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XX INTERNATIONAL CONVENTION ON QUALITY JUSK ICQ – 2024

ZBORNİK RADOVA

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XX INTERNATIONAL CONVENTION ON QUALITY JUSK ICQ – 2024

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Quality for sustainable management - implementation of quality standards in practice

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for Quality (JUSK)*

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PLAN KONFERENCIJE / CONFERENCE PLAN

Datum: 05. jun 2024. (sreda) <i>Date: June 5, 2024 (Wednesday)</i> Mesto: Svečana sala, Savez inženjera i tehničara Srbije, ul. Kneza Miloša 9, 11000 Beograd <i>Place: Ceremonial Hall, Union of Engineers and Technicians of Serbia, st. Kneza Miloša 9, 11000 Belgrade</i>	
KVALITETOM DO ODRŽIVOG POSLOVANJA – IMPLEMENTACIJA STANDARDA KVALITETA U PRAKSI	
09.30 – 10.00	Registracija učesnika / <i>Registration</i>
10.00 – 10.20	Uvodna reč / <i>Introduction</i>
Sesija I / Session I – STANDARDI KVALITETA USLUGA / Quality standards for services Predsedavajući / Chairman: Prof. dr Valentina Marinković, Univerzitet u Beogradu – Farmaceutski fakultet	
10.20 - 11.20	Inovacije u lancu snabdevanja / <i>Innovation in the supply chain,</i> Dipl. ing. Antonio Zrilić, Logiko, Croatia
	Oralno zdravlje dječije populacije - problemi nedostatka baze podataka / <i>Oral health of the child population - problems of missing database</i> Danijela Subotić, specijalista dječije i preventivne stomatologije Klinički centar Crne Gore, <i>Clinical Center Montenegro;</i> Selma Ćorović, specijalizant dječije i preventivne stomatologije, Udruženje dečjih i preventivnih stomatologa Crne Gore, <i>Association of Pediatric and Preventive Dentists of Montenegro</i>
	<i>The importance of social marketing - experiences from Bulgaria</i> Mag. farm. Danijela Mitov
11.20 - 11.30	Diskusija / <i>Discussion</i>
11.30 - 11.50	Kafe pauza / <i>Coffee break</i>
Sesija II / Session II – STANDARDI KVALITETA PROIZVODA / Product quality standards Predsedavajući / Chairman: master maš. inž. Jovana Antić, Katedra za opšte mašinske konstrukcije, Univerzitet u Beogradu – Mašinski fakultet	
11.50 - 12.50	Primena standarda u organizaciji proizvodnje u drвноj industriji / <i>Application of standards in the organisation of production in the timber industry</i> Doc. dr Slavica Petrović, Univerzitet u Beogradu – Šumarski fakultet <i>/ University of Belgrade - Faculty of Forestry</i>

	Pravni okvir za zaštitu potrošača i unapređenje kvaliteta proizvoda / <i>Legal framework for consumer protection and improvement of product quality</i> Ass. Milica Rašević , Beogradska akademija poslovnih i umetničkih strukovnih studija, <i>Belgrade Academy of Economics and Arts - Vocational Studies</i>
	Izazovi u novom sistemu obeležavanja proizvoda u mesnoj industriji / <i>Challenges of the new product labeling system in the meat industry</i> Mag. farm. – med. biohem. Tamara Stamenić , <i>research assistant</i> , Institut za stočarstvo Beograd - Zemun / <i>Institute of Animal Husbandry Belgrade - Zemun</i>
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Sesija III / Session III – KVALITET U OBRAZOVANJU / Quality in education Predsedavajući / Chairman: Doc. dr Jelena Ruso, Katedra za menadžment kvaliteta i standardizaciju, Univerzitet u Beogradu – Fakultet organizacionih nauka	
13.40 - 14.40	Doprinos lokalne samouprave kvalitetu u osnovnom obrazovanju / <i>Contribution of local self-government to the quality of primary education</i> Dragi Lukić , član Veća zadužen za obrazovanje, Opština Vračar
	Standardi i preporuke kada uvesti određene vrste sporta kod dece / <i>Standards and recommendations when to introduce certain sports for children</i> Redovni profesor dr Goran Kasum, Ass. Iva Bubanja , Univerzitet u Beogradu - Fakultet sporta i fizičkog vaspitanja, <i>University of Belgrade - Faculty of Sport and Physical Education</i>
	Primjena IT tehnologija u farmaceutskoj industriji / <i>Application of IT technologies in the pharmaceutical industry</i> Mr ph. Nataša Milanović , Farmaceutsko društvo Republike Srpske, <i>Pharmaceutical Society of the Republic of Srpska</i>
14.40 - 14.50	Diskusija / Discussion

