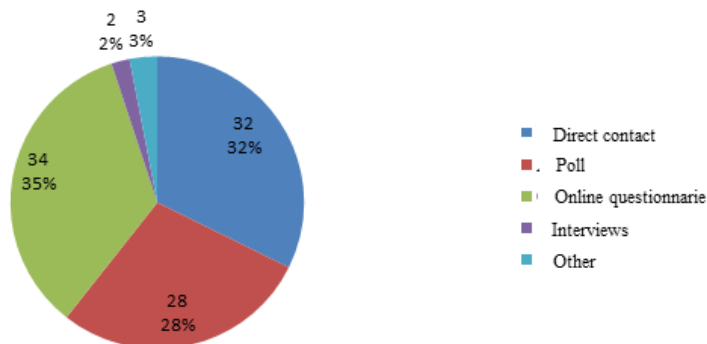
Do you measure customers' satisfaction?



The results show that all surveyed companies measure customers' satisfaction, which is expected, as it could be assumed that all companies, regardless of the standard of quality management, keep track of customers' satisfaction for the provided services and/or a products.

The conducted research aimed to determine which methods companies use to gather information on the level of satisfaction of their customers. Namely, a company must know well for whom it creates products and services and whether these products and services are what a buyer really wants. Answers to this question are presented in Chart 5.

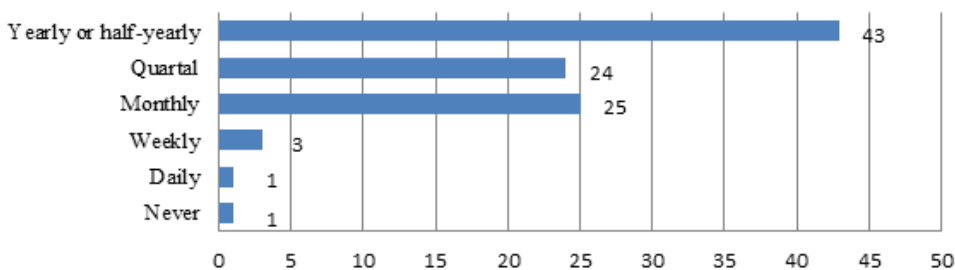
Chart 5: The results on the question on types of customer satisfaction measurement



As presented in the Chart 5, the most common method for gathering information on customers' satisfaction, which was chosen by 35% of respondent companies, was an online poll, followed by direct communication which was used by 32% of respondents and a survey which uses 28% of respondent companies.

Gathering data on the level of customers' satisfaction for a provided service/product is important for companies, as well as the question of what companies do with gathered data, that is, how often do they examine them? The results of carried out research on that question are presented in Chart 6.

Chart 6: The results on the question on frequency of customer satisfaction measurement analysis



Answers to the question of frequency of analyzing the customers' satisfaction measurement results show that the highest number of companies, 44.8% of them, carry out this activity yearly or half-yearly, 26% of companies monthly and 25% of companies quarterly carry out the activity of analyzing the results of customers' satisfaction measurement. Just 1% of respondents analyze the results on a daily basis.

Table 2 presents the results of gathered data on activities which companies carry out if the results of measuring customers'/users' satisfaction show deficiencies, that is, the customer's dissatisfaction on the supplied product/service.

Table 2: The results on the question on actions taken when an inaccuracy is noticed

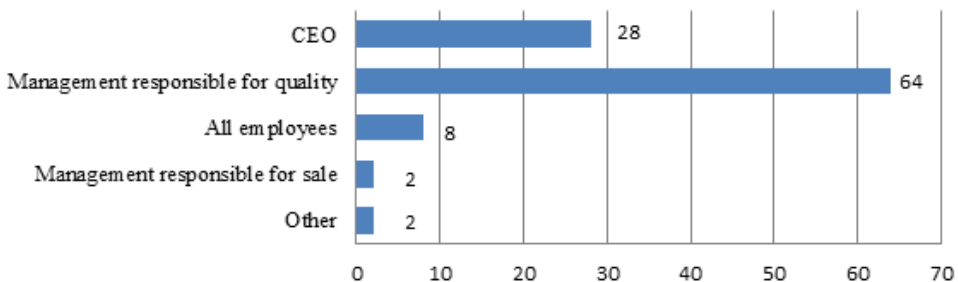
Corrective activity – elimination of the cause of disproportion	5	5,2%
Corrective activity – dealing with the existing complaint	21	21,9%
Both actions	68	70,8%
We do nothing	2	2,1%

