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(ПОЯСНЮВАЛЬНА ЗАПИСКА)

ЗДОБУВАЧА ВИЩОЇ ОСВІТИ ОСВІТНЬОГО СТУПЕНЯ “МАГІСТР”

Тема: Управління системою якості на підприємстві (на прикладі Міжнародного аеропорту “Ташкент” імені Іслама Карімова)

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**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
FACULTY OF TRANSPORT, MANAGEMENT AND LOGISTICS
Management of Foreign Economic Activity of Enterprises Department**

ALLOW TO THE DEFENSE

Head of the Department

_____ Oksana KYRYLENKO

“ _____ ” _____ 2023

**QUALIFICATION PAPER
(EXPLANATORY NOTE)**

HIGHER EDUCATION SEEKER OF THE EDUCATIONAL DEGREE "MASTER"

Topic: Management of the quality system at the enterprise (on the example of Islam Karimov Tashkent International Airport)

Performed by: Avazjon Kosimov

Scientific adviser: professor Oksana KYRYLENKO

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Kyiv – 2023

NATIONAL AVIATION UNIVERSITY

Faculty TML Department Management of Foreign Economic Activity of Enterprises

Educational level Bachelor

Specialty: 073 "Management"

Educational Professional Program: "Management of Foreign Economic Activity"

APPROVED

Head of the Department

Oksana KYRYLENKO

“ ” 2023

TASK

to perform qualification paper by the higher education seeker

Avazjon Kosimov

(surname, name, patronymic)

1. Topic of qualification paper: Management of the quality system at the enterprise (on the example of Islam Karimov Tashkent International Airport)

approved by the Rector order of 10/10/2023, № 2079/cm

2. Deadline of the paper: from "02" October 2023 to "31" December 2023

3. Initial data for the paper: Financial and management reports of Islam Karimov International Airport, scientific papers, Internet resources.

4. Content of the explanatory note (list of issues to be developed):
It is required: to consider the factors affecting the quality management system of the enterprise; to characterize the processes of quality management at the enterprise; to assess the financial and economic condition of Islam Karimov International Airport; to analyze the current management problems associated with the activities of the enterprise; to develop a plan of measures and assess the economic efficiency of the proposed measures.

The list of mandatory graphic material:

Theoretical part: tables –, fig. –5,

Analytical and research part: tables –4, fig. –18,

Project and advisory part: tables –3, fig. –3, formulas-5

SCHEDULE

№	Stages of qualification paper	Deadline of stages	Comment
1.	Collecting and analyzing necessary information about Islam Karimov Tashkent International Airport in accordance with the topic of the qualification paper	02.10.2023 - 08.10.2023	Done
2.	Study of quality management of technological processes at airports	08.10.2023-11.10.2023	Done
3.	Design of reference books used in analyzing the development of the airport's quality management system	till 13.10.2023	Done
4.	Preparation and presentation of the theoretical part	till 21.10.2023	Done
5.	Preparation and execution of analytical and research part of the qualification paper	till 28.10.2023	Done
6.	Development of economically feasible proposals to improve the quality management system on the example of Islam Karimov Airport, and their economic justification	till 10.11.2023	Done
7.	Design of recommendatory part of the qualification paper	till 15.11.2023	Done
8.	The final design of the qualification paper (contents, introduction, conclusions, appendices, etc.)	till 18.11.2023	Done
9.	Report and presentation preparation	till 05.12.2023	Done
10	The signing of the necessary documents in the established order, preparing to defend the qualification paper and preliminary qualification paper defense on graduating department meeting	till 15.12.2023	Done

Higher education seeker _____ (_____)

Scientific adviser of the qualification paper _____ (_____)

ABSTRACT

The level of service quality is one of the criteria by which it is possible to categorize an airport in today's market conditions. This is possible due to the existing methodologies for assessing the level of quality. But quality is not a constant value, it is an indicator that depends on external factors, such as environmental conditions, depending on which the quality can differ significantly, and on internal ones, which are made up of the characteristics of the object that provides the level of quality. In this thesis the theoretical aspects of service quality were considered, methods of quality assessment and the main direction of service quality development were studied on the example of experience of Russian and foreign airports. The work was carried out to identify bottlenecks in the quality of airport service, which made it possible to identify shortcomings in the quality of service. There were identified the directions to improve the level of service quality in Uzbekistan Airport JSC in general and Tashkent International Airport named after I. Karimov in particular, the main methods of quality assessment were considered. The objectives of the thesis were achieved, thanks to the proposed measures for the introduction of self-check-in counters, it became possible to ensure customer satisfaction, operational efficiency of the activity is improved and the possibility to increase competitiveness.

The first CHAPTER is devoted to the aspects of quality management at the enterprise. Modern approaches to the understanding of quality management at the enterprise are defined. Quality management indicators and quality management of technological processes in airports are presented.

In the second part the main indicators of quality management in the airline JSC "Uzbekistan Airways". Analyzed the indicators of quality management of technological processes in airports "Uzbekistan Airports" and analyzed the problems of quality management on the example of Tashkent International Airport named after Islam Karimov.

In the third part, measures to improve the methods of quality management in JSC "Airports of Uzbekistan" were proposed and the following measures were given assessment of the feasibility of the proposed measures

Keywords: airport, quality management system, quality control, etc.

АНОТАЦІЯ

Рівень якості обслуговування є одним з критеріїв, за яким можна класифікувати аеропорт в сучасних ринкових умовах. Це можливо завдяки існуючим методикам оцінки рівня якості. Але якість не є постійною величиною, це показник, який залежить від зовнішніх факторів, таких як умови навколишнього середовища, в залежності від яких якість може суттєво відрізнятися, і від внутрішніх, які складаються з характеристик об'єкта, що забезпечує рівень якості.

У даній дипломній роботі були розглянуті теоретичні аспекти якості обслуговування, вивчені методи оцінки якості та основні напрямки розвитку якості обслуговування на прикладі досвіду російських і зарубіжних аеропортів.

Проведена робота по виявленню вузьких місць в якості обслуговування в аеропортах, що дозволило виявити недоліки в якості обслуговування.

Були визначені напрямки підвищення рівня якості обслуговування в АТ "Узбекистон хаво йуллари" в цілому і Ташкентському міжнародному аеропорту ім. І. Карімова зокрема, розглянуті основні методи оцінки якості.

Цілі дипломної роботи були досягнуті, завдяки запропонованим заходам по впровадженню стійок самореєстрації стало можливим забезпечити задоволеність клієнтів, підвищити операційну ефективність діяльності та можливість підвищення конкурентоспроможності.

Перший РОЗДІЛ присвячено аспектам управління якістю на підприємстві. Визначено сучасні підходи до розуміння управління якістю на підприємстві. Представлено показники управління якістю та управління якістю технологічних процесів в аеропортах.

У другій частині розглянуті основні показники управління якістю в авіакомпанії АТ "Узбекистон хаво йуллари". Проаналізовано показники управління якістю технологічних процесів в аеропортах "Узбекистон хаво

йуллари" та проаналізовано проблеми управління якістю на прикладі Ташкентського міжнародного аеропорту імені Іслама Карімова.

У третій частині були запропоновані заходи щодо вдосконалення методів управління якістю в АТ "Аеропорти Узбекистану" і наведені наступні заходи оцінка доцільності запропонованих заходів

Ключові слова: аеропорт, система управління якістю, контроль якості тощо.

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LIST OF SYMBOLS, ABBREVIATIONS AND TERMS

JSC - joint stock company

LLC - limited liability company

aircraft

ICAO - International Civil Aviation Organization (ICAO - International Civil Aviation Organization) - sets international standards for civil aviation and coordinates its development to improve safety and efficiency.

IATA is the International Air Transport Association. The objectives of the organization are to organize safe, regular and cost-effective air transportation of people and cargo, as well as to promote joint work of all enterprises involved in international air transportation.

IOSA - Standards and Recommended Practices. IATA Operational Safety Check Program

ISO - International Organization for Standardization

QMS - quality management system

QSQP - quality system procedure.

SMS - flight safety management system.

EIS - Information and Referral Service

AVC - Airport Terminal Complex

SOMP - Service for the Organization of International Transportation

BSS - Baggage Handling Unit

ORB - Baggage Tracing Unit

Fuel and lubricants - fuels and lubricants

CPC - professional development courses

PDS - production and technical service

INTRODUCTION

The development of perfect competitive relations of economic entities all over the world, including the Republic of Uzbekistan, has led to the need to give the predominant role to the quality of products and services.

In order to further increase the competitiveness of domestic products and services in foreign and domestic markets, to attract the export potential of the republic, the Cabinet of Ministers of the Republic of Uzbekistan issued a decree № 349 of July 22, 2004 "On measures to introduce at enterprises quality management systems that meet international standards".

As a follow-up to this resolution, in August 2006, the Government of the Republic adopted Resolution No. 183 "On additional measures to introduce quality management systems complying with international standards at enterprises".

In order to ensure further expansion of introduction of quality management systems complying with international standards at the enterprises of the republic, increase competitiveness of products and services produced by domestic enterprises, increase export potential and introduction of quality management systems complying with international standards at the enterprises of the republic, on June 19, 2009 the Cabinet of Ministers of the Republic of Uzbekistan adopted Resolution No. 173 "On additional measures to expand the introduction of quality management systems complying with international standards at the enterprises of the republics of the Republic of Uzbekistan".

international standards."

The Decree provides for the introduction of quality management systems complying with international standards at 277 enterprises and organizations of the republic by January 1, 2011 and studying the possibility of introducing quality management systems at 952 more enterprises, as well as a number of benefits for enterprises that have introduced quality management systems complying with international standards. Comments to the PCM RUz #173 dated 19.06.2009.

Certification of quality management systems shall be carried out by certification bodies accredited in accordance with the established procedure in the National Accreditation System.

Accredited quality management system certification bodies provide the following services:

- certification of quality systems of enterprises and organizations;
- production certification;
- assessment of readiness of quality systems of enterprises for certification.

Decree of the Cabinet of Ministers of the Republic of Uzbekistan from June 19, 2009 № 173 "On additional measures to expand the introduction of quality management systems in enterprises of the republic, corresponding to international standards" established that the attraction of a consultant with appropriate qualifications for the development and implementation of quality management systems, corresponding to international standards, is carried out on an open competitive basis.

One of the priority directions of most states in the development of the country's economy is the development of the transport system, which ensures increased competitiveness of the economy in the international arena, improved quality of life of the population due to, among other things, ensuring wide access to safe and quality transport services.

Development of the transport system is intended to meet the needs of socially oriented development of the economy and society in competitive quality transport services. Achievement of this goal should be ensured through development, creation of a developed transport infrastructure, competitive environment in the transport industry, introduction of advanced samples of equipment and technologies. The efficiency of the transportation system is assessed by the following factors:

- availability of developed transportation infrastructure;
- High-performance, safe vehicles that can provide high-quality transportation services;
- affordable high quality, safe transportation services;
- creation of conditions for the level of supply of transportation services to exceed demand;
- formation of a competitive environment both on the transportation market and for servicing transportation processes.

To organize high quality transport services it is necessary to form approaches to the selection of service quality standards, to provide incentives for the development and implementation of highly efficient transport service technologies. Creation of normative legal base, development and implementation of methods of state regulation should be aimed primarily at the methodology of development of service quality standards and formation of a data bank on service quality in the transport sector of the economy, both in leading countries and in the Republic of Uzbekistan.

In order to form high-quality transportation services in a market economy, it is necessary to create healthy competition. For this purpose, conditions should be created for the development of internal competition: between carriers, modes of transport, passenger and cargo service organizations. Internal competition will ensure an increase in the rhythm and acceleration of goods movement, reduction of transportation costs, increase in the availability of transportation services, increase in the level of quality of transport services.

The quality of transportation services should be an integral part of the safety and efficiency of the services provided.

The purpose of this thesis is to optimize the quality management mechanism of Uzbekistan Airways JSC. Based on the research objective, the following tasks are set in the work:

- to reveal the essence, concepts of quality management;
- to analyze quality management in Uzbekistan Airways JSC;
- identify weaknesses of the quality management mechanism in Uzbekistan Airways JSC and propose measures to overcome them;
- analyze the airline's operations;
- to assess the effectiveness of the proposed activities.

Labor productivity systems;

The object of the study is the quality management system of Uzbekistan Airways JSC on the example of Islam Karimov Airport.

The subject of the study is a set of theoretical and applied aspects of quality management in an airline.

The process approach to quality management is proposed by such domestic and foreign scientists as S.A. Savintseva, E.I. Taver, V. Leshenko, Barry J. Dale, and others.

Research methods: provisions of the theory of quality management and quality management system, scientific works of domestic and foreign scientists-economists, which relate to the problems of quality management at the enterprise. The following research methods are used in the work: logical-theoretical (in the study of the essence of the quality management system); system analysis and synthesis, generalization (in the study of problematic aspects of the quality management system at the studied enterprise).

The first CHAPTER is devoted to the aspects of quality management at the enterprise.

Modern approaches to the understanding of quality management at the enterprise are defined. Quality management indicators and quality management of technological processes in airports are presented.

In the second part the main indicators of quality management in the airline JSC "Uzbekistan Airways". Analyzed the indicators of quality management of technological processes in airports "Uzbekistan Airports" and analyzed the problems of quality management on the example of Tashkent International Airport named after Islam Karimov.

In the third part, measures to improve the methods of quality management in JSC "Airports of Uzbekistan" were proposed and the following measures were given assessment of the feasibility of the proposed measures.

CHAPTER I. THEORETICAL BASES OF QUALITY MANAGEMENT AND QUALITY MANAGEMENT SYSTEMS

1.1. Quality as an object of management

The control-based approach to quality management is still in place in most organizations today. However, life makes it necessary to turn quality management from a way of fighting defects into a real management activity, which is now present in many organizations, and this process is slowly but surely gaining momentum. Thus, since the 50s of the last century it has been increasingly emphasized that quality should be ensured at all stages of the product life cycle. In 1951 J. Juran introduced the concept of "quality spiral"[76, p.47] , specifying as its recurring stages market research, development of the project task, design, preparation of specifications, development of technology and preparation of production, production, quality control, delivery, after-sales service and utilization.

In the 60s, A. Feigenbaum proposed the concept of total quality control (TQC - Total Quality Control) [80, p.23], according to which quality control should operate at all stages of product development. The next step was the formulation of the concept of universal quality-based management TQM (Total Quality Management) [80, p.23] , the main principles of which are summarized as follows:

- The required quality of a product is the quality that the consumer wants;
- quality management is necessary at all stages of the product life cycle;
- all participants in the product chain should be involved in quality management.

Despite the fact that the strategic, permanent, key object of management in the production activity of any enterprise is profit, the value of which is determined by the success of transformation of manufactured products, services rendered and work performed into goods. The success of such transformation is characterized by four groups of results of production activity - for consumers, for the producer, for the staff and for society.

The outcomes that are necessary and important to consumers are:

- 1) the quality of the product;

- 2) quantity of goods (there should be as much as the consumer needs);
- 3) The time frame in which the goods can be received;
- 4) the price of the product.

The outcomes that are necessary and important to commodity producers are financial results [39, p.35] :

- 1) costs of production and realization of goods (costs of materials, energy, wages, infrastructure maintenance, overheads, etc.);
- 2) revenue from the sale of goods, which should not only reimburse the costs of its production and sale, allow to pay taxes and other fees, but allow to make a profit;
- 3) the price of a commodity, which depends not only on its cost, but also on its quality and, consequently, demand.

The monopolistic sale of a product with a unique quality that is in high demand allows for a significant increase in price.

Financial performance is not only measured by expenses, revenue, profit and price, but these characteristics are fundamental.

The outcomes needed and important to staff are [39, p.35]:

- the value of the salary;
- working conditions and safety;
- level of social assistance.

Outcomes that are necessary and important to society are:

- the amount of budget revenues from taxes and other fees;
- the level of production impact on the environment;
- participation of the organization in charity.

As can be seen, quality is only one of the results of production activity, but at the same time it determines directly or indirectly all other results. Hence the special role of quality management.

Obviously, the results of production activities are the first and most important objects of management.

However, the possibility of getting the right results, including the right quality, is entirely determined by [39, p.35] :

- the level of demands placed on them;
- processes that support production activities;
- the personnel and production infrastructure that are necessary to implement the processes;
- resources that are consumed in carrying out the processes;
- finances required for procurement and maintenance of production infrastructure, process support, staff remuneration, procurement of consumable resources and for other needs of production activities;
- management (management) of production activities.

Let us call all of the above as internal influencing factors, since they operate within the organization and their state depends on the organization itself.

Requirements to the results, established as goals, objectives, planned or project indicators (for example, quality indicators in specifications or the planned quantity of products), determine the state of other factors of influence, as processes, personnel, equipment, resources to be used, and finances are selected to fulfill these requirements. The state of internal factors of influence, including their quality, should also be the object of management [53].

However, production performance and internal factors are seriously affected, directly or indirectly, by the requirements imposed by laws and regulations that govern and restrict production activities in certain ways.

They are also affected by social pressures from society. Legal and regulatory requirements and social pressures operate outside the organization and are external influences on it. The organization cannot fully manage them, but it must manage its response to their influence in order, on the one hand, to ensure compliance with the laws and win the loyal attitude of society, and, on the other hand, to minimize the costs of the activities required to achieve them.

Thus, the objects of management in production activity are its results, including quality, as well as internal and external factors on which they depend (Figure 1.1.1.1).

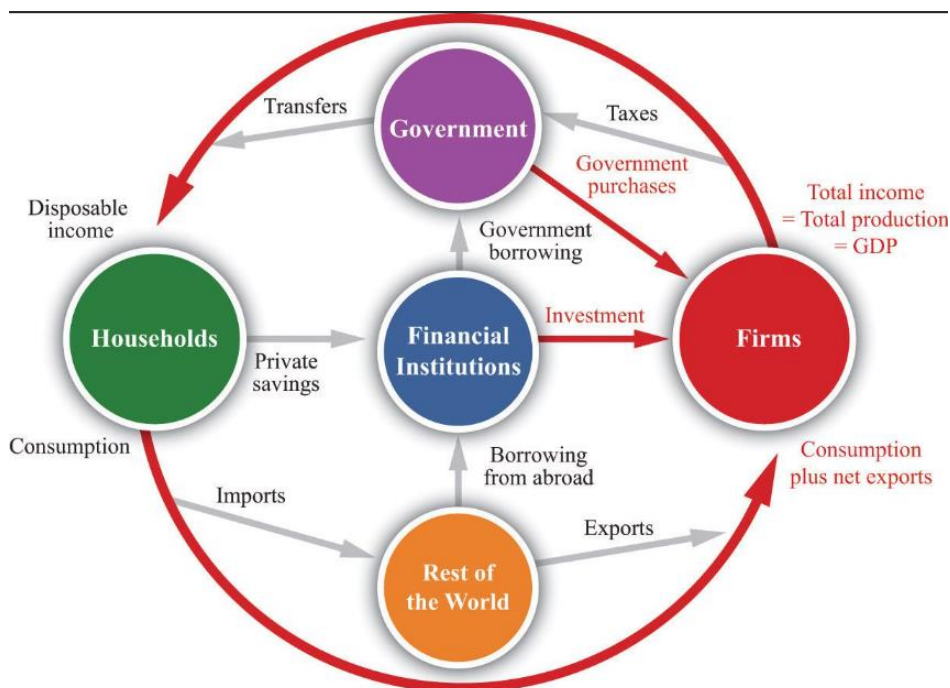


Figure 1.1 - Objects of management in production activities [80]

The whole area of production activity management can be represented in an approximate enlarged form as a matrix (Figure 1.1.2).

Each row in this matrix is an area of management of one of the performance outcomes, and each graph is an area of management of the influencing factors.