Datum: 06. jun 2024. (četvrtak)

Date: June 6, 2024 (Thursday)

Mesto: Svečana sala, Savez inženjera i tehničara Srbije, ul. Kneza Miloša 9, 11000 Beograd

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**KVALITETOM DO ODRŽIVOG POSLOVANJA – IMPLEMENTACIJA
STANDARDA KVALITETA U PRAKSI**

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09.30 – 09.40	Uvodna reč / <i>Introduction</i>

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Predsedavajući / Chairman:

Prof. dr Svetlana Stojkov, Farmaceutski fakultet, Novi Sad

Ass. mag. farm. spec. Ivana Stević, Katedra za socijalnu farmaciju i farmaceutsko zakonodavstvo, Univerzitet u Beogradu – Farmaceutski fakultet

09.40 – 11.00	<p><i>EU Care Strategy – which way forward in the next legislature?</i> Philippe Seidel Leroy, Policy Manager on Social Protection / European Parliament AGE Platform Europe</p> <p><i>Kontrola kvaliteta u PCR laboratoriji / Quality control in the PCR laboratory</i> Prof. dr Ana Ninić, Katedra za medicinsku biohemiju, Univerzitet u Beogradu - Farmaceutski fakultet, <i>Department of Medical Biochemistry, University of Belgrade - Faculty of Pharmacy</i></p> <p><i>Verifikacija analize urina - implementacija zahteva ISO 15189 / Verification of urinalysis - implementation of ISO 15189 requirements</i> Dr Biljana Glišić, <i>specijalista medicinske biohemije</i>, Poliklinika Beo-Lab Plus, <i>Beo-Lab Plus Polyclinic</i></p> <p><i>Sanitarni zahtevi u kvalitetu pijaće vode / Sanitary requirements for the quality of drinking water</i> Dr Ivana Ristanović - Ponjavić, <i>spec. higijene</i>, Šef Odseka za vode, Gradski zavod za javno zdravlje Beograd, <i>Head of the Water Department, Municipal Institute of Public Health Belgrade</i></p> <p><i>Okvir kompetencija farmaceuta kao polazna tačka kvaliteta u primarnoj farmaceutskoj zaštiti / The pharmacist's competence framework as a starting point for quality in primary pharmaceutical care</i> Prof. Anđelka Račić, Univerzitet u Banjoj Luci, <i>University of Banja Luka</i> Prof. Svetlana Stojkov, Farmaceutski fakultet, Novi Sad, <i>Faculty of Pharmacy, Novi Sad</i></p>
11.00 - 11.10	Diskusija / Discussion
11.10 - 11.30	Kafe pauza / Coffee break

Datum: 06. jun 2024. / četvrtak, 7A

Date: June 6, 2024 / Thursday, 7A

Mesto: Savez inženjera i tehničara Srbije, ul. Kneza Miloša 7, 11000 Beograd

Place: Union of Engineers and Technicians of Serbia, st. Kneza Miloša 7, 11000 Belgrade