It's clear from the table 2 that the highest number of respondents, 70.8% of them, takes two corrective activities when notice deficiency, that is, they solve existing complaints but also removes the causes of incompatibility, while 21.9% of respondent companies solve customers' dissatisfaction in a way that they solve existing complaints without removing the cause of that incompatibility, and 5.2% of companies only do corrective action of removing the cause of emergence of an incompatibility. Two respondents do nothing on the matter of removing customers' dissatisfaction which is contrary to the requirements of EN ISO 9001:2008, but also to the basic principles of market economy.

Therefore, the results of this part of the research show that, even though all respondents measure customers' satisfaction, most often using an online poll, a survey and direct communication, the highest number of companies, almost 50%, analyze the results of a customers' satisfaction measurement yearly or half-yearly, which gives a possibility that some incompatibilities span the whole year or even half a year in conducting business. Incompatibilities should be removed immediately, and in order to get the information whether there are incompatibilities it's necessary to analyze data daily, which is done by only 1% of companies.

According to the point 4.2.3 of ISO 9001:2008 standard, in order for the system of quality management to function effectively and efficiently, the QMS documentation must be available on places of usage. That's why the survey was used to gather data also on distributing instructions for the system of quality management application, which is presented in Chart 5.

Chart 7: The results on the question on the distribution of instructions for quality management application⁴



⁴ Because some respondents stated more than one reason for the installation of the system of quality management, the total percentage sum is higher than 100%

According to the obtained results, it's obvious that the accepted instructions for the application of quality management are distributed to the management responsible for the quality (66% of respondents), then to a CEO (29.2% of respondents of surveyed companies) then to all employees (8.3% of companies). It's indicative that according to gathered answers, only 8.3% of companies consider that all employees and not only a CEO or the management responsible for the quality should have access to the documentation of quality management.

The next question from the conducted survey dealt with gathering data about consumers of accepted instructions for the quality management application, and the results are presented in Table 3.

Table 3: The results on the question on using instructions of quality management

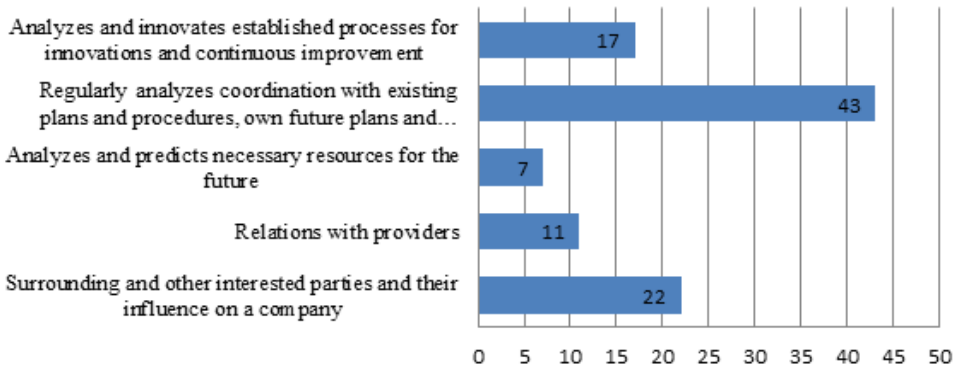
The CEO (The board) of a company	27	28.1%
The representatives of the sector board in charge for quality	58	60,4%
All those who are affected	11	11.5%
No one	1	1%

In accordance with the answers given on the question to whom are instructions for the application of the quality management distributed, respondents' answers shown that the main users of the instructions are the representatives of department in charge of quality (60.4% of respondents) and a CEO, that is, the management of a company (28.1% of cases). Compared to the previous question, a slightly higher number of respondents (11.5%) answered that the users of instructions for quality management are all those who are affected. Therefore, only 11 sampled companies distribute the documentation to all QMS users.