The arrows show that management by results should be combined with management by influencing factors. This creates conditions for balanced and coordinated management. For example, when setting requirements for the quality of a product, on the one hand, one should consider how they relate to requirements for other performance outcomes - quantity, timing, costs, etc. (vertical arrow). (vertical arrow). On the other hand, it is necessary to analyze how the requirements for product quality will affect the requirements for processes, personnel, resources, etc., how they comply with legal requirements, what the reaction of customers, partners, personnel and other stakeholders may be (horizontal arrow).

Performance results	Factors of influence								
	Requirements	Processes	Staff	Resources	Infrastructure	Technology	Management	Legal requirements	Social factors
Quantity									
Quality									
Deadlines									
Expenses									
Revenue									
Price									
Wage									
Working conditions									
Safety									
Environmentally friendly									
Contributions to the budget									

Figure 1.2 - Matrix of production activity management [81]

Naturally, the first objects whose quality people began to manage were the goods needed in their daily lives - food, cloth, clothing, household items, weapons, houses, palaces, cathedrals, roads, irrigation systems, and others¹.

However, the skill of the workers was also evaluated and controlled. The more machines, mechanisms, devices and tools were used for production and construction, the more often it was necessary to manage their quality as well.

Finally, since the end of the twentieth century, the quality of management itself has become the object of management.

Nevertheless, the main object of quality management in production activities, of course, remains the goods - the object of contractual supplies and sales, which has a consumer (user).

Goods, as noted above, can be products, services and works. The term "product" hereinafter refers to:

- material products (raw materials, materials, substances, semi-finished and finished goods, buildings and structures);
- information contained in documents (project documentation, computer programs, etc.);
- energy.

However, the quality of goods, as well as other results of production activities, is determined by the quality of internal factors of influence, so quality management is the management of quality requirements plus the management of the quality of internal factors of influence (Figure 1.3).

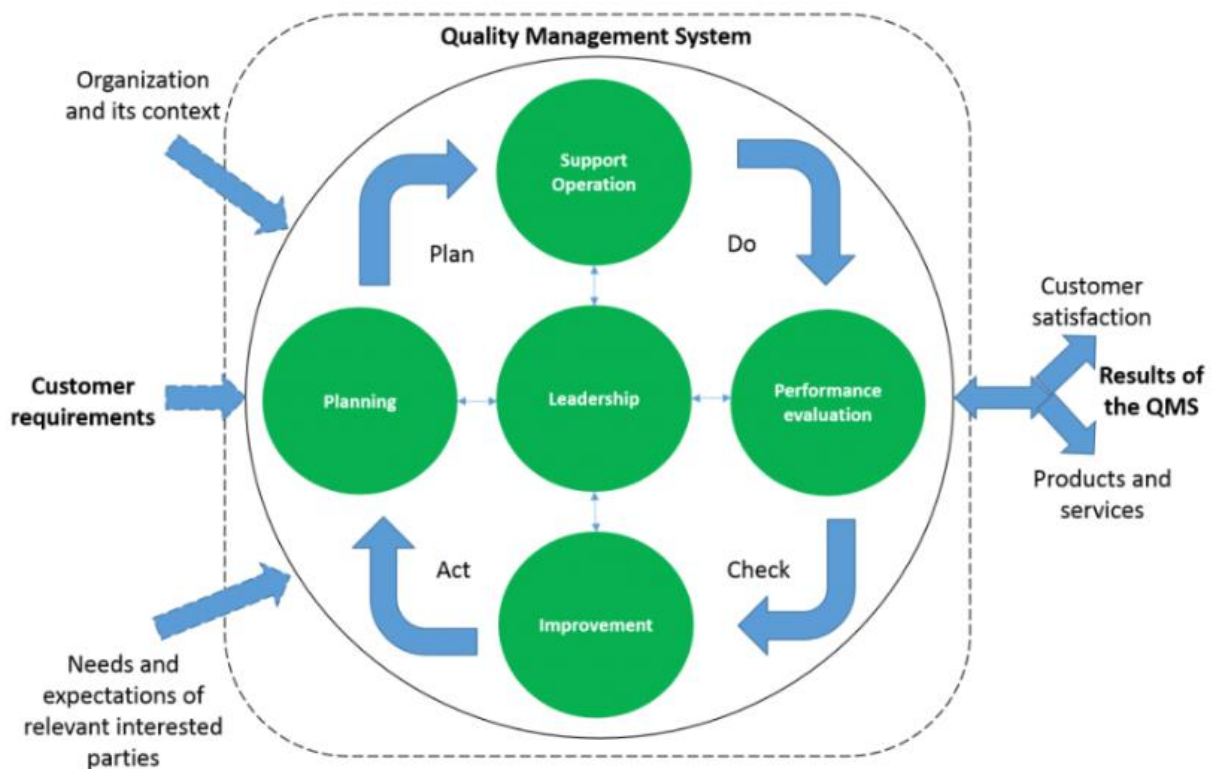


Figure 1.3 - Product quality management through the quality management of internal influencing factors [80]

The results of production activity, including quality and internal factors that determine them, are not a car or a computer. You cannot control them, influence their state by pressing a pedal or a key.

This requires planning, organizing, controlling and analyzing the actions of the people who perform a process or can influence it.

In production activities, in addition to the personnel of the organization that develops and (or) manufactures products, provides services, performs work, personnel of other organizations, sometimes called allied organizations, participate. These include [39, p.37]:

- suppliers - organizations that supply consumable resources to the commodity producer;

- subcontractors (contractors) - organizations that, on behalf of a commodity producer, perform either part of the work on the development and manufacture of products, provision of services and performance of work, or work to maintain the production infrastructure in the required condition, for example, verification of measuring instruments, repair of equipment, etc.;

- dealers and distributors - organizations that ensure the transfer of products from the manufacturer to consumers.

The performance of the personnel of these organizations largely determines the success of production activities, including the actual level of quality of products, services or works.

Accordingly, for managers of an organization that produces products, or provides services, or performs work, the objects of management are, firstly, the actions of its own personnel and, secondly, the actions of managers of suppliers, subcontractors and dealers (distributors).

Especially important are the behavior and actions of consumers (buyers, customers, clients, customers, patients, etc.). Their actions are the most important object of management in production activities. Managing them, i.e. influencing them in one way or another to ensure high demand and high profits, is an increasingly necessary process.

In addition to the actions of the above organizations directly involved in the production activity, its results are influenced (and in some cases very seriously) by the actions of organizations that are neither suppliers, nor subcontractors, nor distributors. They include owners, shareholders, creditors, investors, insurers, legislators of various levels, supervisory bodies, and public organizations. This entire group is referred to as stakeholders.

Managers of the producer organization cannot fully manage the actions of stakeholders, but they can influence them to a greater or lesser extent, and therefore should plan, organize, control and analyze their actions in response to the actions of stakeholders. For example, it is widely known, and in some countries is quite legal, for an organization to lobby for its interests in the adoption of laws.

Managers of different levels (president, manager, director, supervisor and others) are subjects of management of production activities, who give orders and instructions to influence the actions of their own personnel and personnel of related parties. They perform typical managerial functions, i.e. plan, organize, control, analyze and evaluate personnel actions aimed at implementing their managerial decisions.

Subjects of management are also specialists who do not hold managerial positions, but prepare proposals for management decision-making on certain management objects, for example, managers for quality, labor protection, personnel management, etc. It is also common when the same person not only manages people, but also participates in the design or production of products, making not only managerial but also technical decisions (e.g., chief designer or chief technologist).

In addition, managerial decisions are made by workers who are themselves managers and manage their own activities, such as a farmer with no employees.

The most important, determining role in management, of course, should be played by the head of the organization [16, p.19] - the first person who has the full authority and makes the main, key decisions. Any management system, spontaneously formed or organized according to the latest scientific recipes, the first person adapts, adjusts, adjusts to himself, taking into account his competence and experience, in accordance with his attitude to people. Since these parameters are different for each manager, the actual management systems in specific organizations are also different, although they may be "cut to the same mold". Some seek to concentrate all the reins of power in their hands, while others, on the contrary, seek to delegate as much authority and responsibility as possible to their deputies. Some, in accordance with their education and experience, focus on financial management, while others, for the same reasons, focus on production management.

It is also obvious that the main criterion for the success of this or that approach of the first person to the construction and functioning of the management system is the success of the organization's production activity, its sustainable development. It is by this criterion that the quality and success of management should be assessed, rather than by the degree of its compliance with some standard or management model.

Summarizing the above-mentioned, we can conclude that the primary object of management, including quality, with which managers deal, is the actions of people directly involved in the production activity of a commodity producer, being consumers or having a significant impact on it.

1.2. Key indicators of quality management

Quality managers and all those who make and implement decisions aimed at achieving good quality must be clear in the moment and in the long term:

- 1) which indicator or indicators of quality are the focus of their attention;
- 2) what tasks need to be solved and, consequently, what actions need to be performed in order to achieve the normative values of quality indicators;
- 3) whether and how quality indicators should be improved - by reducing defectiveness or increasing their normative values, or by introducing new indicators;
- 4) how operational decisions and actions to manage quality indicators relate to quality policy and strategic objectives.

Key Quality Indicators:

- express the most important properties of the goods for the consumer and can be established in standards, technical specifications, technical conditions, regulations, specifications, as well as directly in sales contracts;
- enable various comparisons in procurement and supply, as well as the selection of the most successful design solutions;
- are the basis of information contacts with consumers, providing sales marketing and advertising. [81, p.20]

Key indicators include:

- Destination indicators that characterize the ability to satisfy the primary need of the user;

- indicators of efficiency of product utilization for the intended purpose, which include indicators of reliability, safety, ergonomics, energy consumption, serviceability and a number of others. [81, p.20]

Depending on the characteristics of the product, the composition and ways of expressing destination indicators may be different. For example, for motor vehicles one of the indicators of purpose is the speed of movement and braking distance, for watches - the accuracy of the movement, for the technology of gasoline production - the yield of the product. Destination indicators are also expressed through classification features, which can be design or technological features. For example, for internal combustion engines the destination indicator and classification indicator is the engine volume in liters, for fabrics the classification indicator is the type of raw materials and the method of manufacture, for example, cotton jacquard, woolen, knitted fabrics.

Destination indicators largely determine the rest of the quality indicators and serve as a basis for comparing different design, technological and commercial solutions.

The composition of basic quality indicators depends on the type of product. For example, for raw materials such indicators as resource consumption or ergonomics lose their meaning. In the case of structural materials, the main quality indicators are strength characteristics, which express both suitability for use (purpose indicators) and reliability (characteristics of changes in mechanical properties over time).

Quality indicators are applicable to both tangible products and intellectual products, services and processes, including technological ones.

The following quality indicators apply to processes and services:

- Reliability
- Safety
- Performance
- Labor costs

Ensuring indicators are established in design and technological documentation, but some of them may be regulated in standards, TU and specifications [80, p.18] .

Among the quality indicators, a special place is occupied by defectiveness indicators, which characterize the types and number of defects - deviations of actual values of quality indicators from the normative ones. They are expressed, for example, through the number of defects in a unit of goods or the number of defective units of goods per unit of time or in a batch of manufactured goods. Although defectiveness is a consequence of errors in the design and (or) production of goods, the defects themselves are found in semi-finished and finished goods, so it is quite legitimate to consider defectiveness indicators as their quality indicators. The defectiveness indicators are regulated in the design documentation, for example, in the specifications, as well as in the technological documentation of the organization that manufactures the product, provides the service or performs the work.

In order for quality indicators to be managed, i.e. predicted, selected, planned, rationed and controlled, they must be measurable or quantifiable¹.

Measurements are metrology-based when their accuracy and repeatability are ensured through the use of measurement standards, reference materials, calibrated or verified measuring instruments and certified methods. However, metrology-based measurements may not be used in all cases.

If, for example, a quality indicator is expressed in terms of the presence or absence of a feature (imperfections, delaminations, etc.), or when the quality of project documentation or personnel is monitored, there is simply no appropriate metrological support. For this purpose, various calculations are used or a generalized evaluation in points is applied, for example, in organoleptic testing or for individual attributes (reliability, user-friendliness, ergonomics) [80, p.18].

Often resort to a generalized, quantitative assessment of the quality of an object as a whole, using expert methods. Such a generalized assessment allows to demonstrate the level of quality to consumers and other stakeholders, for example, when participating in competitions, as well as to compare their goods with similar goods of competitors, to set quality goals.

¹ Glichev A.V. Fundamentals of product quality management. 2009. C. 41.

Quality work methods can be categorized into several groups:

- quality assurance methods;
- Quality incentive methods;
- methods of controlling the results of quality work.

The techniques and tools of total quality management can be categorized by management areas, e.g.:

- Quality
- process
- Personnel
- Resources

In addition, quality management methods also include systems and methodologies, which in practical terms are sets of methods and techniques that are united by a common concept. [18, p.113]

A number of methods can be categorized according to the object of influence:

- information,
- social systems,
- equipment.

Management of social systems is divided into economic, organizational-administrative and socio-psychological methods.

Economic methods of management imply the creation of economic conditions that encourage employees and teams of enterprises, departments to systematically improve and ensure the required level of quality. The development of market relations requires a wider use of economic methods of quality management. Such methods may include the following:

- financing of activities in the field of quality management;
- economic calculation in the units of the quality management system;
- economic incentives for production;
- pricing of products and services taking into account their quality level;
- application of the system of labor remuneration and material incentives;
- Use of economic measures to influence suppliers;

- business planning for the creation of new and modernized products and services.

Organizational and administrative methods are implemented through binding directives, orders, management instructions and other prescriptions aimed at improving and ensuring the required level of quality:

- regulation (functional, official, structural);
- standardization;
- rationing;
- Instruction (explanations, clarifications);
- dispositive impact (orders, instructions, directives, decrees, etc.).

Socio-psychological methods influence the socio-psychological processes occurring in labor collectives to achieve quality objectives. In the field of quality management they may include:

- moral incentives for high quality labor results;
- techniques to improve the psychological climate in the team (elimination of conflicts, selection and ensuring psychological compatibility of employees);
- taking into account the psychological peculiarities of members of labor collectives;
- formation of motives of personnel labor activity aimed at achieving the required quality;
- preservation and development of the company's traditions of ensuring the required quality;
- ways to increase self-discipline, responsibility, initiative and creativity of each team member. [Помилка! Джерело посилання не знайдено., р.86-87]

The goal of modern quality management is not only to increase customer satisfaction (primarily due to quality products), but also to achieve this in the most economical ways. Depending on the peculiarities of the organization, various methods of increasing its efficiency can be applied: "Total Productive Maintenance of Equipment" (TPM), "Streamlining" (8S), quality economy system, process re-engineering, etc.

Statistical methods of quality management usually include not only methods related to the processing and analysis of large arrays of quantitative data, but also separate tools for working with non-numerical information². For example, in the group of "Seven basic" quality control tools "histogram, stratification (stratification), Pareto diagram, scatter diagram and control charts are intended for quantitative information, cause-and-effect diagram systematizes logical data, with the help of a checklist any kind of information is summarized in numerical form. Sometimes, instead of stratification, this group of methods includes a flowchart - a graphical representation of the sequence of process steps.

1.3. Quality management of technological processes at airports

The following elements are required to create an efficient transportation system: - developed transport infrastructure; - highly productive safe transport vehicles that can provide high quality transport services; - accessible high quality, safe transport services; - creating conditions for the level of supply of transport services to exceed demand; - creating a competitive environment both in the transportation market and for servicing transportation processes.

In order to organize high-quality transport services, it is necessary to form approaches to the selection of service quality standards, to provide incentives for the development and implementation of highly efficient transport service technologies. Creation of normative legal base and development and implementation of methods of state regulation should be aimed primarily at the methodology of development of service quality standards and formation of a data bank on service quality in the transport sector of the economy, both in Uzbekistan and worldwide. An important element of the normative legal base of state regulation of air transport is the formalization of official terminology in the field of civil aviation. The development of civil aviation is inextricably linked with the need to form regulatory legal acts that reflect the requirements of the time, the requirements necessary for the development of air transport. It is also necessary to take into account the global processes in the field of civil aviation, which especially affect

the emerging system of concepts, the system of relations to consumers of air transportation services.

One of the conditions for the formation of high-quality transportation services in a market economy is the creation of competition. It is necessary to create conditions for the development of internal competition: between carriers, types of transport, passenger and cargo service organizations. Internal competition will ensure the increase of rhythmicity and acceleration of goods movement, decrease of transportation costs, increase of accessibility of transportation services, increase of quality level of provided transportation services. The issues of quality of transportation services are as important as safety and efficiency of these services.

Let's consider the main technological processes of airport activity and the influence of external factors on quality levels in the performance of technological processes.

There are conventionally termed "external factors" that affect the quality of service of the commercial load and the aircraft. These include:

- requirements for the list and quality of requested air carrier services;
- maintenance requirements for different types of aircraft;
- requirements of passengers and visitors (greeters and escorts, employees of airport enterprises, etc.);
- requirements of the regulatory authorities;
- requirements of the shareholders of airport enterprises.

The requirements for both the list and the quality of the service processes performed depend on the type of air carriers:

- traditional carriers with the most complete list of passenger service processes both at the airport and on board the aircraft;
- charter carriers;
- local air carriers;
- low-cost carriers.

Traditional carriers (carriers with a full range of services for passengers) provide a full range of services to passengers, including classes of service on board aircraft, carry cargo and require the performance of virtually all technological processes with a certain

level of service quality, high requirements for punctuality of technological schedules of ground handling.

Charter air carriers do not carry cargo, but there is no segmentation by classes of service on board, there are no high requirements for flight punctuality, accordingly, some technological processes are not performed (cargo handling, there is no onboard catering of high classes of service). In general, charter air carriers' requirements for the quality of service at the airport remain at a fairly high level, but lower than those of network air carriers. Transportation on local airlines has its own peculiarities: small capacity aircraft (up to 50 seats), low frequency of flights (several times a week), short duration of flights (up to 2-2.5 hours), as a rule, absence of onboard meals for passengers, refueling of fuel and lubricants at the base airport of departure, minimum requirements for ground handling at the airport of initial destination. Accordingly, the requirements for both the set of technological processes and the quality of service at local airports are not as high as at airports where flights are operated by traditional air carriers. Transportation by low-cost airlines is characterized by a minimum set of services provided by the air carrier and, accordingly, a minimum set of technological processes in ground handling at the airport.

At the same time, there are common basic requirements for all air carriers to service passengers and aircraft to airport enterprises: timeliness and safety of ground handling. The requirements for a certain level of passenger, baggage and cargo service quality depend, among other things, on the type and requirements of a particular air carrier.

The quality of commercial load and aircraft service at airports depends on the amount of work performed:

- the number of performed takeoff and landing operations at the airport;
- the number of passengers served (whether this value is close to the airport's capacity or not);
- status of the airport (domestic, international); - affiliation of air carriers (domestic, foreign) that perform transportation to these airports.

The demographic composition of passengers is becoming increasingly diverse and airport management must take into account the diverse needs of the different groups of passengers passing through airports. There are certain requirements for the level of

service quality at airports for passengers, and the requirements differ somewhat for different groups of passengers. For this purpose it is necessary to carry out segmentation of passenger groups - by purpose of travel, by class of service, by physical capabilities, by age categories. And in these groups to find out their preferences in service and from this will be determined the features of service for different categories of passengers. Thus, in order to provide services properly, airport enterprises need to determine which categories of passengers they have to deal with when serving.

Airport operations depend on the above external factors for the quality of service provided to passengers. At the same time, it should be remembered that the levels of service quality at airports depend on the resources available to the airport:

- Optimal system of operational management of production processes of the airport enterprise;
- availability of trained personnel;
- availability of sufficient quantity and technical condition of ground-based aviation equipment;
- of high-performance modern equipment;
- high throughput capacity of the airport terminal premises;
- high airfield capacity;
- a high level of non-aviation activity.