<i>Sesija V / Session V – POSLOVNA IZVRSNOST / Business Excellence</i>	
10.00 - 12.00	Društvo 5.0 i kvalitet 5.0: sinergije za poslovnu izvrsnost i konkurentnost / <i>Society 5.0 and Quality 5.0: Synergies for Business Excellence and Competitiveness</i> Bešić C., Čočkalo D., Bogetić S., Bakator M., Vorkapić M.
	Uticaj veštačke inteligencije na poslovanje i konkurentnost savremenih preduzeća / <i>The impact of artificial intelligence on the business and competitiveness of modern companies</i> Vidas Bubanja M., Bubanja I.
	Izazovi sajber bezbednosti u kvalitetu 5.0: zaštita integriteta poslovanja / <i>Challenges of cybersecurity in quality 5.0: protection of corporate integrity</i> Bakator M., Čočkalo D., Bogetić S., Stanisavljev S., Bešić C.
	Socijalno osluškivanje na internetu kao komponenta za unapređenje kvaliteta i konkurentnosti poslovanja savremenih preduzeća / <i>Social listening on the Internet as a component for improving the quality and competitiveness of business activities of modern companies</i> Bubanja I.
	Izvrsnost kao preduslov uspešnosti savremenih preduzeća / <i>Excellence as a prerequisite for the success of modern companies</i> Lekić N., Ljubičić I., Davidovac Z.
<i>Sesija VI / Session VI – KVALITET SISTEMA ZDRAVSTVENE ZAŠTITE I OBRAZOVANJA / Quality in the healthcare and education system</i> <i>Predsedavajući / Chairman: Mag. farm. spec. Sanja Jović, Apotekarska ustanova Beograd</i>	
11.30 - 13.00	Značaj standarda u apotekama / <i>The importance of standards in pharmacies</i> Dr sci med Dimitrije Janković Mag. farm. spec. Tanja Arsić Mast. ekon. Vedran Ivanović Dipl. ing. el. Jelena Petrović Mag. ing. zaštite Vesna Krstić, Apotekarska ustanova Niš, Pharmacy Niš
	Farmakovigilanca kao pokazatelj kvaliteta i efikasnosti sistema zdravstvene zaštite / <i>Pharmacovigilance as an indicator of the quality and efficiency of healthcare</i> Prof. dr Dejan Živanović, naučni saradnik, Akademija za humani razvoj Beograd; Medicinski fakultet Univerziteta u Novom Sadu, Academy for Human Development Belgrade; Faculty of Medicine, University of Novi Sad
	Dodatne usluge za podizanje kvaliteta rada u apotekama / <i>Additional services to improve the quality of work in pharmacies</i> Marija Zilli, izvršni direktor Akseent Co

	<p>Iz ugla specijalnih pedagoga / <i>From the perspective of special pedagogues</i></p> <p>Emina Begić, <i>Master Professor of Special and Rehabilitation Education, Primary School Dr. Vita Kraigherja, Ljubljana, Slovenia</i></p> <p>Milena Petrović, <i>Professor of Special and Rehabilitation Education</i></p>
	<p>Prednosti nestandardnih metoda u obrazovanju – „Uprirodise“ / <i>Advantages of non-standard methods in education – „Uprirodise“</i></p> <p>Srđan Đuranović, <i>autor i reditelj serijala</i></p>
13.00 - 13.10	Diskusija / <i>Discussion</i>
13.10 - 13.50	Pauza za ručak / <i>Break for lunch</i>
13.50 - 16.00	<p>Okrugli sto – Pokazatelji kvaliteta rada u apotekama / <i>Round table - indicators for the quality of work in pharmacies</i></p> <p>Mag. farm. spec. Nataša Jaćović Knežević, <i>Institut za javno zdravlje Srbije “Dr Milan Jovanović Batut”, Institute of Public Health of Serbia “Dr Milan Jovanović Batut”</i></p> <p>Bojan Kisić, <i>Advisor of the Board, NITES Group</i></p> <p>Doc. dr Andrijana Milošević Georgiev, <i>specijalista socijalne farmacije, Centar za razvoj farmaceutske i biohemijske prakse, Univerzitet u Beogradu - Farmaceutski fakultet, Center for the Development of Pharmaceutical and Biochemical Practice, University of Belgrade - Faculty of Pharmacy</i></p>