The results of this part of the research show that, in majority of the companies, instructions for quality management are distributed to CEOs and the representatives of the departments in charge of quality, which, according to the majority of respondents, represent the key users of accepted instructions for the application of the quality management system. However, according to EN ISO 9001:2008 standard, in order for the quality management system to function effectively and efficiently, the QMS documentation must be presented on all places of usage, and not only with a CEO and the representatives of the departments in charge of quality. Data shows that this was done by only a significantly small number of companies, which could implicate that only in these companies the system of quality management could have been implemented in full compliance by the requirements of EN ISO 9001:2008 standard.

Further more, the conducted research aimed to determine the most important issues in doing business, which the management of small and medium companies from the sample analyze. The results of answers on this question are presented in Chart 8.

Chart 8: Answer results on the question on the most analyzed issues by the management



According to the obtained results, the highest percentage of respondents, 45.7% of them or 43 respondents, regularly analyze compatibility of the ongoing plans and procedures to their future plans and procedures, 23.4% of companies analyze the environment and other stakeholders and their influence on a company, while 18.1% analyze and innovate established processes for innovation and continuous improvement.

While ISO 9001 mainly focuses on improving doing business of a company through satisfying the customers' needs, ISO 9004 has a much broader focus, and besides customers, recognizes and includes other stakeholders of a company, such as suppliers, shareholders, local community, employees, etc. Including all stakeholders which can have influence on a company and/or a company could influence them, represents an important basis for the achieving sustainable success of a company. Even though ISO 9004 isn't meant for standardization, it provides a guidelines for achieving this goal, that is, it provides a connection between quality and the sustainable success of a company. Having that in mind, the survey was then used to gather data on managers' perceptions on ISO 9004:2009, and the results of the research which deals with the possibility of applying this standard in Bosnian-Herzegovinian companies are presented as follows.

On the question whether they are familiar with the advantages provided by ISO 9004:2009 standard, most of the respondents, 62 of them or 64.6%, answered negatively, and 34 or 35.6% of respondents answered that they are familiar with the advantages provided by this standard. The following question aimed to determine in more details, how much a company's operation is adapted to the recommendations of ISO 9004:2009 standard.

Having in mind that ISO 9004:2009 deals with achieving the sustainable success, the survey was used to gather data on the familiarity of managers with the advantages of a concept of sustainable development. The results are presented in Chart 9.

Chart 9: The results on the question of sustainable development familiarity

Are you familiar with a concept of sustainable development?



The chart shows that most respondents, 58% of them, are familiar with the concept of a sustainable development, while 42% of them don't know its advantages.

Considering that including other stakeholders in business is the integral part of the corporate social responsibility, the survey was used to gather data on the familiarity of managers with this concept. The results are represented in Table 4.

Table 4: The results on a question on the application of socially responsible business

We don't apply and we don't have information	23	24%
We don't apply and we know something about it	12	12,5%
We apply and we know its advantages	51	53,1%
We apply but we don't have relevant information about it	11	11,5%

Data presented in table 4, shows that most respondents, 53.1% of them, apply the concept of corporate social responsibility and that they know its advantages, 24% of companies don't apply and have no information regarding this concept and its benefits for a company, while 11.5% of respondents apply the concept of corporate social responsibility even though they don't have relevant information on it.

On the question of involvement of other stakeholders, the highest percentage of respondents answered positively (92.7%) while only 7.3% respondents answered that they don't include other stakeholders. Therefore, the results show that most respondents take into account interests of other stakeholders, i.e. employees, social community and other stakeholders. The evaluation of these results was done by collecting data on investing in education and training of employees, as one of the primary stakeholders of every company. The results show that only 3.1% of companies answered that they invest no resources into training employees, while most respondents, 96.9% of respondents answered positively.

Hence, it's illustrative that most respondents answered negatively on the question about familiarity with the advantages of EN ISO 9004:2009 standard, while on the questions regarding the practical application of this standard in a doing business answered positively.