An important element of ground handling is the sequence and required time for performing technological operations, the so-called technological ground handling schedule. The technological ground handling schedule (TGS) includes all ground handling processes from aircraft arrival to departure, including pad installation, passenger boarding and disembarkation, baggage loading and unloading, refueling and other pre-flight procedures, the performance of which, despite the high speed of service, is carried out in strict compliance with flight safety rules. The time countdown starts from the moment the aircraft is parked at the parking lot, where ground handling is performed. The number of technological operations to be performed, the sequence (parallelism) of performance, and the time required to perform each technological operation depends on

the type of aircraft, the requirements of a particular air carrier and the technical capabilities of the airport company at a particular time of day.

There are desirable and acceptable levels of service quality.

The range between the desired service and the acceptable service is the tolerance zone. The tolerance zone is the range of quality levels in which consumers are willing to accept variations in the quality level of the service provided.

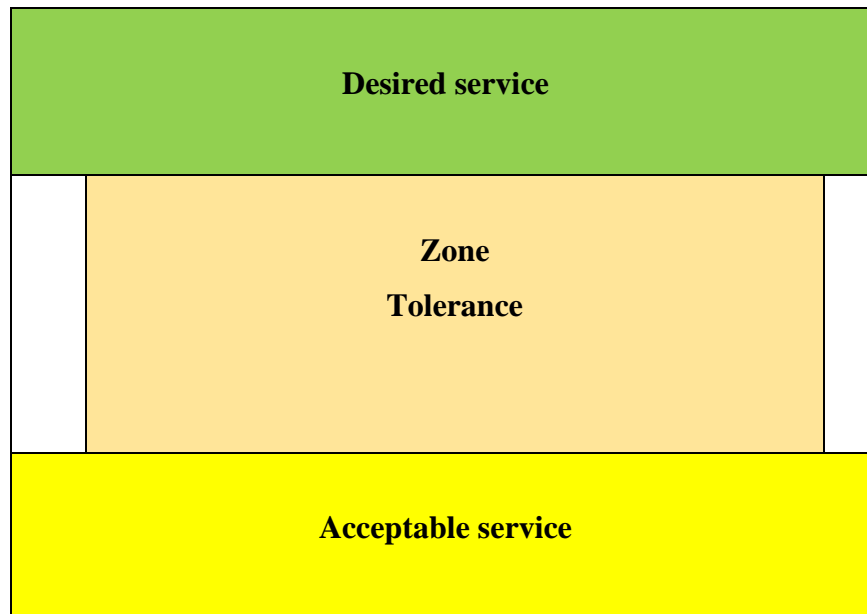


Fig. 1.4 Levels of expected service quality[34]

The size of tolerance zones (the range of expected service levels) may vary depending on the categories of consumers. For example, busier consumers have higher demands on time spent on service, and hence the size of the tolerance zone is smaller for such consumers. Tolerance zones are different for different service quality criteria. The passenger should be seen as the centerpiece of the airport's operations and the main controller of service quality.

The main elements of quality management are: planning, motivation and quality control, loss control, personnel training, performance discipline, standardization and unification of parts, tools and working methods, introduction of instruction cards.

An important development has been the use of statistical methods of quality control.

Joseph Juran, one of the main founders of the quality revolution in Japan, is believed to be one of the founders of the industrial model of quality improvement. Juran and his

associates discovered that problems and opportunities for improving the quality of goods and services usually lie more often in the production processes themselves, and quality defects can very rarely be attributed to a lack of will, skill and good intentions on the part of those involved in these processes. Even when so-called human factors are at the root of quality defects, the problems lie not in motivation or apathy, but in poor job design, management failures, or lack of understanding of purpose. According to the authors of the theory, 85% of the causes of poor quality relate to the production processes themselves and only 15% are related to the human factor. D. Juran presented his theory in the form of a trilogy on quality. He believed that quality management includes three basic processes:

- Quality planning
- Quality control
- Quality Improvement.

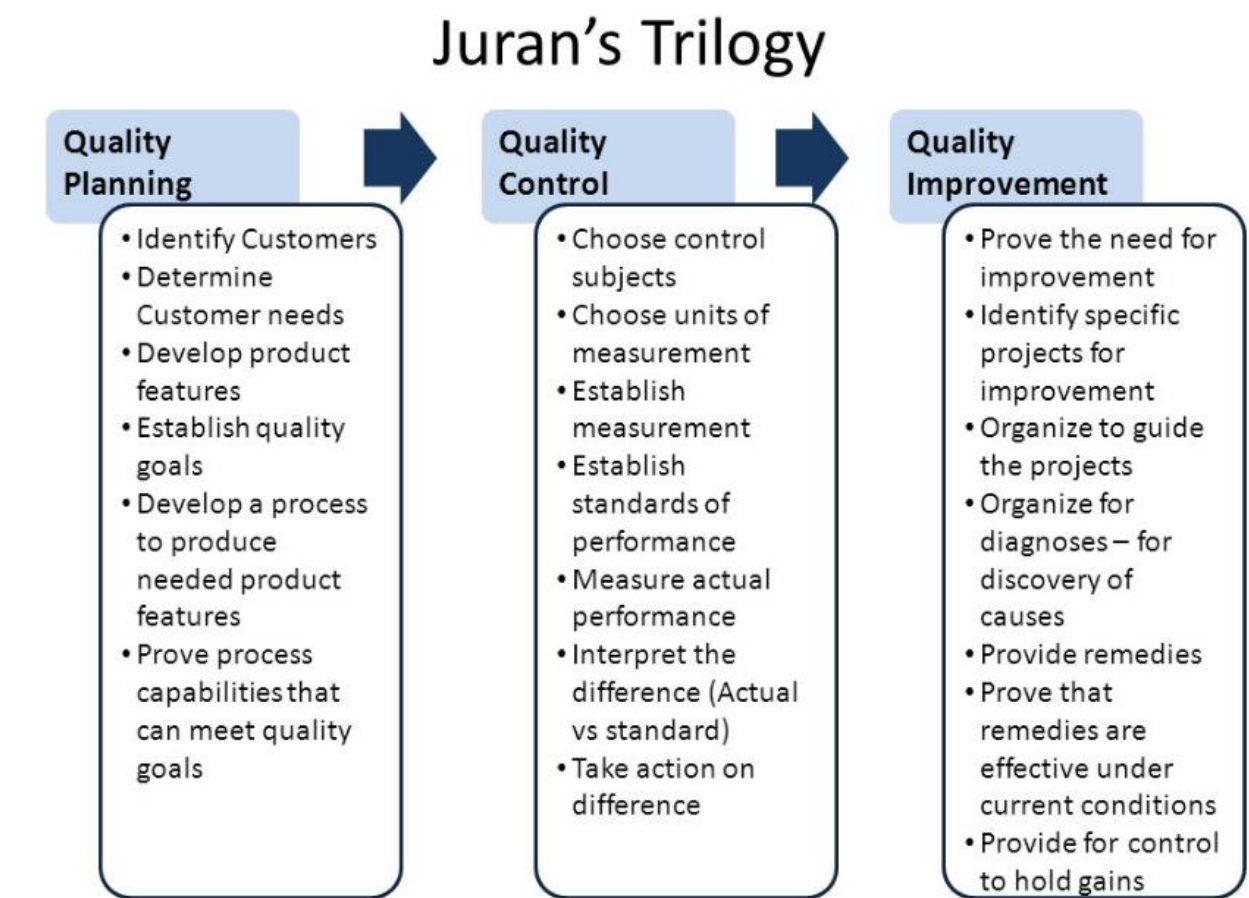


Fig.1.5. Juran`s trilogy[19]

Quality Planning. First, the consumer must be identified. This is someone involved in the process, including external and internal consumers. Once the needs of the consumer have been identified, products or services must be developed that meet, meet these needs, develop quality objectives that ensure the lowest possible cost. The next stage is process design. The products must be manufactured under existing production conditions. Finally, the manufacturing process must be communicated to the employees through the efforts of all those involved in the planning, the employees must be given proper training.

Quality Control. The focus is on the control of critical elements. These elements, the methods and measuring instruments for their control, and the performance standards must be defined. The actual level of performance is then measured, compared to the standard and corrective action is taken. D. Juran believed that the quality control function should be devolved to a lower level, and that perhaps the control would be performed by the employees responsible for doing the work. This would mean extensive training of staff in data collection and decision making.

Quality improvement. This process involves the creation of specific improvements. A team is organized to lead the project, identify causes and make recommendations suitable for the existing production conditions. Finally, mechanisms are developed to control the new processes and to consolidate the achievements. His theory of quality reveals the relationship of the three principles mentioned above. First, quality planning is carried out. Once the development of designs and processes is finalized, responsibility falls to the production people. Mistakes made in initial planning are costly in the long run, a phenomenon Juran called chronic losses.

What can be managed is what can be measured. Quality can and should be measured. How to measure the quality of care - with the help of quality indicators or, in other words, quality "characteristics" or, in other words, quality criteria.

Quality indicators are quantitative and qualitative. Quantitative indicators are the time to perform technological operations, the time a consumer (passenger) waits to receive a service or the required floor space for accommodating visitors (meeting, seeing off), passengers in different areas of the terminal, the percentage of occupied seats in the waiting area for boarding, the percentage of serviceable equipment used for ground

handling, etc. Qualitative indicators of service are determined by the consumer (passenger) on the basis of his/her previous experience and his/her impressions of the provided service on a certain scale: excellent, good, acceptable, bad, very bad. At the same time, these assessments are levels of service quality. Quantitative and qualitative indicators of service quality are formed on the basis of passengers' opinion (impressions) and available resources of the airport enterprise.

The level of service quality is assessed by the passenger on the basis of previous experience, exchange of information on service quality with friends, acquaintances, advertising materials. This is how the expected level of service at the airport is formed. The perceived level of service quality is formed from the impressions received from the three main parameters at the airport:

- airport premises (station area, parking lots, terminal and its interior);
- of the service processes being performed;
- the activities of the maintenance staff.

Quality of service indicators for airport facilities and premises are: - Airport accessibility, i.e. how easy it is to get to the airport and whether there is a choice of public transportation;

- - accessibility of public and private vehicle parking lots for passengers;
- - ease of finding a parking space for personal vehicles, its cost for a passenger or a meeting person;
- - time taken to go from public transport and private parking lots to the airport terminal;
- - condition of the terminal area (cleanliness);
- - the exterior of the airport terminal;
- - cleanliness of the premises of the terminal areas;
- - cleanliness of hygiene facilities,
- - condition of the atmosphere in the air terminal (temperature, humidity, air exchange, illumination, etc.)
- - sufficiency of catering facilities.

These are some of the quality indicators for the premises. It all depends on the approach of the airport enterprise to the selection of such quality indicators. Quality of service indicators for passenger service processes at the airport are:

- ease of passenger navigation in the station square;
- ease of passenger navigation into the terminal building;
- time spent in line for inspection at the entrance to the airport terminal;
- availability of baggage carts at the entrance to the airport terminal;
- time spent in line at passenger check-in;
- time spent in the queue for pre-departure inspection; - availability of seats for passengers in the departure waiting area;
- servicing passengers with disabilities and persons with limited mobility;
- availability of independent passenger check-in and independent baggage check-in.

The activity of personnel on service quality, as an internal resource of the enterprise, is assessed by certain quality indicators. These include indicators of service (service) quality that ensure its ability to meet certain needs of passengers:

- reliability;
- caution;
- trustworthiness;
- accessibility;
- communicativeness;
- attentive attitude.

Reliability is defined as the ability of personnel to continuously provide service in accordance with the standard adopted by the airport enterprise. The basis for reliability is the competence of service personnel, continuous theoretical and practical training of personnel.

Alertness - anticipate possible questions from the passenger and provide service in a proactive manner. During the service very often non-standard situations arise, passengers have a problem or need help. In such cases the ability of an employee to find a rational solution and help the passenger to solve the problem is evaluated. That is why

it is necessary to plan in advance the options of elimination of such problems and develop own approaches. Accessibility - an employee of the servicing enterprise is always ready to listen to the passenger or come to his/her assistance.

Communicativeness - the ability to communicate and provide a service that eliminates misunderstandings between employee and passenger by ensuring that necessary information is provided to customers on time and without further request on their part.

Attentive attitude - individualized service that an employee shows towards a passenger. The special importance of this indicator of service quality is that each passenger has his/her own needs, somewhat different from the needs of other passengers.

To ensure a high level of passenger experience, the airport enterprise should demonstrate in its service that all passengers are special to it, that their individual passenger needs will be considered and met.

Currently, the following quality indicators are widely used in airport practice to assess the level of service quality:

1. Accessibility of the airport by transport, ease of entry to the airport terminal
2. Choice of public transportation, efficiency, cost
- 3- Taxi availability and cost
4. Availability of luggage carts (before and after inspection)
5. Air terminal comfort, environment and design
6. Cleanliness of the air terminal, floor, seating and public areas
7. Availability of seating by air terminal
8. Passport control - time in queue
9. Passport control of personnel attitude
10. Time spent in the queue
11. courtesy and attitude of aviation security personnel
12. registration equipment, queuing system
13. Signs in the terminal, boarding, transfer, arrival.
14. Clarity of boarding and arrival announcements for passengers
15. Schedule board - clarity and promptness of information change

16. Friendliness of airport staff
17. Foreign language proficiency of airport personnel
18. Ease of airport transfers
19. Location of the comfort room
20. Accessibility of hygiene facilities at the air terminal
21. Cleanliness of personal hygiene facilities
22. Equipment for TV programs and entertainment
23. Recreation areas, hotels
24. Children's playgrounds, what is provided
25. Selection of stores
26. Prices in stores
27. Selection of bars, cafes, restaurants
28. Prices in bars, cafes, restaurants
29. Internet access (WI-FI)
30. Business Center Services
31. Location of telephones
32. Currency exchange offices
33. Bank kiosks
34. Service standards for passengers with disabilities and persons with life limitation
35. Time of baggage delivery to passengers
36. Baggage delivery time with priority.

At the same time, it should be noted that not all of these indicators are used in airport practice when assessing the quality of service, it all depends on the quality policy of a particular airport enterprise and resource capabilities.

The scales of levels of service quality indicators used in the world are from 1 to 5, where 5 is excellent, 4 is good, 3 is acceptable, 2 is bad, 1 is very bad. There is also a score of "0" - the service is not provided.

There is a recommended scale of IATA service levels - A, B, C, D, E, where "A" corresponds to grade 5, "B" corresponds to grade 4, "C" corresponds to grade 3, "D"

corresponds to grade - 2, "E" corresponds to grade 1, "F" corresponds to grade 0 (service not provided).

Airport enterprises dealing with service quality issues adopt voluntarily one of the quality levels, usually level "3" (acceptable), based on the resource capabilities of the airport enterprise. Voluntary service quality standards are developed by airport enterprises themselves. When undergoing voluntary certification, the accepted quality levels should be continuously confirmed during the next certification.

Recommendations on the selection of service quality criteria - depending on external factors (socio-economic development of the region, passenger traffic through its airport enterprise, airport route network, airport status (international or domestic), available resources), an airport enterprise independently selects its quality indicators and their levels to manage the level of service quality, taking into account the opinion of passengers.

There are several methods of measuring service quality:

- Instrumental - based on information obtained using technical measuring instruments.

- Registration - collection of comments and suggestions (social networks, logs of complaints and suggestions, feedback on the official website of the organization)

- Expert - determination of values of quality indicators is based on a decision made by a group of expert specialists.

- Sociological - based on the collection of information about the opinion of actual or possible consumers of services on the quality of service. The information is collected in the course of an oral survey or by distributing questionnaires.

- Secret (Secret) passenger - obtaining information on the identified levels of service quality directly from service users. Let's consider the main methods of service quality measurement: Instrumental method - based on information on service quality obtained using technical measuring tools. This method became widespread with the development of information technologies. That allowed to apply a wide range of such technologies to measure a number of indicators of quality of services provided in the airport activities for

the maintenance of commercial load and aircraft. The instrumental method is mainly used to measure the levels of the following quality indicators:

- the time the passenger is in the check-in queue;
- the time a passenger is in line for inspection;
- the time a passenger is in line for passport control;
- sufficiency of seats in the waiting area for boarding;
- waiting time for baggage collection upon arrival at the airport of destination;
- quality level of air terminal premises maintenance;
- quality level of baggage handling in the sorting and picking area.

These are only a basic part of the quality indicators that can be measured using the instrumental method. The main types of instrumental methods are: video surveillance, Bluetooth technology, use of video and infrared surveillance systems, touch screens.

Nowadays video surveillance systems are used not only for airport security purposes, but also for determining passenger service quality levels. The main tasks solved with the help of video surveillance method are counting the total number of passengers in a certain zone (queue), counting the density of the flow of passengers passing through a certain zone of the airport terminal, determining the time of certain passengers in the queue for service. Two types of video cameras are installed in the measurement zone of the airport terminal: dome network cameras along the passenger flow path, in certain places (network video cameras are placed above the entrance to the zone and the exit from the zone, providing an image of high contrast and clarity). Video signals from the cameras are processed by software, which provides processed measurement results. This may be the time passengers spend in queue (for inspection, check-in, passport control, boarding) during certain periods of time (peak periods, low periods, measurements every five minutes, ten minutes, etc.), it may be the sufficiency of seats in the waiting area for boarding. The type of software used depends on the task at hand, namely what information is to be obtained or in other words what quality indicator is to be measured. Video surveillance. Measurement of the number of people in a certain area.

The sociological method is based on the collection and analysis of opinions and impressions about the level of quality of airport services provided by passengers and

airport visitors. Oral surveys of passengers and other airport visitors are used, questionnaires with questions about the quality of service at the airport are distributed among airport visitors, opinions on the quality of service are collected at conferences, meetings, exhibitions. In order to apply the method, it is necessary to develop a system of survey and processing of results. An important role in the sociological method is played by collecting information on the quality of service in social networks (Facebook, VK, LinkedIn, Google+, Twitter, Livejournal, Flickr, Instagram, YouTube, Vimeo, Vine, Snapchat, Twitter, Odnoklassniki, etc.). Another direction of sociological method was the use of "feedback" with passengers on the official website of the airport. An important role is played by oral surveys (interviews) of passengers on the quality of service by the airport enterprise. This method of obtaining information primarily about shortcomings in the service, which prevent to improve the overall level of quality of passenger service and with this method it is possible to obtain the most reliable opinion of passengers. Important elements of the oral interview of the passenger at the airport are: - selection of interview questions; - selection of places at the airport (air terminal) for passenger interviews; - training of staff to conduct interviews.

Before selecting questions, it is first necessary to find out what passengers need to know or what information they need to obtain. This largely depends on the form of the question. Taking into account the fact that passengers do not have enough time, and to a greater extent passengers have no desire to enter into a conversation with a stranger, questions should be formulated briefly and the number of questions should be small (no more than three or four). Based on this, the questions should be devoted to the quality of service of a particular stage of passenger service: check-in, pre-flight inspection, information service, cleanliness of airport terminal premises, service in a particular catering facility, etc. In oral questioning, the form of the question should not put the passenger in front of a choice of answer (satisfactory service, excellent, good, satisfactory service, bad), in this case the passenger will either avoid answering or choose something average from the proposed options, which will not be his/her own impression of the service. Questions should be specific: "what did you miss at check-in?" or "what were you dissatisfied with at check-in?" Such questions bring the passenger into the realm of

actual (not imagined) tasks that need to be accomplished in order for passengers to cooperate with the surveyor. In this case, the passenger may answer more broadly than the question asked and give away even information that they were not asked about. In addition, when answering a question asked "through the particle "NOT", people generally answer what they think about the question. They may not answer, but if they do, they are likely to tell the truth. The place where the passenger is interviewed (surveyed) is important in relation to the topic of the questions being asked. It is important that the passenger during the interview is under the impression of the received service or expectation of the forthcoming service, and these impressions or expectations of the passenger are important to get during the interview. Questioning is a method of mass information collection, absentee survey. Information is collected during oral interview or by distributing questionnaires.

