SPECIFIC ASPECTS OF A QUALITY MANAGEMENT SYSTEM IN THE COMPETITIVE TEXTILE INDUSTRY

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As in any industry, also in the textile industry, long-term success can be ensured mainly by focusing on the organization’s constant ability to provide products that meet customer requirements and legal regulations. Therefore, our research aimed to identify ways to realize the specific aspects of the quality management system (QMS) developed in a textile organization in accordance with SR EN ISO 9001:2008 standard. Although SR ISO 9001:2008 is the standard which presents the QMS requirements developed for any organization, the specific aspects, but also the consequences of the quality level, involves specific approaches in the development of the QMS processes. Defining the necessary processes of a quality management system in a textile industry organization, developed in accordance with the mentioned standards, requires a complex approach involving both understanding the requirements and recommendations of regulatory documents and process. In the paper it is exemplified the development of such a process. The results of a research on the QMS particular development in a textile industry organization can be assessed only in a specific situation, namely by developing and implementing all QMS necessary processes. The value of the QMS implementation results, developed in accordance with ISO 9001:2008 standard, will be observed by organizations in the textile industry that will function with such a management system.

Keywords: ISO 9001:2008, textile industry, process.

INTRODUCTION

Usually the textiles industry means processing different types of materials (fabric, knitted fabric, non-woven materials) made from natural fibers, artificial, synthetic or animal products for human clothing.

The use of textiles for making other products such as interior decoration, household products (linens, tablecloths, blankets, etc.) are sectors that belong to textile industry also.

The textile industry in general and textile clothing industry in particular are seen as declining industries.

This industry has had a profound decrease and a rapid restructuring in countries with strong economy so that companies began to struggle with strong competition for firms in less developed countries (Taplin and Winterton, 2004).

The textile industry and textile clothing industry from Romania has gone through similar processes of restructuring and many companies have come to the dilemma of market repositioning.

Market repositioning involves identity changes to the product, the ease to identify the product in collective thinking of the targeted market.

The chosen business model has a major impact on the company’s market positioning, which involves differences in the behavior of producers and their external manifestation.

In order to respond according to the demands and expectations, the manufacturers must also change their behavior within organizations, because the apparel industry is often referred to as a buyer-driven commodity chain (Gereffi, 1999).
And last but not least the textile sector – clothing, must meet specific legal requirements and regulations in the field, and the most recent are:

- Government Decision no. 527/2007 regarding the naming, marking and labeling of textile fiber (published in Official Gazette no. 426/26.06.2007);
- Government Decision no. 295/2008 on quantitative analysis of binary mixtures of textile fibers (published in Official Gazette no. 254/01.04.2008);
- Directive 73/44/EEC on the assay of ternary mixtures of textile fibers;

Examples of Necessary Processes According to ISO 9001:2008 in a Textile Organization

As in any industry, also in the textile industry, long-term success can be ensured mainly by focusing on the organization’s constant ability to provide products that meet customer requirements and legal regulations. Therefore, our research aimed to identify ways to realize the specific aspects of the quality management system (QMS) developed in a textile organization in accordance with SR EN ISO 9001:2008 standard.

Although SR ISO 9001:2008 is the standard which presents the QMS requirements developed for any organization, the specific aspects, but also the consequences of the quality level, involves specific approaches in the development of the QMS processes (Constantinescu D., 2005).

In any type of organization, also from the textile industry, developing and implementing a QMS according to ISO 9001:2008 standard, ensure its capability to satisfy the quality requirements, so the default ability to meet customer needs and expectations, and also of other stakeholders (Constantinescu D., Prisecaru B., 2010).

QMS guidelines according to ISO 9001:2008 and the content of necessary processes, implemented in a textile organization should be developed at appropriate level and according to their particularities.

To illustrate how such processes should be developed, we chose “control of production and service provision” process.

We chose to exemplify this issue, because our intention was to emphasize some important aspects from the control of production and service provision (7.5.1 ISO 9001:2008 requirement).

As shown in Figure 1 flowchart, for satisfying ISO 9001 requirements, a single managerial process is necessary.

Thus for each of the steps specified in Figure 1 should be considered some requirements:

“Availability of information that describes the characteristics of the product” – in this case information must be provided, regarding: the technical chart of the product, the product description, the sizes table, special requirements for acquisition of supplies and materials (REACH regulation), etc.

REACH means: registration, evaluation, authorization and restriction of chemical substances (EC 1907/2006). The International and Regional Standard Certifications encourage and provide assistance to firms with product and process standards required
by international buyers, such as ISO 9000 (Quality Management System family standards) and 14000 (Environmental Management Systems family standards), the Global Organic Textile Standard (GOTS), and the European Union’s REACH directive.

“Availability of work instruction” – such as specific instructions for work safety, for handling, for storage, for cutting room, and for each workstation that shows a risk.

“Use of suitable equipment” – protective work equipment specific for every work station – for example on the cutting room, for workers that use Kuris or Banzic cutting knives, it is mandatory to wear gloves made of chain mail metal.

“Availability and use of monitoring and measuring equipment” – work equipment can be adjusted according to specific parameters of used materials (for example the steps in the sewing machine, the sewing speed, etc.).
“Monitoring and measurement of processes” – checking the operation parameters during processing, such as printing speed and width of marker, parameters of fusing presses (speed, pressure, temperature), productivity on operations or production line, etc.

An important role in the apparel industry has also the technical control of quality, which is done by sensory and can be quantified by the share of product defects resulting from the achievement of production orders. These defects can be divided into scrap or products that can be remedied.

It is necessary to develop a set of managerial processes, Figure 2, because for developing and implementing each stage of the process shown in the figure it is necessary to develop a process.

On the other hand, the specific way in which it is organized and operates an organization and the manner in which the products are delivered, has as a consequence, the difficulty of keeping under control the production.

Figure 2. Necessary processes for product realization (Steps)/Flowchart of Apparel manufacturing (adapted from Wolfe 2009, 201)
The process whose flowchart is represented in Figure 3, which is a necessary step in control of production and service provision process, is, in our conception, the way we should proceed to purchase the adequate materials in order to obtain high quality products to be delivered to the customer.

We chose this model taking into account the importance of the purchasing process, as it can be observed in REACH regulations.
The process whose flowchart is represented in Figure 3, which is a necessary step in control of service provision process, is, in our conception, the way we should proceed to “allocate teaching loads” in educational organizations at university level.

CONCLUSIONS

Defining the necessary processes of a quality management system in a textile industry organization, developed in accordance with the mentioned standards, requires a complex approach involving both understanding the requirements and recommendations of regulatory documents and process. In the paper it is exemplified the development of such a process.

The results of a research on the QMS particular development in a textile industry organization can be assessed only in a specific situation, namely by developing and implementing all QMS necessary processes.

The value of the QMS implementation results, developed in accordance with ISO 9001:2008 standard, will be observed by organizations in the textile industry that will function with such a management system.

Developing and implementing a QMS according to ISO 9001:2008 standard in a textile organization involves a considerable effort, but the results that will be obtained, namely organizational capability to meet stakeholders requirements, fully justifies the effort.

REFERENCES