**DRUŠTVO 5.0 I KVALITET 5.0: SINERGIJE ZA POSLOVNU IZVRSNOST I
KONKURENTNOST
SOCIETY 5.0 AND QUALITY 5.0: SYNERGIES FOR BUSINESS
EXCELLENCE AND COMPETITIVENESS**

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Sažetak: Ovaj rad istražuje sinergijski odnos između Društva 5.0 i Kvaliteta 5.0 i njihov kombinovani uticaj na unapređenje poslovne izvrsnosti i konkurentnosti. Društvo 5.0, koncept koji potiče iz Japana, predstavlja viziju društva usredsređenog na čoveka koje balansira ekonomski napredak sa rešavanjem društvenih problema kroz sistem integrisan sa digitalnom tehnologijom. Kvalitet 5.0, savremena evolucija u upravljanju kvalitetom, proteže se dalje od operativne izvrsnosti i uključuje usredsređenost na kupca, održivost i inovativnu upotrebu tehnologija u nastajanju. Kroz sveobuhvatan pregled literature ovaj rad ispituje kako integracija prakse Kvaliteta 5.0 u okviru Društva 5.0 može dovesti do transformativnih poslovnih modela koji ne samo da prioritet stavljaju efikasnost i profitabilnost, već i naglašavaju etičke standarde, održivost i društveno blagostanje. U njemu se govori o ulozi naprednih tehnologija kao što su veštačka inteligencija (AI), Internet stvari (IoT) i analitika velikih podataka u olakšavanju ove integracije. Rad ima za cilj da razvije teorijski model za unapređenje konkurentnosti domaćih preduzeća i daje osnovu za buduća istraživanja.

Ključne reči: Društvo 5.0, Kvalitet 5.0, konkurentnost, poslovanje, sinergija.

Abstract: This paper explores the synergistic relationship between Society 5.0 and Quality 5.0, and their combined impact on enhancing business excellence and competitiveness in the modern era. Society 5.0, a concept originating in Japan, represents a vision for a human-centered society that balances economic advancement with the resolution of social problems through a system integrated with digital technology. Quality 5.0, a contemporary evolution in quality management, extends beyond operational excellence to include customer-centricity, sustainability, and the innovative use of emerging technologies. Through a comprehensive literature review this paper examines how integration of Quality 5.0 practices within the framework of Society 5.0 can lead to transformative business models that not only prioritize efficiency and profitability but also emphasize ethical standards, sustainability, and social well-being. It discusses the role of advanced technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), and big data analytics in facilitating this integration. The paper aims to develop a theoretical model for improving competitiveness of domestic enterprises, and it provides a basis for future research.

Key words: Society 5.0, Quality 5.0, competitiveness, business, synergy

1. INTRODUCTION

Quality 5.0 represents an evolutionary step in the development of quality management, focusing on the integration of humanistic values into technological innovations. This concept emphasizes the need to achieve a balance between technical enhancement and the improvement of quality of life. Quality 5.0 enables organizations to be more customer-oriented, providing products and services that not only meet basic standards but also contribute to greater satisfaction and well-being of end-users. It promotes inclusivity and sustainability, aiming to make technological progress accessible and beneficial to a broad range of people, including those from less privileged groups [1, 2].

Society 5.0 is a concept first introduced in Japan as a vision of the future where advanced technologies are used to enhance human capabilities and address social challenges. The central idea of Society 5.0 is to harmonize advancements in information and communication technologies with the needs and well-being of people. This approach involves the integration of big data,

artificial intelligence, the internet of things, and robotics into daily activities, thereby enabling personalized services in various areas such as healthcare, education, and waste management. Society 5.0 strives to be inclusive, providing equal opportunities for all citizens regardless of their age, gender, socioeconomic status, or geographical location [3].

The modern business environment is characterized by rapid technological change, globalization, and increased social expectations regarding corporate responsibility. In this context, the synergy between Quality 5.0 and Society 5.0 plays a crucial role in shaping business strategies that are focused on sustainability, ethics, and social responsibility. Companies face challenges in integrating these concepts into their business models to achieve a competitive advantage. Effective implementation of these principles can result not only in greater business excellence but also in a positive social impact, enabling companies to build stronger relationships with the community and enhance their corporate image [4].