CHAPTER 2. ANALYSIS OF UZBEKISTAN AIRWAYS WAO'S KEY QUALITY MANAGEMENT INDICATORS

2.1. Analysis of Uzbekistan Airways JSC activities

Uzbekistan Airways was established in 1992, marking a new era in the process of establishing civil aviation in the Republic of Uzbekistan. During this time, the brand "Uzbekistan Airways" has become known and recognized worldwide as a stable, safe and reliable air carrier [98].

Uzbekistan Airways has implemented many major projects in recent years. The ground infrastructure of airports has been modernized, the aircraft fleet has been completely renewed and new aircraft have been introduced. New routes have been opened, new terminals and air terminals with high capacity have been built, and advanced technologies have been introduced.

Uzbekistan Airways JSC consists of the following divisions:

- Uzbekistan Airways Sales;
- Uzbekistan airways Technics LLC;
- Uzbekistan Helicopters LLC;
- Training Center LLC;
- Catering, LLC.

Uzbekistan Airways Sales" branch is the General Agent for air transportation sales in the territory of the Republic of Uzbekistan, acting on behalf of the Company and providing services in terms of air transportation sales.

The primary objectives of the agency are:

- Reservations and sales of air transportation for the Company's flights, as well as other airlines with which relevant agreements have been concluded.
- Ensuring high service and quality of air transportation sales, raising the qualification level and organizing training of the personnel of the Branch and agent network.

"Uzbekistan airways sales" has an agent network for air transportation sales on the territory of the Republic of Uzbekistan, which allows passengers to purchase air tickets on the territory of the Republic of Uzbekistan.

In accordance with the interline agreements concluded with the respective airlines, the agency is able to pre-book and sell air transportation on flights of other airlines to various destinations.

The air transportation realized by the agency itself or its agents is done through e-ticket, which creates convenience for the passengers.

"Uzbekistan airways sales and its agents have the opportunity to sell air transportation services both in cash and non-cash payment, including the use of plastic cards.

The agency is working to address passenger appeals on issues related to air transportation processing.

Uzbekistan Airways Technics LLC is a structural subdivision of Uzbekistan airways JSC, which has more than 98 years of experience in the field of maintenance and repair (MRO) of aircraft, engines and components. The modern UAT complex performs MRO of such airplanes as Boeing 737/747/757/767/787, Airbus 300/310/318/319/320/320/321 and their components. The favorable geographical location of the airline, adjacent to Islam Karimov Tashkent International Airport, allows it to receive, store, maintain and repair aircraft of any class.

The hangars of the aircraft repair complex, with an area of 17'280 square meters, can accommodate three wide-body aircraft simultaneously, on which all types of basic maintenance tasks are performed.

High qualification of the aviation technical personnel of UAT LLC; meets the requirements of ICAO, European Aviation Safety Agency (EASA PART-66 and 145) and European norms (EN4179).

Uzbekistan Helicopters LLC was organized in accordance with the Decree of the President of the Republic of Uzbekistan dated 27.11.2018. No. UP-5584 "On measures for cardinal improvement of civil aviation of the Republic of Uzbekistan", as a legal

successor of the State Unitary Enterprise "Air Company of Special Aviation Works", which operated in the aviation services market of the Republic of Uzbekistan since 1997.

Uzbekistan Helicopters LLC as a structural subdivision is a part of Uzbekistan Airways JSC.

Uzbekistan Helicopters LLC has valid Operator and Maintenance Organization Certificates issued by the Uzaviation Agency.

Uzbekistan Helicopters LLC currently has a fleet of Mi-8MTV-1, H125 and H130 helicopters manufactured by AIRBUS HELICOPTERS.

The helicopters are based at Tashkent International Airport named after I. Karimov.

Uzbekistan Helicopters LLC provides the following types of helicopter services:

- passenger transportation;
- transportation of cargoes inside the fuselage and on external suspension;
- transportation and liaison work
- construction and installation works and loading and unloading works;
- flights to provide medical assistance to the population and conduct sanitary measures;
- experimental and research work;
- patrolling gas and oil pipelines;
- forestry operations;
- parachuting paratroopers and cargo;
- aerial visual, aerial photography, search and survey flights;
- farmland overflights,
- sightseeing flights;
- Heliski flights;
- Helibike flights
- special flights in the interests of ministries and agencies.
- maintenance of MI-8MTV-1 type helicopters

Uzbekistan Helicopters LLC crews are first-class pilots with extensive experience in various climatic conditions, mountainous and high-mountainous areas.

Engineering and technical personnel of Uzbekistan Helicopters LLC ensures airworthiness and quality maintenance of helicopters according to all forms of the Regulations.

Training and Training Center LLC is the main educational institution for training and retraining of Aviation personnel in the territory of the Republic of Uzbekistan. The Training Center provides initial training of pilots, flight attendants of civil aviation, as well as flight support staff to work in flight control centers of airlines and air navigation services.

Advanced training courses approved by the Aviation Administration of the Republic of Uzbekistan are conducted in strict compliance with ICAO and IOSA standards.

The Training Center has a modern training complex. Training on Virtual Procedure Trainer and Full Flight Simulator Level D simulators is conducted 24 hours a day, 7 days a week. The serviceability of the most sophisticated simulator equipment is ensured at the level of 99.7%.

Ketring LLC is a structural subdivision of Uzbekistan airways JSC and is equipped with modern specialized equipment. The capacity of the enterprise allows to prepare thousands of portions of in-flight meals, provide hot and cold dishes, various drinks and fruits to airplanes of all airlines landing at Tashkent airport. Technological equipment of "Ketring" includes 150 units of equipment, international system "Gabriel", "SITA", AFTN, which allow to receive information about passenger orders in the shortest possible time.

Business class passengers have the opportunity to choose dishes to their own taste from the diet developed by Ketring specialists in accordance with international technological standards - meat, fish and poultry. Oriental flavor of Uzbek cuisine is given by dried fruits: sultanas, apricots, nuts, etc., as well as an abundance of greens and vegetables in side dishes. Only on the flights of Uzbekistan airways JSC you can taste specialty samsa baked in Ketring's workshops. The dishes are prepared taking into account the direction of the route, passengers' preferences and their adherence to a particular cuisine.

Information about the flight number, its destination, the number of passengers, including those who prefer vegetarian, kosher food (meals prepared according to special codes), is received by the operational dispatch department. There it is processed and the order is distributed to the shops. Preparations for each flight begin several hours before the airplane departs. During long flights, enhanced meals are provided.

Ketring Ltd. issues some reverse directions for meals prepared by deep freezing. Shock freezing is the best natural method of extending the shelf life of products. Thus, "Ketring" LLC is always ready to satisfy the demands of passengers both departing from Tashkent and transit passengers arriving from any part of the world.

The airline strives to make flights as comfortable as possible for passengers. Each airliner of Uzbekistan Airways has a business class, airplane cabins are equipped with comfortable seats and the most modern entertainment systems. According to passengers' reviews, the airline provides the most tasty meals, which is evidenced by the first lines of ratings, which Uzbekistan Airways JSC occupies among air carriers with the most tasty in-flight meals [92].

Innovative solutions introduced by Uzbekistan Airways JSC have enabled passengers to book and purchase tickets on the airline's website and through its mobile application via Visa, UzCard, and MasterCard bank cards, order special in-flight meals (vegetarian, kosher, children's meals, etc.) taking into account their age or religious beliefs, pre-book the most comfortable seat on board, and use entertainment programs and the Internet during the flight [80, p.18]

Uzbekistan Airways JSC is guided in its activities by the current legislation of the Republic of Uzbekistan, the Founding Agreement and the Charter.

UZBEKISTAN AIRWAYS JSC is located at: Republic of Uzbekistan, Tashkent, 100060, Amir Temur Avenue 41, TIN 306628114.

R/C: 20210840005115307001

Bank: OPERU under ChAKB "Orient Finance", Uzbekistan, 100029, Tashkent city, Mirzo-Ulugbek district, Osiye-5 str.

MFI (bank code): 01071

SWIFT: ORFBUZ22

The company's e-mail address is: info@uzairways.com

Official website of the society: www.uzairways.com

The organizational structure of the Management Board of Uzbekistan Airways JSC is presented in Figure 2.1.

The quantitative structure of the Management Board is determined based on the principles of maximizing the performance of functions controlled by one employee, reducing management personnel, eliminating repetitive communications in the management of the society and reducing management costs.

The appointment of the Chairman and members of the Management Board may be made on a competitive basis, in which foreign managers may participate.

The structure of the Management Board includes:

- Chairman of the Board;
- First Deputy Chairman of the Management Board for Production;
- First Deputy Chairman of the Management Board for Transformation;
- Deputy Chairman of the Management Board for Commerce and Tourism;
- Deputy Chairman of the Management Board for organization of flight operations;
- Deputy Chairman of the Management Board for financial issues;
- Deputy Chairman of the Management Board for Digitalization.

The Chairman of the Management Board has the right to make proposals for additional candidates to the Management Board structure due to changes in the Company's operations and production requirements.

The Supervisory Board of the Company considers candidates for the position of Chairman of the Management Board and submits the candidates to the General Meeting of Shareholders for consideration.

The Chairman and members of the Management Board are affiliates of the company.



Fig. 2.1. Organizational structure of the Executive Office of Uzbekistan Airways JSC[95]

Uzbekistan Airways operates scheduled flights to more than 65 destinations, including countries in Europe, Asia and North America. The airline has representative offices in more than 20 cities around the world^{[104]5}.

Uzbekistan Airways connects many cities of the Republic of Uzbekistan, Europe, Asia and America. The route network covers 25 countries and 43 cities. In 2022, Uzbekistan Airways added the cities of Perm, Omsk, Orenburg and Irkutsk to its flight network.

The development of transfer passenger traffic is one of the airline's strategic directions. As of today, the average transfer flow is 12 -13%.

When increasing its fleet, Uzbekistan Airways will resume the practice of targeting transfer traffic in the proportion of 35% to 65%, of which 35% will be transfer passengers and 65% will be direct passengers.

Fig. 2.2 shows the map of the international route network, Fig. 2.3 shows the map of the domestic route network of Uzbekistan Airways JSC.



Figure 2.2 Map of international flights of Uzbekistan airways JSC



Figure 2.3 Map of Uzbekistanairways domestic flights

UzbekistanAirwaysTechnics' technical base has all the necessary equipment for repairing aircraft in the company's fleet, such as *Airbus A320*, *Airbus A320neo*, *Boeing 757*, *Boeing 767*, *Boeing 787*.

The airline's current fleet consists of 29 airplanes. Of these: 10 wide-body, 17 narrow-body passenger and 2 cargo airplanes.

Table 2.1 below presents data on Uzbekistan Airways JSC passenger turnover growth*.

* Compiled on the basis of data from the State Statistics Agency under the President of the Republic of Uzbekistan [102] .

Indicators	2015г	2016г	2017г	2018г	2019г	2020г	2021г	2022г
Passengers transported, mln. people	2,2	2,1	2,2	2,6	3,2	0,9	3,0	4,1
Passenger turnover, bln. pass-km	6,8	6,7	7,5	8,8	11,0	3,0	5,3	10,9

Analysis of Uzbekistan Airways JSC passenger turnover growth dynamics is presented in Table 2.2 and Fig. 2.3.

Table 2.2.

Uzbekistan Airways JSC passenger turnover growth dynamics for the period
2019-2022

Indicators	2019 г	2020 г	2021 г	2022 г	Modification				Growth rate			
					2020 / 2019	2021 / 2020	2022 / 2021	2022 / 2019	2020/ 2019	2021/ 2020	2022 / 2021	2022 / 2019
Passengers transported, mln. people	3,2	0,9	3,0	4,1	-2,3	2,1	1,1	0,8	27,76	333,33	136,20	126,03
Passenger turnover, bln. pass-km	11	3,0	5,3	10,9	-8,0	2,3	5,6	-0,1	27,28	175,27	207,41	99,16

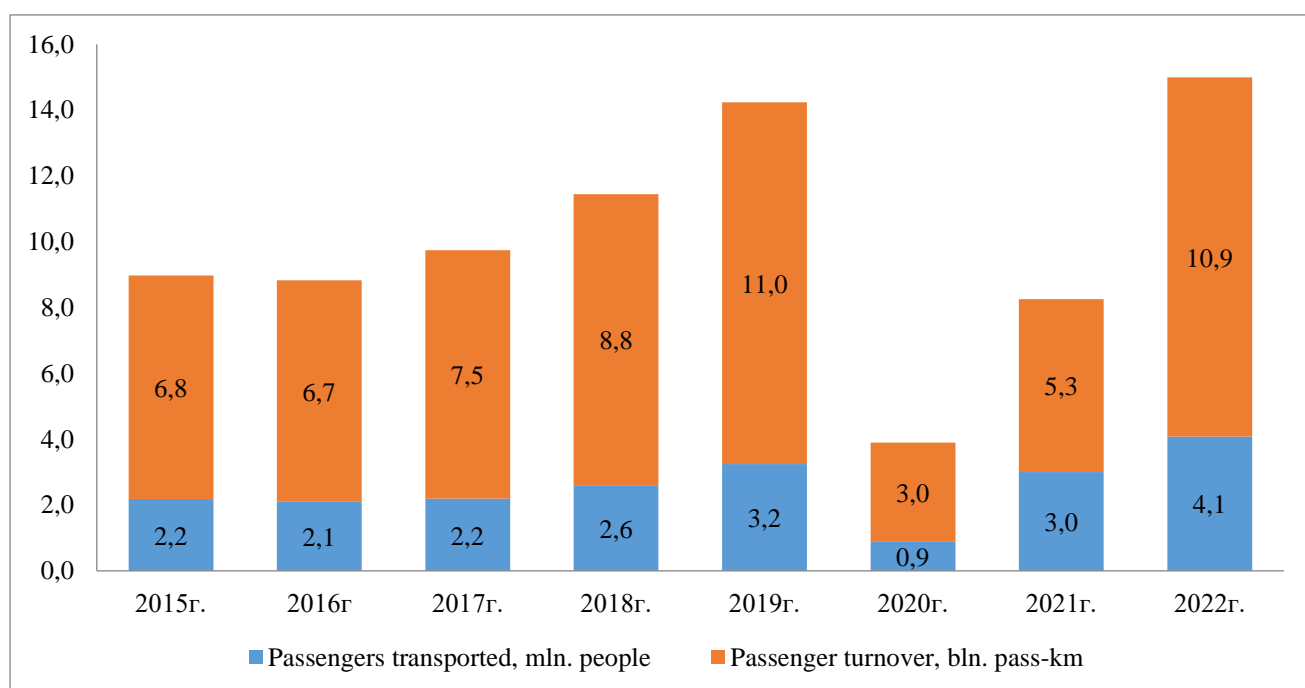


Fig. 2.4 Dynamics of Uzbekistan Airways JSC passenger turnover*

*Compiled by the author on the basis of data from the State Agency of Statistics under the President of the Republic of Uzbekistan [102] .

As can be seen from the presented analysis for the period 2019-2022, there was a clear decrease in the company's passenger turnover, which was associated with the global restrictions imposed worldwide due to the COVID-19 pandemic.

However, it can be seen that Uzbekistan airways JSC has already started to increase passenger turnover in 2021 and in 2022 exceeded the data of 2019 in terms of the number of passengers carried by 26%.

The number of passengers carried on the wings of Uzbekistan Airways increased in 2022 due to the successful implementation of the Anti-crisis Measures Plan.

Airlines are facing a crisis due to a sharp decline in passenger traffic. Due to the pandemic, border closures, flight cancellations, population shift to online shopping, the spread of telecommuting, economic uncertainty and the global manufacturing downturn led to major changes in the logistics sector as well as in aviation. Maritime, land and air cargo businesses have faced capacity challenges, highlighting the need to rethink routes and analyze supply-demand imbalances.

Further we will analyze the main production and financial indicators in Table 2.3.

Table 2.3.

Analysis of Uzbekistan airways JSC's key financial and operational indicators for the period 2019-2022*

Name of indicator	Unit.	2019r	2020r	2021r	2022r	(+/-) 2020k 2019y.	(+/-) 2021k 2020y	(+/-) 2022k 2021y.
1	2	3	4	5	6	7	8	9
Hours flown on transportation work, total	Hour	95716	39715	63753	109183	-56001	24038	45430,2
Passenger turnover:								
Performed passenger turnover (RPK), mln pkm	mln pkm	10998	3014	5259	10905	-7984	2245	5646
Ultimate passenger turnover (ASK), mln. pkm		13957	3014	7299	13197	-10943	4285	5898
Number of flights		26465	10013	17741	28140	-16452	7728	10399
Percentage of commercial utilization	%	55	49	53	59	-6	4	6

Cargo transported	tons	28790	41666	53644	64273	12876	11978	10629
Revenue, including:	billion soums	2084	3334	6311	12273	1250	2977	5962

Table continuation 2.3

1	2	3	4	5	6	7	8	9
Passenger transportation	billion soums		2459	5118	10675	X	X	X
Freight transportation	billion soums		758	1165	1408	X	X	X
Others	billion soums		117	28	190	X	X	X
Net income	billion soums	23	-756	54	294	-779	810	240

*Compiled by the author on the basis of the annual report of Uzbekistan airways JSC for 2022. [102]

As shown in Table 2.3, air cargo transport has intensified from 2020 onwards. This was due to the temporary conversion of passenger aircraft into cargo aircraft to meet the rapidly growing demand, especially for personal protective equipment, vaccine supplies and other medical equipment. Also, given the difficulty of connecting multiple modes of transportation (rail/sea/road) air cargo has started to cover a portion of the e-commerce delivery market.

Air transportation has shown significant growth in unit revenues globally compared to other modes of transportation. Uzbekistan Airways converted its aircraft to the Passenger-to-Cargo concept during the period of strict restrictions on passenger transportation, thus increasing production capacity.

Figure 2.4 shows the growth dynamics of cargo carried by Uzbekistan Airways for the period 2019-2022.



Fig. 2.5 Growth Dynamics of Cargo Carried by Uzbekistan airways JSC [97]

Figure 2.6 shows the growth dynamics of the main financial indicators of Uzbekistan airways JSC for the period 2019-2022.

