

***MANAGEMENT SYSTEMS AS ORGANIZATIONS COMPETITIVE
ADVANTAGE***

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Competitive advantage is a position which the company receives in relation to competitors through the way of use of exceptional competences and decisions on products and markets. The implementation and following certification of management systems provides competitive advantage for an organization in specific market field over organizations which have not established management systems. Principally, organization is able to manage processes, control management tools, the employees of the organization are motivated and identified with the company's policy and objectives. The advantage of well implemented and maintained management system is that the

activities and processes in the organization are not carried out random and uncontrolled but are based on standard procedures ensuring synergy of all the components involved in the process and employees thoroughly knowing the importance and role that the company's activities provide.

About the competitiveness of the organization and thus the economic success of any business entity in the domestic, European or global market decide three strategic values. They are quality, productivity, respectively cost ratio and flexibility to react to market demands. Enterprises that can integrate principles of customer orientation and principles of continuous improvement and interactions of all business processes and activities into their practices, may compete. From an economic point of view, the most important reason for the implementation of management systems or integrated management systems is to reduce the cost of low quality as well as losses arising from violations of environmental laws and safety regulations. Certification of quality management systems or integrated management system is currently a condition for many of contractual relations between supplier and customer organization.

By achieving competitiveness enterprises have to monitor not only the development of their business results, but also the level of customer satisfaction and meet their needs. For this reason, the most effective tools to control and maintenance business seem to be management systems categorized by certain fields. The main task of management systems is a systematic approach to streamlining the processes of the organization by using verified methods through which businesses can easily meet pre-defined objectives.

Reasons for implementing management systems are different, but each organization should build its competitive advantage on established management systems, which is the organization's visibility in the market. The more customers and potential customers are aware of the companies successful certification according to ISO standards, the better the organization is able to differentiate from the competitors and has the opportunity to gain greater demand. Management systems can help organizations identify market opportunities and take the opportunity to inform the market about their serious approach to the quality or to the environment.

Another competitive advantage of the ISO standards is the facilitation of international trade and the removal of barriers to international trade. In general, ISO standards help connect developing countries and transition economies with countries which are at a high level (technology, know-how) and to increase their export capacity and competitiveness.