5. THE CONCLUSION AND RECOMMENDATIONS

Standards could be generally observed as a management tool used to improve company's business performance and its market competitiveness by applying quality management system. While by using EN ISO 9001:2008 standard that could be achieved by focusing of customers, EN ISO 9004:2009 standard takes into consideration not just customers but other stakeholders as well. Based on a previous research on this connection, namely on influence of these standards on the improvement of a company's business performance and its competitiveness, it could be concluded that by the proper application of these standards in a company, that connection could be achieved.

The research of the EN ISO 9001:2008 and EN ISO 9004:2009 standards application in the function of the improvement of business performances of small and medium companies in Bosnia and Herzegovina, presented in this work, has shown serious shortcomings in the application of these standards. Based on obtained results of the research it can be concluded that EN ISO 9001:2008 standard doesn't apply in a way which allows achieving its positive effects on company's business performance in its full potential. Namely, two major areas of inadequate application of the standard were noticed, in a part which deals with the increase of customers' satisfaction and in the part which deals with the distribution and usage of QMS documentation, by which it could be deduced that the system of managing quality in companies isn't applied according to EN ISO 9001:2008 standard. Inadequacy of the application of this standard could be explained by the main motives for its installation, and that's the improvement of company's reputation, which implicates that managers of small and medium Bosnian-Herzegovinian companies see standards not as a management tool for the improvement of business performances but solely a marketing tool.

The second part of the research, which dealt with the application of EN ISO 9004:2009 standard has shown that, even though most companies apply the principles of EN ISO 9004 standard regarding the involvement of other stakeholders to a company's operations and regarding the training of employees, the results have shown that at the same time most respondents don't know that it's about the principles of EN ISO 9004:2009 standard. Also, the terms "corporate social responsibility business" and "sustainable development" are often mentioned in the media, which could explain the managers' familiarity with them.

Based on everything said it could be concluded that small and medium companies in Bosnia and Herzegovina don't apply adequately EN ISO 9001:2008 standard which is a prerequisite for the application of EN ISO 9004:2009 standard, and by that they don't use its full potential to increase their competitiveness and improve business performances.

The conducted research has some limitations which are related to the deficiency of exact data on a number of small and medium Bosnian-Herzegovinian companies which operate in the accordance to the requirements of EN ISO 9001:2008 standard, and on the size of a sample on which the empirical part of the research was conducted.

Also, it's recommended for the future researches to use a broader survey which would enable due diligence of the reasons for inadequate application of the standard and which would measure its influence on the competitiveness of Bosnian-Herzegovinian companies.

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PRIMJENA STANDARDA EN ISO 9001:2008 I EN ISO 9004:2009 U FUNKCIJI POBOLJŠANJA POSLOVANJA MALIH I SREDNJIH PREDUZEĆA U BOSNI I HERCEGOVINI

SAŽETAK

Sistem upravljanja kvalitetom prema standardima ISO serije 9000 u današnjem dinamičnom okruženju ubrzano postaje imperativ poslovanja za preduzeća, naročito mala i srednja, koja žele da povećaju svoju konkurentnost i unaprijede svoje poslovanje. Trend usklađivanja poslovanja sa zahtjevima standarda ISO 9000 serije dobija na značaju i u Bosni i Hercegovini.

Predmet istraživanja ovog rada jeste poslovanje malih i srednjih bh. preduzeća koja imaju uspostavljen sistem poslovanja prema zahtjevima standarda ISO 9000 serije, kako bi se utvrdilo da li preduzeća primjenjuju ove standarde kako bi unaprijedili svoje poslovanje i, u konačnici, povećali svoju konkurentnost.

Rezultati istraživanja pokazuju da mala i srednja preduzeća u Bosni i Hercegovini ne primjenjuju na odgovarajući način zahtjeve standarda ISO 9001:2008, što dalje implicira njihovu nepripremljenost za primjenu standarda ISO 9004:2009, te onemogućava preduzeća da u potpunosti iskoriste pozitivne efekte navedenih standarda na poboljšanje poslovanja, odnosno unapređenje konkurentnosti.

Ključne riječi: *kvalitet, konkurentnost, mala i srednja preduzeća, EN ISO 9001:2008, EN ISO 9004:2009.*

JEL: *L15, L26, L21*