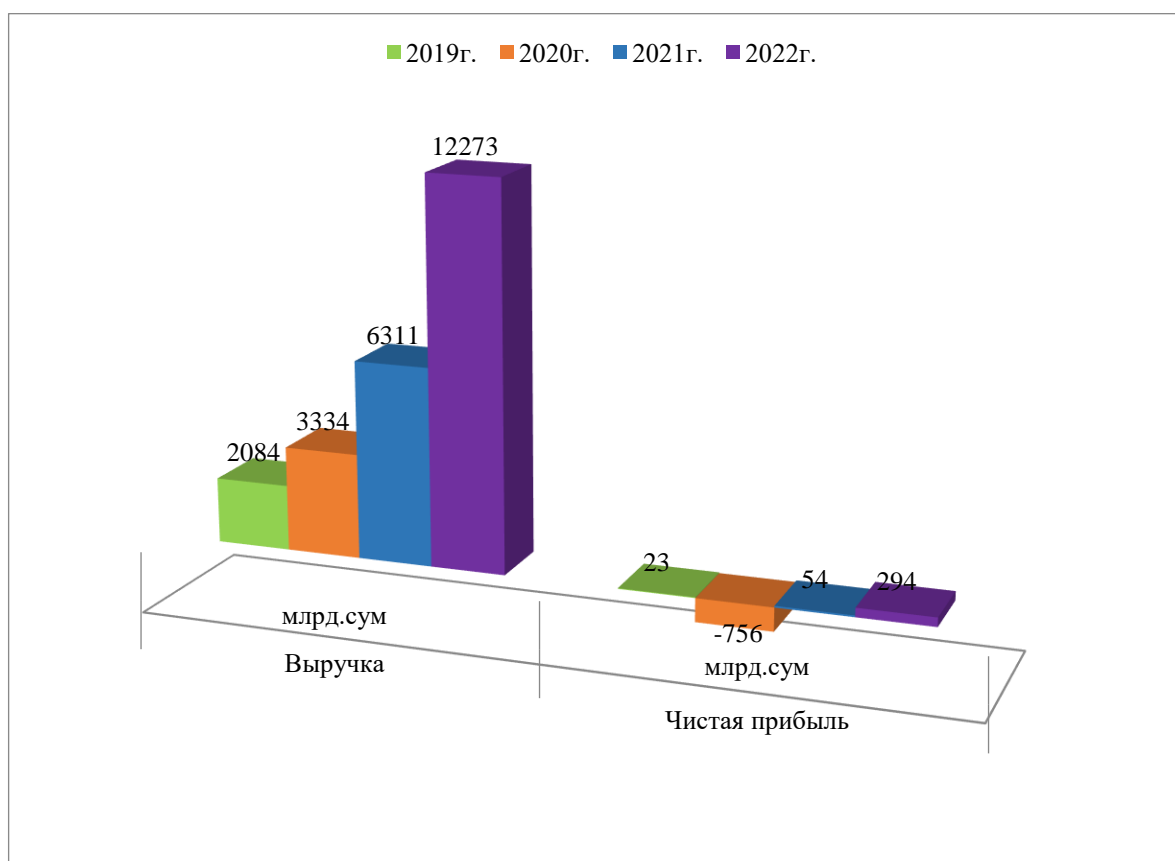


Fig. 2.6 Dynamics of growth of the main financial indicators of Uzbekistan airways JSC for the period 2019-2022.

From the analysis of the dynamics of growth of the main financial indicators, it can be seen that the revenue of the airline for the analyzed period has a positive dynamics, and the indicator of net profit for 2020 has a negative dynamics. However,

starting from 2021 the net profit of the company has already started to have positive dynamics and in 2022 exceeded the level of 2019.

2.2. Quality management of technological processes at Uzbekistan Airways JSC airports

Uzbekistan Airways' effective Quality Control System is based on the best international practices reflected in recommendations, standards and methodologies of ACI, IATA, SKYTRAX, TRL, regional associations, as well as methodologies and know-how used by airport quality leaders.

ACI - Airports Council International

IATA - International Air Transport Association

SKYTRAX is a UK-based independent rating agency specializing in airport and airline quality ratings

TRL Ltd (Transport Research Laboratory) - conducts independent research into all aspects of transport infrastructure (including airports).

Figure 2.6 shows the state and international certificates of Uzbekistan Airways JSC.

International practice shows that only a quality management system (QMS) according to ISO 9001:2000 standard in tandem with the construction of an effective airport quality control system (Fig.2.7) ensures the company's leadership in this area.





Fig. 2.7 Building a QMS based on international standards

The quality control system of Uzbekistan Airways JSC consists of seven main interrelated elements (Figure 2.8).



Fig. 2.8 Mandatory elements of the QMS

The objects and parameters of airport quality control are the quality standards set at the airport. This is where we lay down our responsibility to the passengers and customers of the airport and set the level of airport service. Quality standards are laid down in the processes of ground handling of airline aircrafts, passenger service at all stages, security, customs/immigration concession work. The object of control is understood as a service provided by the airport, and the control parameters are its consumer characteristics with specified numerical indicators. Numerical indicators in the control parameters are the "bar", the level of fulfillment of obligations to the client, which is set by the airport, what it strives for. It should be taken into account that when

organizing quality measurement processes, the task is to use subjective assessments as little as possible, giving preference to objective criteria.

The second element of the quality control system is the methodologies of control parameters. The difficulty in the development/selection of methods lies in the need to provide the most objective information about the real level of quality and stability of production processes, as well as their independence from the human factor. The number of control methods to be applied is determined based on the selected objects and control parameters. For each object, at least one unique methodology is applied. In total, the airports - leaders in quality - apply from 200 to 400 methods. This depends on the degree of progressiveness of existing technologies and the capabilities of information systems involved in the production cycle.

The third element of the system is formed by production technologies. They are the subject of mandatory audit when selecting quality control methods. Production technologies are not changed when building a quality control system, i.e. the system must be built for the existing technologies. In total, up to 1,500,000 production operations are measured monthly at quality leader airports.

The fourth element of the quality control system - information systems allow rapid intelligent analysis of large arrays of quality data. Monitoring of quality control objects is integrated into production automated systems.

All quality leader airports have gone from collecting information manually to fully automating data collection and creating sophisticated integration systems.

The fifth component of the system is Regulation of activities. Quality control regulations are documents that formalize the work of the quality control unit in the main areas. In general, at least 7 regulations are necessary for the effective work of the quality control unit: from building customer feedback to holding periodic quality meetings.

The sixth element of the quality control system is the quality control unit itself, as an independent structural unit.

The seventh and final element is the motivation of the staff of the quality control unit. Motivation of personnel should be aimed at providing objective information on the

quality of services and sustainability of the airport's production processes. The more comments on quality are identified, the more labor remuneration is paid.

The main document of the Company's QMS is the Quality Manual developed and maintained in working order.

It contains a general description of the Company's quality management system, its constituent subsystems (quality planning, quality management, quality assurance and quality improvement), its scope of application, references to documented procedures of the quality management system, as well as a description of interaction of processes included in the quality management system.

The Quality Manual is developed and used by Uzbekistan Airways JSC for the following purposes:

- Notification of the Quality Policy, procedures and requirements of Uzbekistan Airways JSC;
- description and implementation of Uzbekistan Airways JSC's efficient quality system;
- application by the management personnel of Uzbekistan Airways JSC for control of the Airline's activities in the field of quality and improvement of the quality system;
- providing a documented basis for the audit of the quality system of Uzbekistan Airways JSC;
- Ensuring the integrity of the quality system and its requirements under changing circumstances;
- training of Uzbekistan Airways JSC personnel in the requirements of the quality system and compliance methods;
- increase customer satisfaction through the effective application of the QMS, including processes for its continuous improvement and ensuring compliance with customer requirements and relevant legal and other mandatory requirements;

- demonstration of compliance of the management system of Uzbekistan Airways JSC with the requirements of the international standard ISO9001:2015.

Frequency of revision of the document is once every 5 years [9].

Uzbekistan Airways JSC Quality Manual is intended for general planning and management of Uzbekistan Airways JSC activities affecting quality, as well as for use by managers and specialists in planning, execution, inspection, analysis and evaluation of work performance ensuring the quality of services provided by Uzbekistan Airways JSC.

The Quality Management System (QMS) along with the Airline Management System (ORG) and Safety Management System (SMS) are among the fundamental management systems of Uzbekistan Airways JSC.

Uzbekistan Airways JSC classifies seven systems as operational systems (based on ISARPs classification):

- flight operations management system (FLT);
- flight control system (DSP);
- aircraft maintenance management system (MNT);
- system of work organization in the aircraft cabin (CAB);
- the system of organization of ground handling of aircraft, transportation of passengers and their baggage (GRH);
- cargo transportation organization (CGO) system;
- aviation safety management system (SEC).

The integrated Airline Management System is shown in Fig. 2.9.

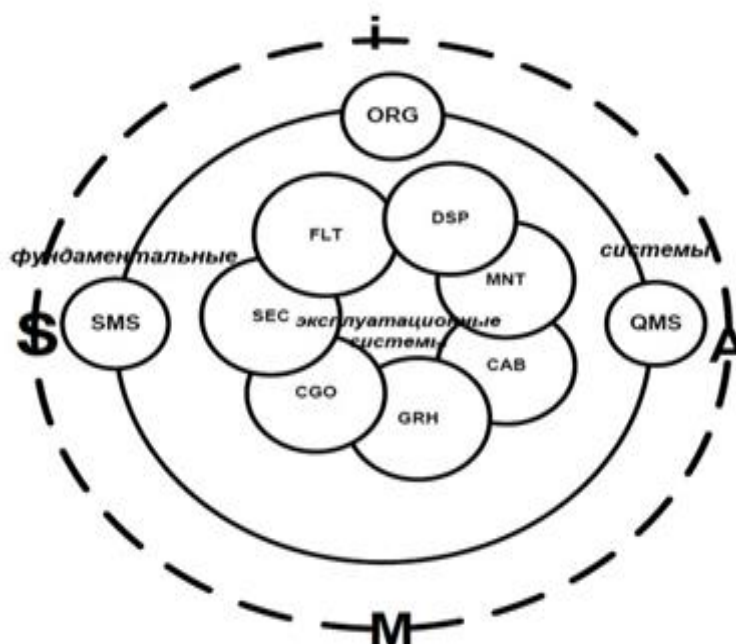


Fig. 2.9 Integrated Management System of Uzbekistan Airways JSC

Maximum full satisfaction of customer requirements and expectations is considered as the main purpose of QMS, the target criterion for assessing its performance and determining areas of improvement.

The management of Uzbekistan Airways JSC carries out continuous work to identify customer requirements and ensures that risks and opportunities that may affect the conformity of services provided and the ability to improve customer satisfaction are identified and assessed. Identification and assessment of risks affecting the conformity of services provided and the ability to improve customer satisfaction.

Based on the results of the analysis of causes/factors of aviation events and assessment of measures taken to improve the level of flight safety and operation of the SMS in the JSC, in order to prevent aviation events and improve flight safety, according to the requirements of the JSC's Safety Management Manual, the target indicators of BP with acceptable levels of flight safety in the JSC for the next year 2023 were established. Risk management was also analyzed and Uzbekistan Airways' Risk Management System was assessed.

The practice of maintaining the Flight Safety Management System at Uzbekistan Airways JSC shows that annual analysis of causes/factors of occurrence of aviation

events and development of measures to improve the level of flight safety and operation brings due effect.

Any consumer has the opportunity to express their requirements or submit comments occurring during the air transportation process by:

- the airline's website www.uzairways.com (Contact Us CHAPTER);
- filling in the passenger's book of complaints and suggestions about the flight, which is on board each aircraft;
- representative offices and "Uzbekistan Airways Sales" branch of the Airline;
- sending a message through the virtual reception room of the President of RUz or Chairman of the Board of Uzbekistan Airways JSC;
- the Airline's 24-hour contact center.

The degree of satisfaction of requirements and anticipation of customer expectations of the Company, as well as fulfillment of the requirements of the current legislation of the Republic of Uzbekistan in the field of civil aviation and international standards are used by the management to develop a quality strategy to improve flight safety and customer satisfaction. The following areas of activity are under special control:

- Flight Safety;
- Maintaining a high level of aviation safety;
- Improving the quality of air transportation services and increasing the level of service provided on board;
- Competitive prices and flexible pricing policy;
- Modernization of the aircraft fleet.

In order to ensure customer orientation, the Airline carries out activities on:

- identifying all needs and expectations of consumers, including quality of services, timeliness and conditions of provision, price, etc;
- ensuring a balanced approach to the demands of consumers and the needs of other stakeholders (owners, shareholders, suppliers, regions and society as a whole);

- communicating customer needs and expectations to the Airline's personnel;
- measuring customer satisfaction;
- customer relationship management.

The Quality Policy sets the direction for the airline's development. In this document, the Chairman of the Management Board of Uzbekistan Airways JSC publicly defines the main priorities and value orientations to which it will adhere in relation to all its stakeholders (customers, employees, suppliers, society, etc.).

The Uzbekistan Airways JSC Policy is the basis for setting quality goals and objectives. The Airline's Policy:

- is developed, formulated, analyzed, approved and implemented in accordance with the requirements of ISO 9001:2015;
- It is introduced to new employees when they are hired;
- is communicated to personnel at all levels of the Company by means of visual agitation, in the course of professional training, during debriefings and production meetings;
- is analyzed by the Company's management from the point of view of its performance and for its continued suitability for the established goals and objectives;
- is posted as an information banner for consumers and stakeholders. The text of the Policy of Uzbekistan Airways JSC is also available on the official website of the Airline at www.uzairways.com.

The Policy is amended by reissuing it every two years and approved by the Chairman of the Board of Uzbekistan Airways JSC. The text of the Quality Policy of Uzbekistan Airways JSC is given in Appendix B.

The state of the Republic of Uzbekistan is interested in the development of airports and this is due to the following opportunities:

- socio-economic development, to a greater or lesser extent, of the area surrounding the airport takes place;
- economic activity is increasing: trade, passenger, cargo and aircraft services are developing, and construction is underway in the airport area;

- jobs are created and employment is ensured in the airport and surrounding areas;
- improves the standard of living and mobility of the population in the region where the airport is located;
- economic and social ties between regions are increasing.

With the growth of passenger air transportation volumes, introduction of new service technologies, formation of new desires and requirements for service among consumers of air transportation services, the importance of passenger, baggage and cargo service quality increases. In the air transportation market, quality is used as a tool of competitive struggle for passengers.

Following and under pressure from air carriers, airports have begun to place greater importance on the quality of the customer experience.

Uzbekistan Airports JSC includes 11 airports. All airports in the Republic of Uzbekistan have the status of international airports:

Tashkent International Airport named after Islam Karimov

Samarkand International Airport

Bukhara International Airport

Urgench International Airport

Termez International Airport

Navoi International Airport

Nukus International Airport

Andijan International Airport

Namangan International Airport

Karshi International Airport

Fergana International Airport



Fig. 2.10 Airports of Uzbekistan on the map

The activities of Uzbekistan Airports JSC are aimed at:

- development of the Republic's air havens, implementation of strategies for their long-term development, as well as maintaining a high level of service for passengers and air carriers at airports and creating all necessary comfortable conditions for them to develop and implement strategies for the long-term development of airports;
- attracting investment to improve airport infrastructure, including through the use of public-private partnership mechanisms and cooperation with leading international airport management companies;
- ensuring the effective functioning of the relevant airport services, optimizing the process of servicing passengers, cargo, mail and baggage;
- timely and quality preparation of airfields for flights, implementation of measures to ensure regularity and safety of flights, introduction of modern methods of airfield maintenance and repair;

- uninterrupted supply of fuel and other fuels and lubricants used for aircraft refueling and maintenance, as well as strict control over their quality;
- Improvement of infrastructure and creation of favorable conditions for quality logistics services;
- increasing the network of modern trade, catering, banking and other passenger services facilities at airports, including on the basis of public-private partnerships.

All airports of the Republic of Uzbekistan in organizing their activities shall be guided by:

- Air Code of the Republic of Uzbekistan;
- Resolutions of the President of the Republic of Uzbekistan;
- Resolutions of the Government of the Republic of Uzbekistan;
- Orders of the Ministry of Transport of the Republic of Uzbekistan;
- "General rules of air transportation of passengers, baggage, cargo and requirements for the service of passengers, consignors, consignees";
- "Certification Requirements for Legal Entities Engaged in Airport Activities to Provide Passenger, Baggage, Cargo and Mail Services";
- Instructions and recommendations Gosavianadzor of the Republic of Uzbekistan;
- ICAO, IATA and ACI documents on the organization of airport activities.

Figure 2.11 shows the range of services provided by airports in Uzbekistan

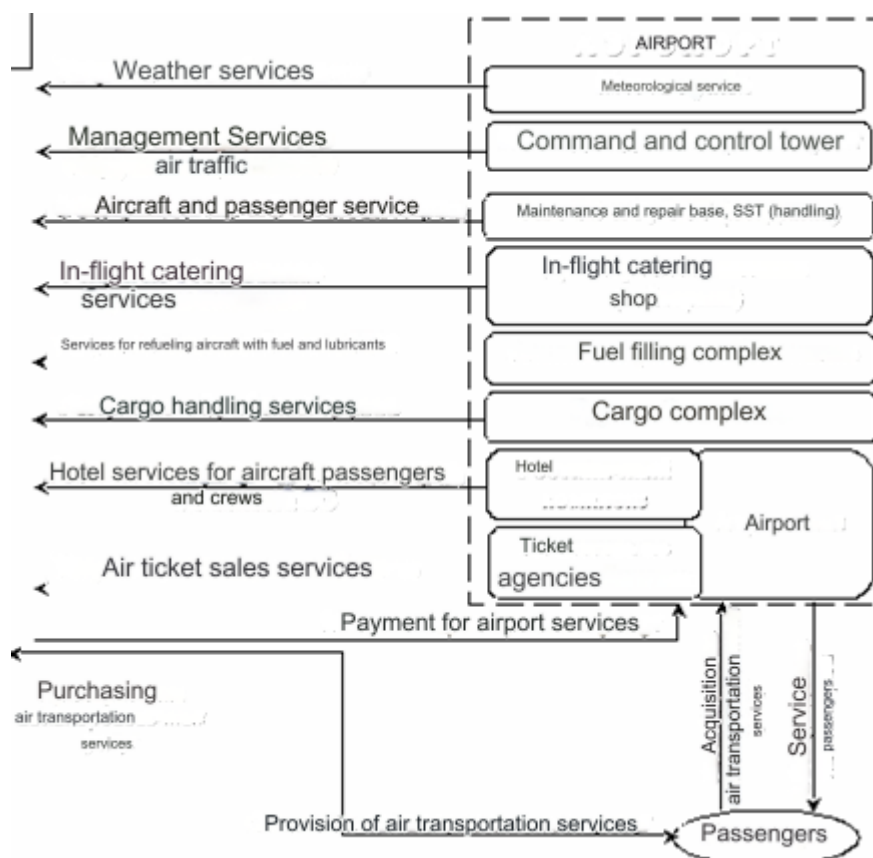


Fig. 2.11 Services of airport complex organizations.

Services provided to passengers at airports in Uzbekistan are shown in Figure 2.12

Airports provide passengers with a range of necessary services. All airport terminals are equipped with: check-in halls, waiting rooms, online scoreboards, mother and child rooms, ticket offices, information desk, luggage storage, as well as restaurants, buffets, shopping kiosks, etc.

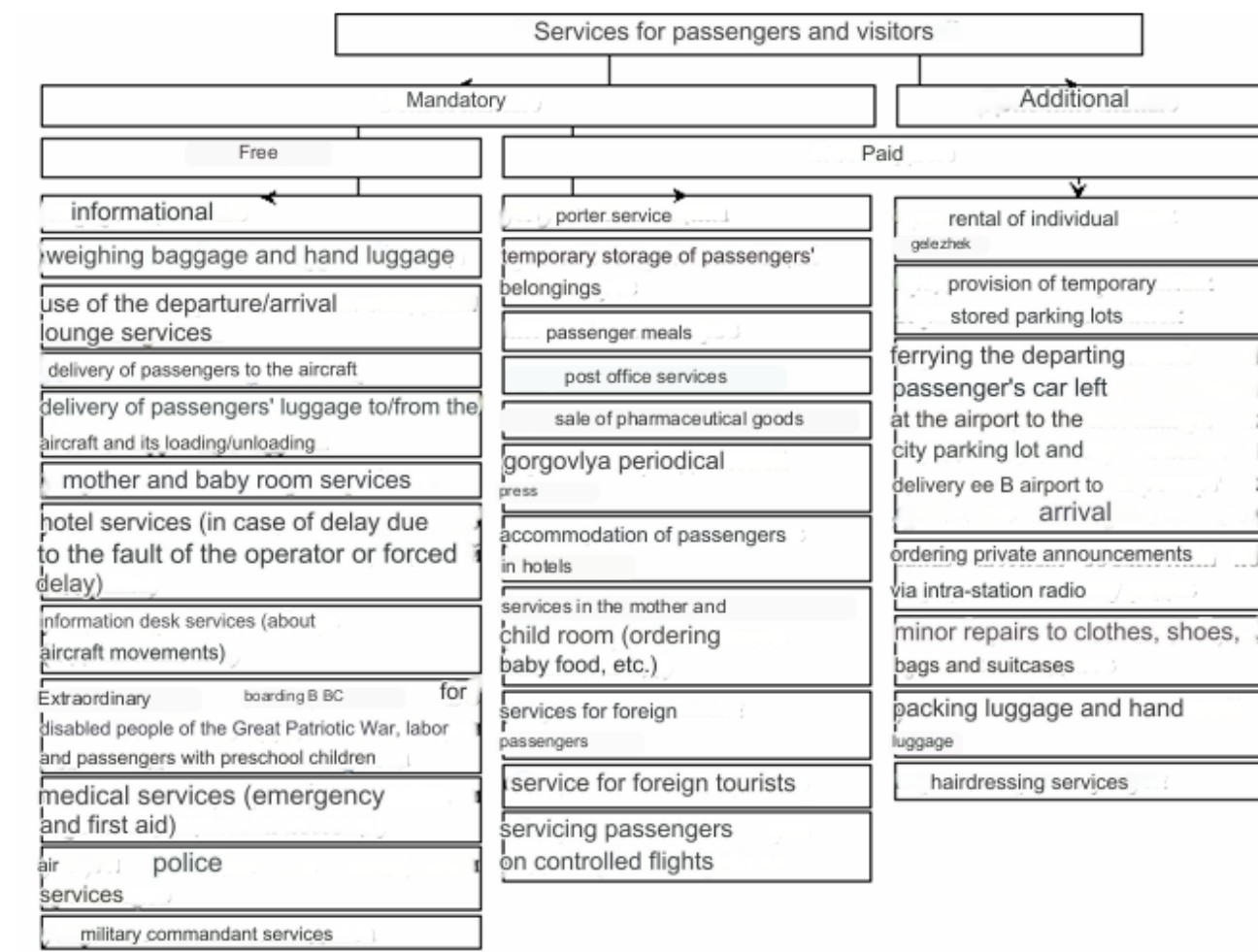


Figure 2.12 Terminal services provided to air passengers and customers.

In order to ensure that the conditions of customs clearance of citizens comply with generally accepted international standards, simplify customs formalities, apply effective control methods, and create the most favorable conditions for the development of tourism, all international airports apply the double corridor system at checkpoints across the customs border of the Republic of Uzbekistan [8] (Figure 2.13).

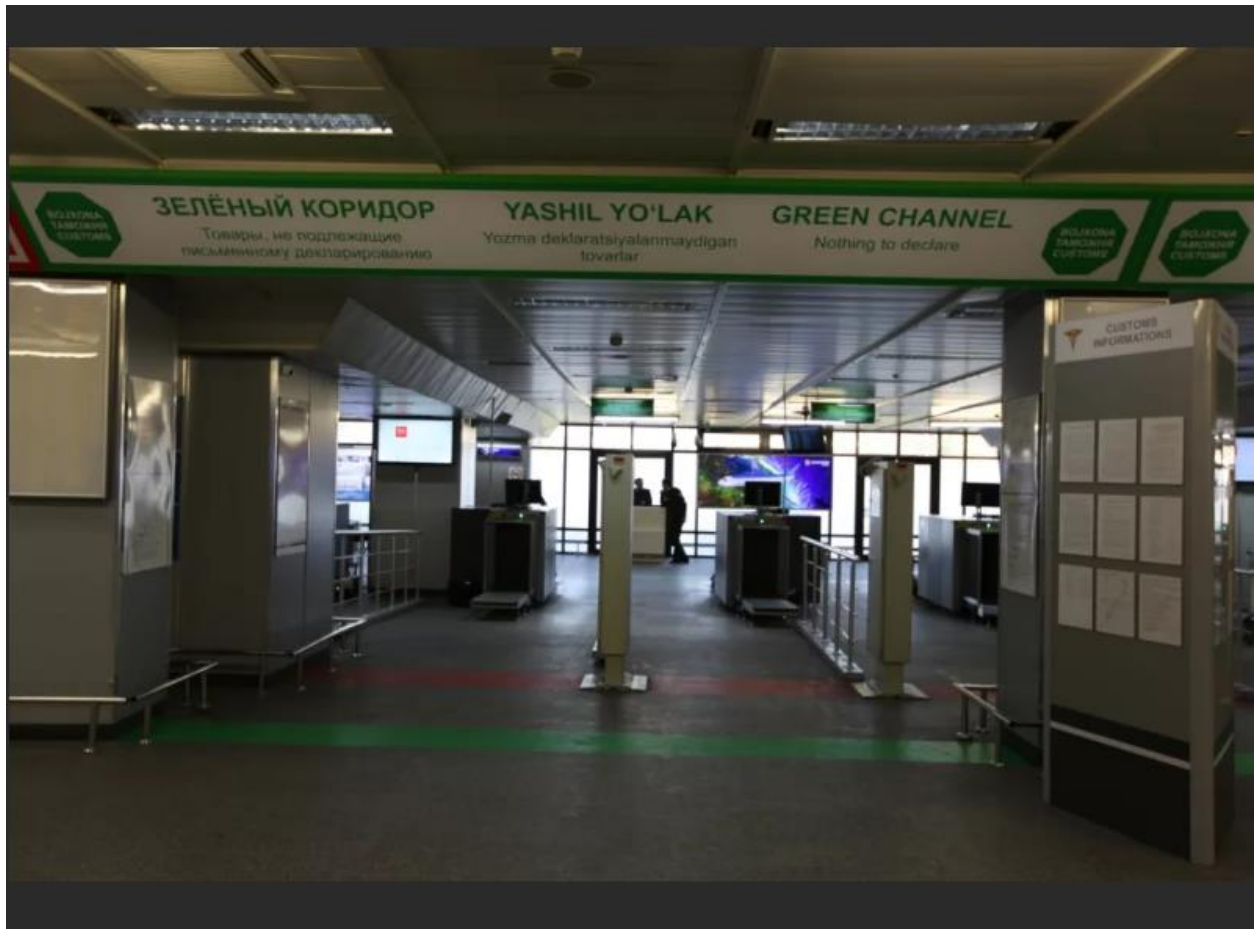


Figure 2.13 "Green Corridor" of Islam Karimov Tashkent Airport

Statistical methods of analysis are used to measure the indicators of the processes of services rendered by the Company.

Customer satisfaction is the most important indicator of service quality.

Information gathering and analysis techniques are used to make effective decisions about what needs to be improved in the service and its delivery in order to retain consumers.

Tracking information about customer satisfaction and/or dissatisfaction (both external and internal) is done using the following methods:

- messages from clients;
- passenger feedback sheets about the flight (books of complaints and suggestions, feedback questionnaires);
- evaluation of service assurance claims;
- information of control and supervisory bodies;

- information received directly from Passengers and/or Customers via the Internet;
- media sources;
- data on the regularity of flights;
- internal audits;
- results of audits of third-party organizations;
- Process performance reports, where process managers evaluate the quality of supplier process results.

All information received is analyzed, with further identification of measures to improve customer satisfaction.

2.3. Analysis of quality management problems of Islam Karimov International Airport

Uzbekistan, located in the heart of the Eurasian continent, faces unique geographical constraints in accessing international markets due to its remoteness from seaports. Together with small Liechtenstein, Uzbekistan is the only country in the world twice removed from the sea.

As mentioned in the previous CHAPTER, Uzbekistan Airways Sales and Uzbekistan Airports were reorganized in October 2019. Uzbekistan Airways Sales and Uzbekistan Airports were created independent of each other.

Uzbekistan Airports JSC has set the following goals and objectives of the quality control system: to achieve or maintain a high level of quality of service for airport users (passengers, visitors, air carriers), thereby increasing the efficiency of the airport enterprise. Obtaining objective information on the quality of airport services and stability of production processes, obtaining reliable information on technological processes (operations) requiring corrective actions, standardization of technological processes (operations) and their indicators taking into account the expected impressions of consumers.

The following functions are fundamental in the quality control system of Uzbekistan Airports JSC:

- standardization of technological processes and their operations;

- determination of the main quality indicators of technological processes;
- development of methods for determining the levels of service quality indicators;
- obtaining objective information on the quality of ground handling services at the airport;
- allocation of technological processes requiring corrective actions.

However, despite all the efforts made by the state, "Uzbekistan Airways" JSC and "Uzbekistan Airports" JSC at today there are a number of issues that need to be resolved in the near future related to the infrastructure of airports, the condition of their runways and passenger terminals, standards of service at airports. Nevertheless, the implementation of these measures has already started to increase the attractiveness of the aviation sector of our country for foreign air carriers.

Let us analyze the main problems in quality management of Uzbekistan Airways JSC, Uzbekistan Airport JSC and Tashkent International Airport named after Islam Karimov as a component of the quality of civil aviation in the Republic as a whole.

Tashkent Airport is an international class airport capable of receiving all types of airplanes and connected with all major cities of the world by regular flights. An important role in the status of Tashkent Airport is also played by its convenient location almost in the center of Asia, which allows transit flights from Europe to Southeast Asia, Australia and other parts of the world. It has received the second category in ICAO (International Civil Aviation Organization), and its runways are used by such airlines as Asiana Airlines, Aeroflot, Britishairways, KoreanAir, Lufthansa, Turkishairlines. Also, the airport is the main hub for Uzbekistan Airways. The airfield includes: two parallel runways - IWPP-1 and IWPP-2 (second category ICAO); main taxiways; apron; artificial turf with a total area of 150 hectares, with 99 parking lots, including 10 combined parking lots for long-haul and medium-haul aircraft.

As ground handling services, the airport provides runways, taxiways, aprons, airfield lighting and technical support, ground search and rescue and fire safety support in the airport area, ornithological support of flight safety in the airport area, provision of a telescopic gangway, provision of transportation for crew delivery, provision of parking

places for aircraft basing, aircraft towing, aircraft refueling with potable water, supply of electric power, airplane towing, and other services.

The analysis of problems in the work of the quality control system of Islam Karimov Tashkent International Airport JSC (hereinafter referred to as the Airport) was carried out on the basis of annual reports of the Airport QMS process manager on internal QMS audits and external ground handling audit (GRN).

Reports of internal audits of the QMS contain the results on fulfillment of the set quality objectives, results of internal and external checks, audits and statuses of corrective and preventive actions, assessment of the process performance, actions taken on the basis of the results of previous analyses by the management, assessment of risks and opportunities, proposals for improvement of the QMS, etc. The reports of the internal audits of the QMS contain the results of internal and external checks, audits and statuses of corrective and preventive actions.

External Ground Handling Audit (GRN) is an integral part of the ground handling organization process at operating airports.

In accordance with the Memorandum of Understanding between the International Civil Aviation Organization (ICAO) and the Republic of Uzbekistan "On the mechanism of continuous monitoring within the framework of the Universal Aviation Safety Audit Program", from 20 to 29 November 2019, ICAO inspectors conducted an audit on aviation safety in the civil aviation of the Republic of Uzbekistan.

Previous audits in the field of aviation safety in civil aviation of the Republic of Uzbekistan were conducted in 2004, 2006 and 2010, which were also conducted successfully and at a good level. ICAO audit is one of the most important objective tools for assessing the aviation security system in civil aviation. The aviation security audit was a comprehensive audit of the airport security system, expert assessment was carried out on more than 500 protocol issues.

A group of ICAO auditors presented a report on the results of the audit. The auditors noted the high level of training of specialists of the Uzaviation Agency and Tashkent International Airport in aviation safety issues.

External audits of airlines were conducted, including AeroSvit (Ukraine).

As a result of the analysis of internal and external audits of the Airport's QMS, it was revealed that mainly all QMS risks identified during the audits are related to the risk factors within the responsibility of Uzbekistan Airways JSC.

Table 2.4 summarizes comments on internal audits for 2022 of external audits of Tashkent International Airport.

Table 2.4.

Comments on internal and external audits of Tashkent Islam Karimov
International Airport

Internal audit	External audit
<p>1. CPC certificates of the GMS movers who have undergone CPR training do not correspond to the category</p> <p>2. Overdue CPC training certificates</p> <p>3. violation of the rules of luggage transportation</p> <p>4. no assessment of QMS FOs and expert decision making in AMX system</p> <p>5. FI records are not maintained and recorded in the electronic database risk data, event information, deviations, observations and operational deficiencies in ground operations.</p> <p>6. Responsible persons for the implementation process are not designated</p> <p>The requirements of the "Guidelines for the Implementation of Internal audit of LLC", concerning the procedure for internal and external audits</p>	<p>1. Not categorized on dangerous goods training certificates;</p> <p>2 Tashkent Airport does not have separate premises for animal storage. Acceptance and handling of these categories of cargo is carried out in accordance with the approved technology, which does not provide for long-term storage.</p> <p>3. proof of periodic training (at least once every 36 months) of the PDS "Y" specialist was not provided.</p> <p>4. No proof of periodic training (at least once every 36 months) of the operator of the fuel and lubricant service "X" was provided</p> <p>5. Non-compliance of the "Menu" power supply</p> <p>6. Failure of specialists to timely examine newly received and repeatedly examined documents against signature in the "Document Examination Journal"</p>

If to consider various kinds of reports and recognitions of experts, the assessment of the activity of the Tashkent International Airport named after Islam Karimov can be considered almost "excellent".

However, it is necessary to consider and analyze objective reviews on forums on the Internet, for example, reviews from the Internet resource yandex.uz in or reviews from the Internet resource otzovik.com

For the sake of fairness, I would like to note that negative reviews on these resources are few, and positive reviews are orders of magnitude higher.

So why do problems arise in the operation of the quality control system?

- Lack of support from the company's top person;
- withholding information by airport personnel to avoid punishment;
- incorrectly selected objects and quality control parameters;
- incorrectly designed control techniques;
- obsolete technologies and information systems involved in the production process;
- lack of understanding of the best international practices in the organization of quality control;
- specificity due to mentality.

The quality control system discloses and categorizes all possible existing quality losses in three key planes (Figure 2.14), thereby clearly assigning responsibilities to airport departments.



Fig. 2.14 Three main planes of quality loss

The first plane of quality loss is when the company does not understand what the client wants. It is at this stage that the "bar" is set, from the design, in which all elements of the airport complex infrastructure will be maintained, to the explicit requirements of the airlines - the Standard Level Agreement (SLA).

The second plane of quality loss is when a company understands what the customer wants, but for some reason the full range of customer requirements and expectations are not incorporated into the current technologies.

Well, the third plane of quality losses is when the company understands what the customer wants, the requirements are reflected in technologies, but for some reason the existing technologies are not fulfilled (low discipline, lack of production resources, etc.).

Thus, it is possible to obtain indices of customer satisfaction with airport infrastructure services at each stage of the technological process, as well as to find out what time consumers spend on receiving services, in order to assess the performance indicator of the entire airport service, as well as to identify bottlenecks.

The questionnaire presented in Annex A is conditionally divided into four parts. The purpose of the first part is to segment passengers on the basis of various criteria, the other three are grouped into blocks and are devoted to assessing the level of quality of airport infrastructure services. The first block characterizes the transport provision and accessibility of the airport, the second - the comfort and information support of the airport terminal. The third block is designed to assess the functioning of airport personnel and equipment.

1,000 passengers participated in the questionnaire.

The chart in Fig. 2.15 shows the indicators by age of surveyed passengers.

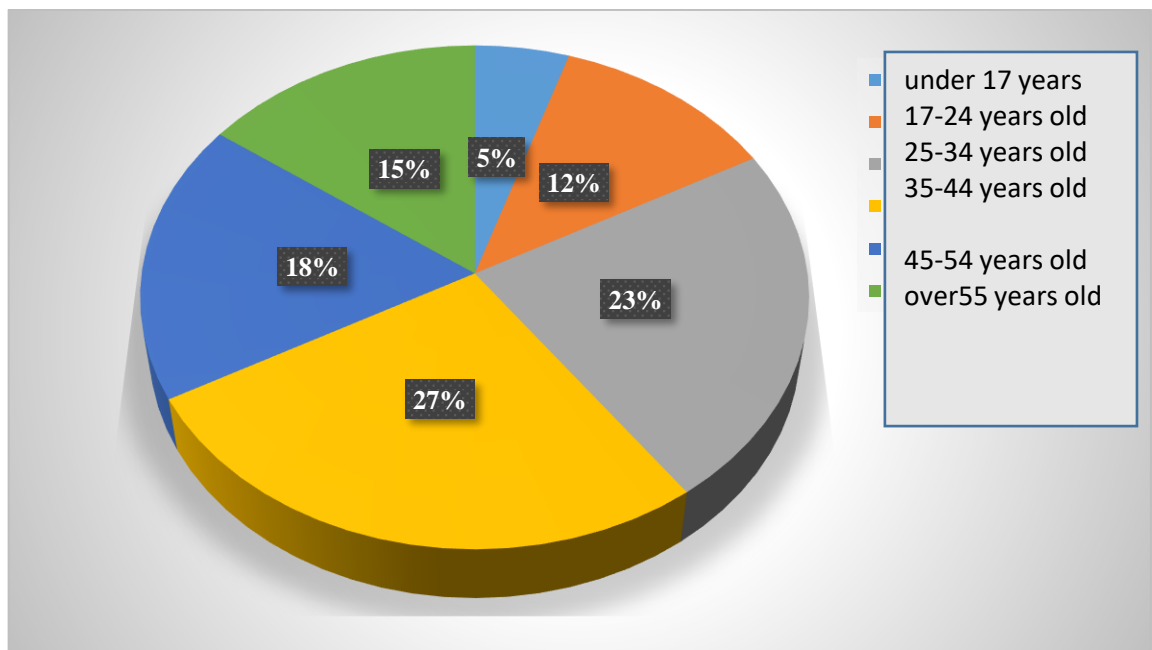


Fig. 2.15 Age of surveyed passengers

It was found that people 35-44 years old and 25-34 years old use airport services the most.

At the time of the survey, most people were traveling on vacation (61%), with women (60%) being the most frequent travelers. 11% of respondents were male business travelers. 5% of passengers were flying on shopping trips, with equal numbers of both men and women. 8% of students in the 17 to 24 age group were traveling home. 15% were shift workers traveling for work, with the predominant majority being men (90%) Figure 2.16.

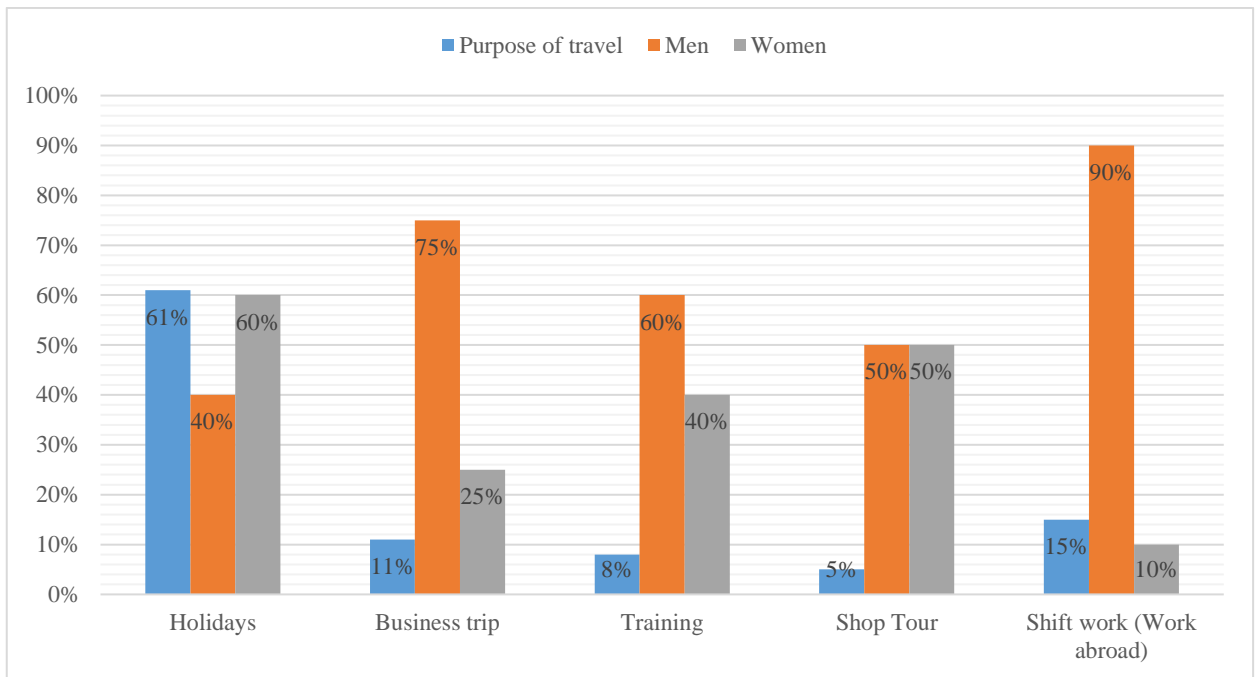


Fig. 2.16 Purpose of travel

The population is still not ready to spend money on additional services that increase comfort, such as VIP lounges, transportation to the aircraft in an individual car, flight in a comfortable cabin, so 80% of respondents prefer to fly economy class (Fig. 2.17).

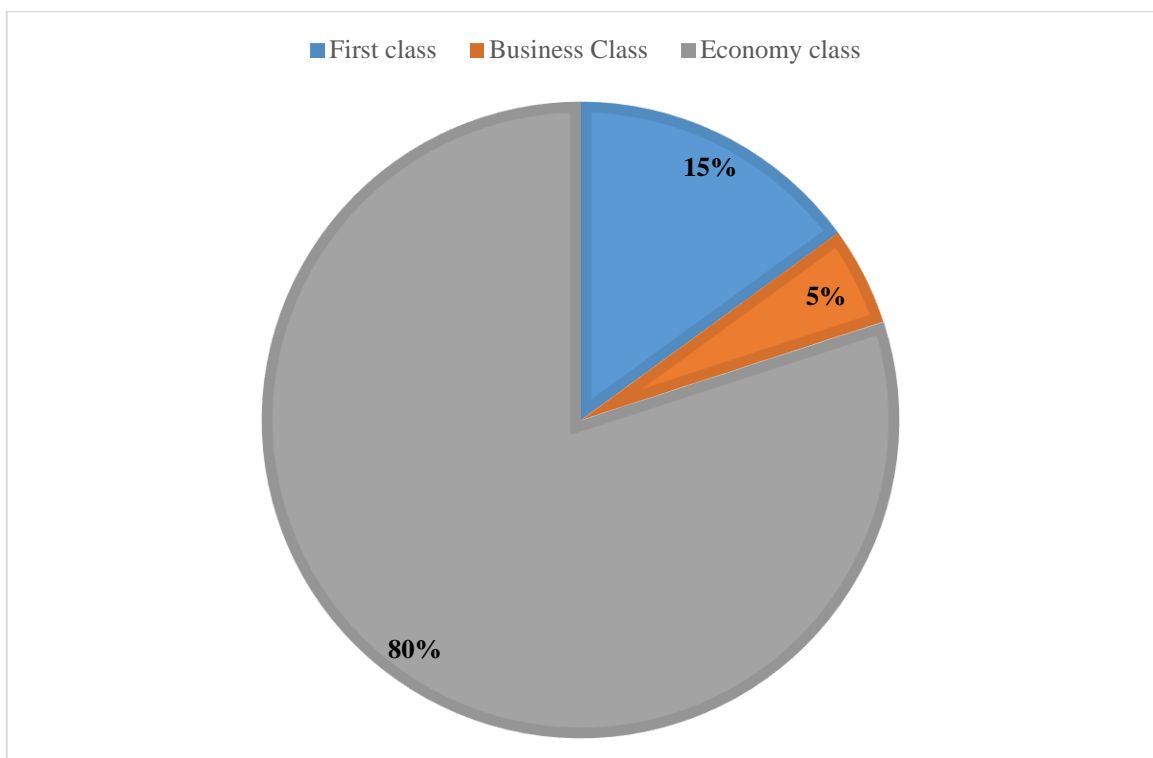


Fig. 2.17 Preferred class of service

2 times a year the airport services are used by the majority of passengers (38%) who fly for vacation and return, 3-4 times the services are used by commuters, and more than 4 times a year travelers on business trips (Figure 2.18).

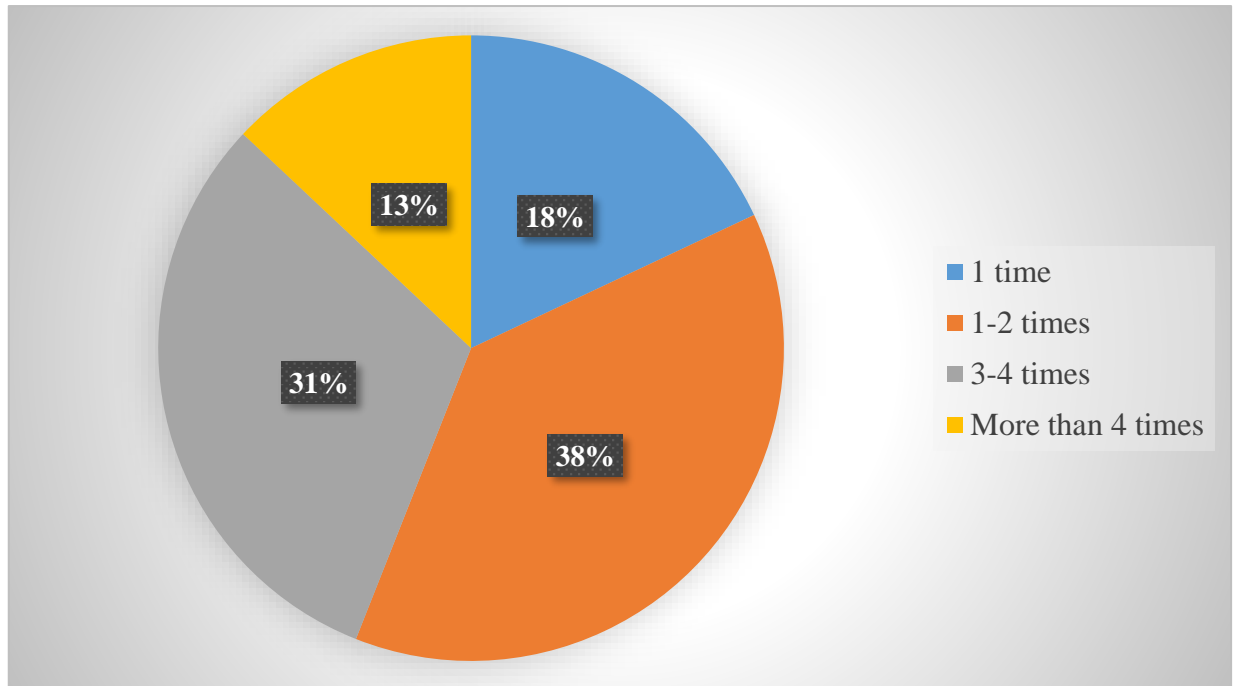


Fig. 2.18 number of times airport services are used

The most popular way to get to the airport was a cab, it was chosen by 72% of respondents, because in a cab you can quickly and comfortably get to the airport without worrying about the state of luggage. Public transportation is on the 2nd place in popularity, people choose bus based on the place of residence. Personal transportation is used by 11% of passengers, but few people leave their car in a long-term parking lot (Fig. 2.19).

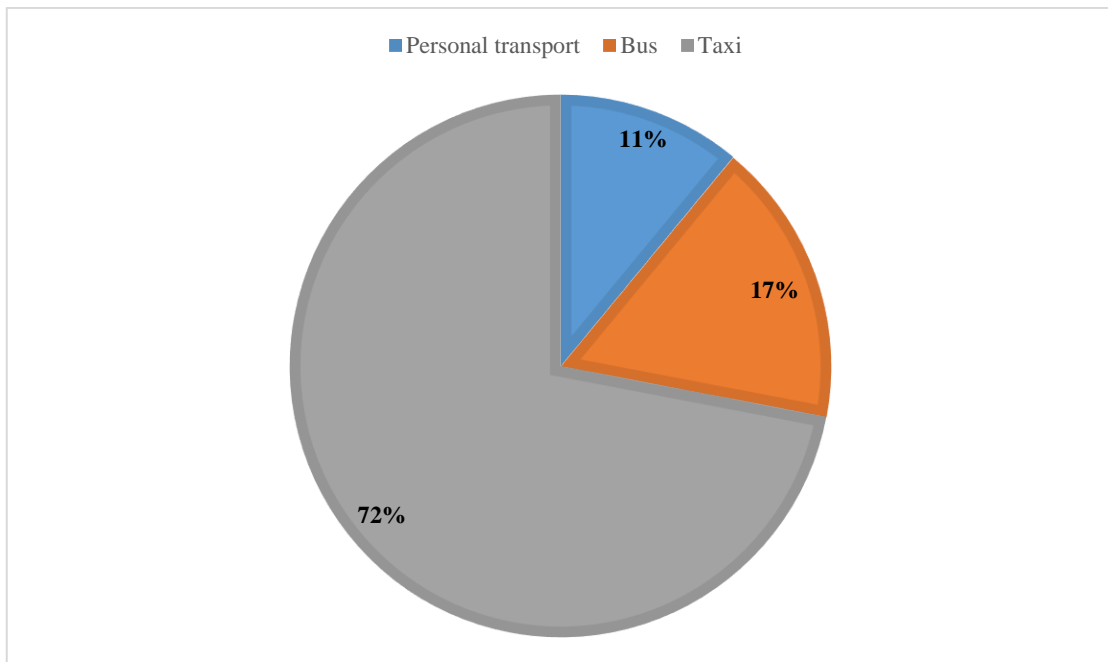


Figure 2.19 Popular ways to arrive at the airport

Respondents positively assessed the convenience of orientation in the airport terminal, noted the presence of well-readable signs, as well as highly appreciated the availability, completeness, efficiency and timeliness of sound information about flights, visual information.

Interviewed passengers noted that the airport has smoking areas, which are located directly next to the main entrance to the airport terminal, which spoils the impression of non-smoking passengers, smokers on the contrary note the lack of smoking areas. There are not enough parking spaces. Particular inconvenience to passengers is caused by the seating in the departure waiting area, the benches are made of metal, which is unpleasant when sitting on it for a long time.

The bottleneck of service at departure and on arrival is the self-check-in, which is available only for limited flights and only for people traveling without luggage, otherwise its use is inexpedient due to repeated waiting in line. The check-in and baggage claim speeds are also not very high (Fig. 2.20).

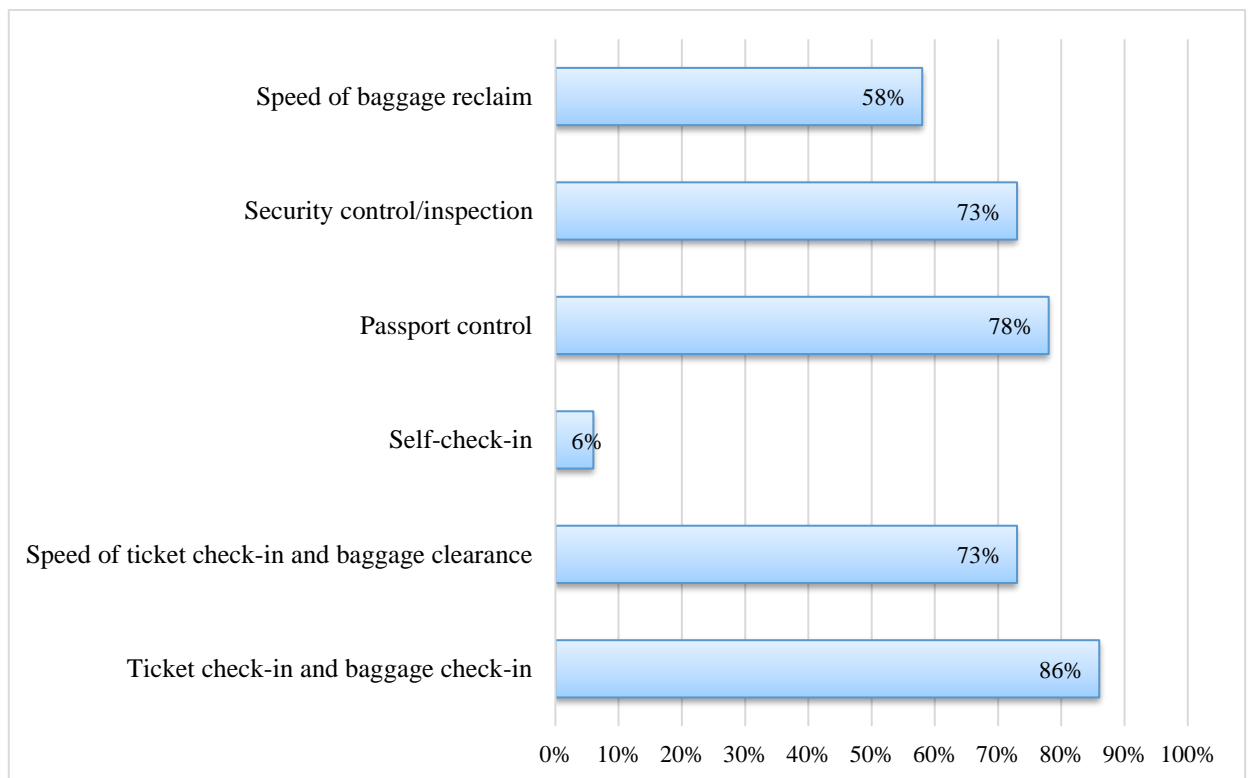


Fig. 2.20. Assessment of service quality at departure and on arrival

The quality of internet access is insufficient, access to airport WiFi are located in the departure area. The range of cafes, bars is not great, stores sell the same souvenirs.

Respondents believe that the design of the website is not attractive, that it is rather old-fashioned and does not inspire confidence in the website and, consequently, in the airport. Passengers also noticed low functionality of the site and noted the lack of online check-in option.

Based on the subjective opinion of the respondents, the following problematic issues emerge:

1. Uncomfortable seating in the departure waiting area, which if you sit on them for long periods of time can lead to poor health;
2. A particular service bottleneck is self-check-in counters, which cannot serve enough passengers due to inaccurate technology;
3. The speed of passenger and baggage check-in is low;
4. Non-functionality of the site coupled with awkward design due to which the site loses its appeal to passengers.

Thus, despite the high recognition of experts in assessing the performance of Tashkent International Airport named after Islam Karimov as almost "excellent", according to the respondents' surveys it is necessary to improve the level of passenger service. For this purpose, it is advisable to carry out additional measures to improve passenger service technologies, which will have a positive impact on its quality.

1. Reduction of passengers' waiting time for check-in, as this problem was identified both by questionnaires and timecards;

2. Improved passenger awareness will lead to a more organized passenger experience at the airport.

To get to the departure area, a passenger has to wait in several queues, starting from the initial inspection and ending with passport control. Therefore, in order to reduce the waiting time in queues, it is necessary to change the check-in technology by installing a self-service baggage drop-off counter in addition to the existing self-service check-in counters. The introduction of this technology will help to "unload" agents and passengers to pass through formalities faster. Such counters have proven themselves in major airports around the world. The transition to self-check-in for passengers and their luggage is a modern solution that will raise the status of Tashkent International Airport and bring it closer to the world's leading airports in terms of quality of service.

In addition, attention should be paid to the development of the website, as more and more passengers get all the necessary information on the website before traveling and buy tickets. But the website is not functional enough, for example, it has an online check-in function, but this function is practically not working, and if this option is effectively activated, it will also contribute to reducing queues at the airport.

CHAPTER III. IMPROVING UZBEKISTAN AIRPORTS QUALITY MANAGEMENT METHODS

3.1 Measures to improve the quality management methods of Uzbekistan Airports JSC

To address the quality management problems of Uzbekistan Airport JSC, "Measures to improve the efficiency and quality of UzAirports" have been developed for 2022, which include[100]:

1. Development of regulatory documents to increase the efficiency of technological procedures and improve the quality of passenger service:

– in 2022, airport service delivery technologies were developed, basic means of production were standardized, communication phraseology was standardized; procedures for accounting for service delivery were implemented.

– in 2023, it is planned to redesign technologies taking into account the introduction of new information products, and to develop parameters for personnel motivation.

2. Reduce ground handling time for turnaround flights to 60 minutes (or less) for Category C aircraft:

– in 2022, technologies were introduced to reduce the turnaround time (Category C aircraft) to 60 minutes.

– in 2023 the target turnaround time for category C aircraft to 50 minutes.

3. Development of a service to provide high comfort lounges in a sterile area:

– in 2022, the TAS Tashkent International Airport will open a high comfort lounge in a sterile area with the possibility to pay for services by various payment methods;

– in 2023 it is planned to further develop the provision of premium lounge services not only at TAS, but also at regional airports.

4. Improvement of existing air terminal services:

- in 2022, Tashkent Aviation Services (TAS) eliminated outsourcing of baggage cart services, which reduced negative passenger feedback and reduced the number of resources utilized;

- in 2022, TAS Airport entered into a new contract for terminal cleaning and established a unit within UzPort to control services at the terminal.

5. Ensuring all airports have zero tolerance for queues:

- implemented queue management technologies in 2022, allowing for congestion control;

- in 2022 implemented procedures for scheduling and dispatching personnel at registration, allowing for more efficient use of available resources.

- in 2023 plans to increase individual accountability of staff and management personnel for hoardings.

6. Expanding the range of services offered.

7. Introduction of global practices of first-line service provision. It is proposed to conduct customer focus training for all employees without exception and introduce personal liability of line staff and managers for violation of customer focus rules.

8. Providing service to passengers with disabilities:

- A unit to escort passengers with disabilities is established in 2022.

- in 2023, it is planned to design the airport terminal buildings and the adjacent territory taking into account a barrier-free environment.

9. Providing confessional services at airports:

- in 2023, it is planned to design air terminal buildings in a religiously sensitive manner.

10. Incorporate motivational metrics into process flows to incentivize safe and quality execution of process procedures.

11. In the field of IT technology, implementation of the following information products:

- development of AODB in terms of integration with the ERP accounting system;
- the BRS baggage control and sorting system;

- implementation of the RMS resource management system;
- finalization of the airport website with the possibility of ordering air tickets;
- FIDS (Flight information display system) - implemented and working in Tashkent airport (Terminal 2, Terminal 3, Arrival Terminal), in 2023 it is planned to connect other airports to the system;
- WiFi point management systems;
- a centralized printer management system;
- ACS system - based on a single server for issuing passes and organization;
- a system for backing up network equipment settings.

Despite the rather extensive (labor-intensive and financially costly) measures taken by Uzbekistan Airport JSC to address quality management problems, it is proposed to add the following measure to item 4 "Improvement of existing air terminal services":

– Improvement of passenger service technologies. Reducing the time passengers wait for check-in.

The implementation of a self-check-in luggage counter is proposed as a solution.

The most time-consuming operation in the airport terminal is passenger check-in and baggage handling, i.e. pre-flight service.

To speed up the passenger and baggage check-in process, Uzbekistan airways requires the installation of a self-baggage drop-off counter with Sabre reservation system in addition to the passenger self-check-in counters.

The installation of the counter will not only help to improve the quality of passenger service, but will also lead to a new agreement between the airlines and the airport on the terms of use of the counter.

Fig. 3.1 shows the current automated baggage drop-off system at Amsterdam Airport Schiphol (AMS).



Figure 3.1 Automated Baggage drop-off at Amsterdam Airport Schiphol (AMS) [42].

Aéroports de Montréal (ADM) and ALSTEF Canada unveiled eight new self-service public stations that allow any U.S.-bound passenger flying on any airline to complete the baggage drop-off process on their own (Figure 3.2).



Figure 3.2 Public self-service stations of Aéroports de Montréal (ADM) and ALSTEF Canada [103]

The Aéroports de Montréal (ADM) and ALSTEF public self-service stations are intuitive and easy to use for passengers, and utilize the latest technology to meet all Customs and Border Protection security requirements.

For MA "Tashkent" the installation of BAGXpress multi kiosk is proposed, which allows a passenger with luggage after self-check-in to drop off the luggage by gluing a transportation tag to it.

Installing a self-check-in kiosk has a number of advantages:

- reduction of airlines' costs due to lower passenger service fees at airport check-in counters, which will lead to cheaper tickets;
- Reducing the queue for registration;
- separation of the two technological stages of passenger check-in and baggage drop-off;
- Reducing the number of lost bags and suitcases.
- solves the problem of increasing passenger traffic at the airport by managing them efficiently.

The advantage of the self-check-in system is fast, reliable and easy baggage check-in.

ALSTEF Automation (France) has designed the BAGXpress multi automated baggage drop-off unit, based on a concept and patented by Aeroport de Paris. It can be integrated into an existing check-in counter.

BAGXpress multi is a stand-alone system that meets passenger expectations for easy and fast baggage check-in.

The main advantages of the system are:

1. Friendly interface:
 - a) A dedicated, intuitive solution for self-registration;
 - b) Elegant design that allows the system to be adapted to any existing racks.
2. Cost Optimization:
 - a) Clear allocation of resources dedicated to baggage check-in;
 - b) Round-the-clock system operation;

- c) Reliable equipment with maximum affordability;
- d) Saving space in the registration area;
- 3. Utilization assistance:
 - a) A special interface using a tablet allows you to contact the staff responsible for passenger assistance;
 - b) If a passenger has sent a request for assistance, staff will be notified immediately with a video and audio signal on the tablet;
 - c) The tablet also allows staff to control the BAGXpress mode (auto and manual).

The appearance of the BAGXpress multi kiosk is shown in Fig. 3.3.



Fig. 3.3. Appearance of BAGXpress multi

3.2 Assessing the feasibility of the proposed activities

It is planned to increase the capacity of Tashkent International Airport to 2.4 thousand passengers per hour by increasing the number of registration desks, passport control booths and boarding exits.

To assess the effectiveness of the proposed measures, let us determine the main costs of installation and maintenance of the kiosk (Table 3.1).

Table 3.1.

Major costs of installing self-check-in kiosks

Name	Quantity	Price per unit mln UZS	Cost, mln. soums
Kiosk purchase costs	3	354,93	1064,80
Installation and commissioning	3	55,66	166,980
Electricity costs	by calculation		
Dismantling of baggage drop-off counter equipment	3	20,17	60,500
Costs of purchase and installation of software for operation of self-booking kiosk with the possibility of expansion up to 50 objects. Comp.	1	554,583	554,583
Hardware for the Control Center (CC) of the baggage self-check-in system, comp.	1	60,500	60,500
Tagging costs	by calculation		

The initial data for calculating energy costs and tagging costs are given in Table 3.2 and Table 3.3.

Table 3.2.

Input data for electricity calculation

Electricity tariff, UZS/kW	1000
Hourly power consumption during operation, kWh	8
Cost of one baggage tag, soum/person.	15 488,0
Number of passengers served per day, pass.	5 263

Table 3.3.

Main passenger service fees and tariffs

USD exchange rate USD 12,100 UZS

No. n/a	List of services	Unit of measurement	Total cost of service, \$	Total cost of the service, sum
1	Fee for provision of the air terminal complex of Tashkent International Airport	US dollars/passenger. USD/passenger.	8,5	102 850
2	Passenger service tariff	USD. USD/passenger.	15	181 500

Calculation of electricity costs:

$$E = t_{\text{э}} \cdot n \cdot 24 \cdot 365 \cdot e, \quad (3.1)$$

where $t_{\text{э}}$ is the electricity tariff, soum/kW;

n - number of kiosks, pcs;

e - hourly electricity consumption, kWh;

24- number of hours in a day, h;

365 is the number of days in a year.

$$E = 1,000 \text{ soum/kW} \cdot 3 \cdot 24 \text{ h} \cdot 365 \cdot 8 \text{ kWh} = 210,240,000 \text{ soum.}$$

Major Investments:

$$H = C + C_y + C_{\text{ПО}} + E + TSK \quad (3.2)$$

where C is the cost of self baggage drop-off counter, Sum;

C_y - cost of installation of a self-check-in counter, rubles;

$C_{\text{ПО}}$ - the cost of software required for the operation of the self-check-in counter;

E - cost of dismantling of rack equipment

CK - cost of hardware for the Control Center (CC) of the self-check-in system.

$$Z = \text{UZS } 1,064.8 \text{ million} + \text{UZS } 166.98 \text{ million} + \text{UZS } 60.5 \text{ million} + \text{UZS } 554.583 \text{ million} + 60.5 = \text{UZS } 1,907.363 \text{ million.}$$

Tagging costs:

$$K = \Pi \cdot c \cdot 365, \quad (3.3)$$

where Π is the number of passengers per day who use self-check-in counters;

c - cost price of one baggage tag, sum;

365 - the number of days in a year.

Let's assume that at least 15% of MA "Tashkent" passengers will use the self-check-in counter.

$$K = 0.15 \cdot 5,263 \text{ pass} \cdot 15,488 \text{ sum} \cdot 365 = 4,462,431,600 \text{ sum.}$$

Benefit Calculation:

$$B = \Pi \cdot t_{nacc} \cdot 365, \quad (3.4)$$

where Π is the number of passengers per day who use self-check-in counters;

t_{nacc} - passenger service tariff;

365 - the number of days in a year.

$$B = 5,263 \text{ pass.} \cdot 0.15 \cdot 181,500 \text{ soums} \cdot 365 = 52,294 \text{ } 120,313 \text{ soums.}$$

Payback period of a self-check-in baggage counter:

$$C_{ок} = \frac{3}{B - (K + \Xi)}, \quad (3.5)$$

$$FROM =_{ок} \frac{1 \ 907 \ 363 \ 000 \ \text{сум}}{52 \ 294 \ 120 \ 313 \ \text{сум} - (4 \ 462 \ 431 \ 600 \ \text{сум} + 210 \ 240 \ 000 \ \text{сум})} =$$

0,04

The self-check-in installation will pay for itself completely after 4 months of use.

Consequently, after the introduction (installation) of the self-check-in kiosk, UzPort is able to reduce passenger service costs at check-in and can also improve the quality of service.

The baggage check-in process at the traditional counter lasts 1.5 minutes, at the self-check-in counter - 1 minute. The time saving is 0.5 minutes per person.

Since 789 people will pass through the 3 counters, the time savings will be over 6.5 hours per day.

When checking in at this counter, the queuing time at check-in counters will be reduced by 0.5 times, which will improve the quality of passenger service.

Conclusion

The level of service quality is one of the criteria by which it is possible to categorize an airport in today's market conditions. This is possible due to the existing methodologies for assessing the level of quality. But quality is not a constant value, it is an indicator that depends on external factors, such as environmental conditions, depending on which the quality can differ significantly, and on internal ones, which are made up of the characteristics of the object that provides the level of quality. In this thesis the theoretical aspects of service quality were considered, methods of quality assessment and the main direction of service quality development were studied on the example of experience of Russian and foreign airports. The work was carried out to identify bottlenecks in the quality of airport service, which made it possible to identify shortcomings in the quality of service. There were identified the directions to improve the level of service quality in Uzbekistan Airport JSC in general and Tashkent International Airport named after I. Karimov in particular, the main methods of quality assessment were considered. The objectives of the thesis were achieved, thanks to the proposed measures for the introduction of self-check-in counters, it became possible to ensure customer satisfaction, operational efficiency of the activity is improved and the possibility to increase competitiveness.

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The International Certificate Network

Сертификат Соответствия

Система Сертификации Русского Регистра

Uzbekistan Airways JSC certificates [2Пошибка! Джерело посылання не знайдено.]

22 https://www.uzairways.com/sites/default/files/2023-08/HY Annual Report 2022 ru.pdf

Annex B

UZBEKISTAN AIRWAYS QUALITY POLICY

Mission: We create affordable, safe and comfortable passenger and cargo air transportation for everyone.

Policy Basis: We are a national air carrier, making a significant contribution to the development of the national economy and complying with the established legislative, regulatory, technological and customer requirements, combined with the application of advanced management practices that comply with international standards.

Objectives: We aim to expand and strengthen our positions in the global air transportation market and fully meet the needs for air transportation in the domestic market, by maintaining a high level of flight safety and the quality of service provided to passengers on board and on the ground, maintaining the status of a modern, safe and competitive airline.

Strategy: We have identified the main strategic directions of the airline's development:

development of a flight safety management system compliant with international ICAO and IOSA requirements and its implementation in all areas of operations; modernization of the aircraft fleet and infrastructure, application of modern technologies, the latest aviation equipment and materials, equipment and software in the divisions;

Improving the professional level and working conditions of Uzbekistan Airways employees

"Uzbekistan Airways" to ensure the quality of services provided and reduce the impact of the human factor; implementation and continuous improvement of management systems that meet the requirements of ICAO, IATA and ISO international standards; identification, analysis of risks and opportunities in order to achieve improvements, planned results, prevent non-conformities and negative events;

ensuring the growth rate of profitability of the services offered and expansion of the geography of flights; implementation of measures contributing to environmental protection, as well as raising the level of awareness of Uzbekistan Airways employees in the field of environmental protection, motivating them to conserve all types of resources. We undertake to ensure the compliance of the quality management system implemented in Uzbekistan Airways with the environmental protection requirements. "Uzbekistan Airways" quality management system is in compliance with the requirements of international standards, to analyze and constantly improve its performance, as well as to provide the necessary resources for effective management of safety and quality issues.

"The Quality Policy of Uzbekistan Airways JSC obliges all levels of management and all employees of the airline to be guided by its provisions in their activities, to understand it and to be responsible for achieving a high level of flight safety and quality assurance.

Бухгалтерский баланс - форма № 1

Единица измерения, тыс. сум.

Наименование показателя	Код стр	На начало отчетного периода	На конец отчетного периода
1	2	3	4
Актив			
I. Долгосрочные активы			
Основные средства:			
Первоначальная (восстановительная) стоимость (0100, 0300)	010	9 762 655,00	58 580 645,00
Сумма износа (0200)	011	1 081 156,00	3 988 704,00
Остаточная (балансовая) стоимость (стр. 010-011)	012	8 681 499,00	54 591 941,00
Нематериальные активы:			
Первоначальная стоимость (0400)	020	1 397 113,00	1 886 113,00
Сумма амортизации (0500)	021	46 670,00	383 043,00
Остаточная (балансовая) стоимость (стр. 020-021)	022	1 350 543,00	1 503 070,00
Долгосрочные инвестиции, всего (стр.040+050+060+070+080), в том числе:	030	5 794 331 967,00	5 795 732 311,00
Ценные бумаги (0610)	040		
Инвестиции в дочерние хозяйственные общества (0620)	050		
Инвестиции в зависимые хозяйственные общества (0630)	060	5 794 331 967,00	5 795 331 967,00
Инвестиции в предприятие с иностранным капиталом (0640)	070		
Прочие долгосрочные инвестиции (0690)	080		400 344,00
Оборудование к установке (0700)	090		
Капитальные вложения (0900)	100	1 238 288,00	4 965 001,00
Долгосрочная дебиторская задолженность (0910, 0920, 0930, 0940)	110	28 653 682,00	813 269 850,00
Долгосрочные отсроченные расходы (0950, 0980, 0990)	120		
Итого по разделу I (стр. 012+022+030+090+100+110+120)	130	5 834 265 979,00	6 670 062 173,00
II. Текущие активы			
Товарно-материальные запасы, всего (стр.150+160+170+180), в том числе:	140	262 984,00	141 229 886,00
Производственные запасы (1000, 1100, 1500, 1600)	150	262 984,00	103 123 369,00
Незавершенное производство (2000, 2100, 2300, 2700)	160		
Готовая продукция (2800)	170		
Товары (2900 за минусом 2980)	180		38 106 517,00
Расходы будущих периодов (3100)	190	778 412,00	186 816,00
Отсроченные расходы (3200)	200		
Дебиторы, всего (стр.220+240+250+260+270+280+290+300+310)	210	360 672 048,00	853 314 723,00
из нее: просроченная*	211		
Задолженность покупателей и заказчиков (4000 за минусом 4900)	220	19 917 183,00	167 308 773,00
Задолженность обособленных подразделений (4110)	230		
Задолженность дочерних и зависимых хозяйственных обществ (4120)	240	219 922 129,00	
Авансы, выданные персоналу (4200)	250	12 999,00	3 335 468,00
Авансы, выданные поставщикам и подрядчикам (4300)	260	67 185 131,00	229 304 114,00
Авансовые платежи по налогам и другим обязательным платежам в бюджет (4400)	270	4 917 835,00	321 726 625,00
Авансовые платежи в государственные целевые фонды и по страхованию (4500)	280		
Задолженность учредителей по вкладам в уставный капитал (4600)	290		
Задолженность персонала по прочим операциям (4700)	300	6 596,00	186 881,00
Прочие дебиторские задолженности (4800)	310	49 730 485,00	131 455 862,00
Денежные средства, всего (стр.330+340+350+360), в том числе:	320	15 272 013,00	44 093 810,00
Денежные средства в кассе (5000)	330		
Денежные средства на расчетном счете (5100)	340	8 345 655,00	1 662 218,00
Денежные средства в иностранной валюте (5200)	350	6 879 260,00	29 935 456,00
Прочие денежные средства и эквиваленты (5500, 5600, 5700)	360	47 098,00	12 496 136,00
Краткосрочные инвестиции (5800)	370	9 178 000,00	21 729 290,00
Прочие текущие активы (5900)	380		
Итого по разделу II (стр. 140+190+200+210+320+370+380)	390	386 183 457,00	1 060 554 525,00
Всего по активу баланса (стр.130+стр.390)	400	6 220 419 436,00	7 730 616 698,00
Пассив			
I. Источники собственных средств			
Уставный капитал (8300)	410	5 792 331 967,00	5 792 331 967,00
Добавленный капитал (8400)	420		
Резервный капитал (8500)	430	2 706 614,00	3 121 549,00
Выкупленные собственные акции (8600)	440		
Нераспределенная прибыль (непокрытый убыток) (8700)	450	4 052 541,00	393 900 761,00
Целевые поступления (8800)	460		449 999 959,00
Резервы предстоящих расходов и платежей (8900)	470		
Итого по разделу I (стр.410+420+430+440+450+460+470)	480	6 799 091 122,00	6 629 354 225,00
II. Обязательства			
Долгосрочные обязательства, всего (стр.500+520+530+540+550+560+570+580+590)	490	247 602 007,00	590 259 482,00
в том числе: долгосрочная кредиторская задолженность (стр.500+520+540+560+590)	491	0,00	0,00
Долгосрочная задолженность поставщикам и подрядчикам (7000)	500		
Долгосрочная задолженность обособленным подразделениям (7110)	510		
Долгосрочная задолженность дочерним и зависимым хозяйственным обществам (7120)	520		
Долгосрочные отсроченные доходы (7210, 7220, 7230)	530		
Долгосрочные отсроченные обязательства по налогам и другим обязательным платежам (7240)	540		
Прочие долгосрочные отсроченные обязательства (7250, 7290)	550		
Авансы, полученные от покупателей и заказчиков (7300)	560		
Долгосрочные банковские кредиты (7810)	570	240 403 707,00	590 259 482,00
Долгосрочные займы (7820, 7830, 7840)	580	7 198 300,00	
Прочие долгосрочные кредиторские задолженности (7900)	590		
Текущие обязательства, всего (стр.610+630+640+650+660+670+680+690+700+710+720+730+740+750+760)	600	666 201 518,00	511 002 991,00
в том числе: текущая кредиторская задолженность (стр.610+630+650+670+680+690+700+710+720+760)	601	669 501 518,00	511 002 991,00
из нее: просроченная текущая кредиторская задолженность*	602		
Задолженность поставщикам и подрядчикам (6000)	610	7 610 039,00	122 816 117,00
Задолженность обособленным подразделениям (6110)	620		
Задолженность дочерним и зависимым хозяйственным обществам (6120)	630	492 475 211,00	171 564 425,00
Отсроченные доходы (6210, 6220, 6230)	640		
Отсроченные обязательства по налогам и другим обязательным платежам (6240)	650		
Прочие отсроченные обязательства (6250, 6290)	660		
Полученные авансы (6300)	670	6 339 042,00	145 400 205,00

Задолженность по платежам в бюджет (6400)	680	1 318 602,00	302 317,00
Задолженность по страхованию (6610)	690		
Задолженность по платежам в государственные целевые фонды (6620)	700	336 138,00	656 427,00
Задолженность учредителям (6600)	710		
Задолженность по оплате труда (6700)	720	1 022 996,00	3 143 002,00
Краткосрочные банковские кредиты (6810)	730		
Краткосрочные займы (6820, 6830, 6840)	740	6 700 000,00	
Текущая часть долгосрочных обязательств (6950)	750		
Прочие кредиторские задолженности (6900 кроме 6950)	780	160 399 490,00	67 121 498,00
Итого по разделу II (стр.490+600)	770	913 803 526,00	1 101 262 473,00
Всего по пассиву баланса (стр.480+770)	780	6 712 894 647,00	7 730 616 698,00

Справка о наличии ценностей, учитываемых на забалансовых счетах

Единица измерения, тыс. сум.

Наименование показателя	Код стр.	На начало отчетного периода	На конец отчетного периода
1	2	3	4
Основные средства, полученные по оперативной аренде (001)	790		
Товарно-материальные ценности, принятые на ответственное хранение (002)	800		
Материалы, принятые в переработку (003)	810		
Товары, принятые на комиссию (004)	820		
Оборудование, принятое для монтажа (005)	830		
Бланки строгой отчетности (006)	840		
Списанная в убыток задолженность неплатежеспособных дебиторов (007)	850		
Обеспечение обязательств и платежей - полученные (008)	860		
Обеспечение обязательств и платежей - выданные (009)	870		
Основные средства, сданные по договору финансовой аренды (010)	880		
Имущество, полученное по договору ссуды (011)	890		
Расходы, исключаемые из налогооблагаемой базы следующих периодов (012)	900		
Временные налоговые льготы (по видам) (013)	910		
Инвентарь и хозяйственные принадлежности в эксплуатации (014)	920	1 459 198,00	5 186 502,00

*) При наличии просроченной дебиторской и кредиторской задолженности их расшифровка приводится согласно приложению к Бухгалтерскому балансу

Руководитель

DJURAYEVA RANOXON FRUNZEVNA

Главный бухгалтер

TASHKENBOYEVA NIGINA FARXODOVNA