The main goal of this paper is to develop a theoretical model for improving business and competitiveness of enterprises. In addition, suggestions and guidelines for improving competitiveness are discussed. The paper consists of six main sections: Introduction, Society 5.0, Quality 5.0, Developed model, Suggestions and guidelines, and Conclusion.

2. SOCIETY 5.0

At the core of Society 5.0 is the concept of blending cutting-edge information and communication technologies (ICT) with the fundamental needs and welfare of human beings. This concept emphasizes the seamless integration of advanced technological tools such as big data, artificial intelligence (AI), the Internet of Things (IoT), and robotics into everyday human activities. The aim is to foster the development of highly personalized services across various sectors including healthcare, education, transportation, and waste management [5]. These technological interventions are designed not just to streamline processes but to significantly enhance the user experience and improve the efficiency of services delivered to individuals across the societal spectrum.

Central to the ethos of Society 5.0 is its commitment to tackling pervasive social challenges such as the aging population, labor shortages, rapid urbanization, and environmental sustainability. By harnessing the capabilities of sophisticated technologies, Society 5.0 aspires to construct a societal framework that excels in optimizing economic operations while simultaneously enhancing the quality of life for all citizens. It seeks to promote equitable social justice and environmental sustainability, making strides toward an inclusive society where equal opportunities are available to everyone,

irrespective of age, gender, socioeconomic status, or geographic location [6]. In this innovative societal model, technology plays a pivotal role as a facilitator that bridges disparities between diverse social groups, enabling comprehensive participation in and benefits from the burgeoning digital landscape.

Further expanding on the transformative vision of Society 5.0, there is also a significant shift anticipated in societal thinking and organizational structures. To fully realize the potential of this advanced societal setup, it is crucial to innovate and reformulate governance models, educational systems, and legal frameworks. These foundational changes are essential to support and sustain the technological and social innovations characteristic of Society 5.0. The success of such a society depends heavily on its ability to adapt existing structures and processes to effectively address contemporary challenges and capitalize on the opportunities presented by new technological advancements.

3. QUALITY 5.0

The concept of "Quality 5.0" represents an evolutionary step in the development of quality management that focuses on integrating humanistic values into technological innovations. This approach emphasizes the need to achieve a balance between technical enhancement and the improvement of quality of life. Quality 5.0 emerges as a response to previous phases that were more focused on technical efficiency and automation, while the new era places human needs and ethical aspects at the center of consideration [7]. The benefits of Quality 5.0 are numerous. Primarily, this concept allows organizations to become more

customer-oriented, providing products and services that not only meet basic standards but also contribute to greater satisfaction and well-being of end-users. Additionally, Quality 5.0 promotes inclusivity and sustainability, aiming to make technological progress accessible and beneficial to a broad spectrum of people, including those from less privileged groups.

However, the challenges of Quality 5.0 are significant. Integrating humanistic values into technical processes requires a change in culture and mindset within organizations, which can be difficult to achieve. There is also a risk of resistance to change, especially in industries traditionally focused on technical performance. Moreover, measuring the impact of these humanistic aspects on quality can be complex and requires the development of new methodologies and tools. The development of Quality 5.0 involves continual innovation and adaptation, both technologically and managerially. This entails ongoing education and skill development of employees, as well as the implementation of new technologies that support humanistic goals. An increasing number of organizations recognize the importance of this approach and strive to integrate the principles of Quality 5.0 into their operational strategies [8].

Quality 5.0 represents a significant step forward in the evolution of quality management, with a focus on creating harmony between technological progress and humanistic values. Although challenges exist, the benefits that this approach brings to society as a whole can be substantial, especially in terms of improving the quality of life and enhancing sustainability. The concept of Quality 5.0 is closely related to the idea of Society 5.0, which represents a vision of the future where advanced

technologies are used to solve social problems and improve the quality of life for all people. Society 5.0 aims to create a superintelligent society where data and technologies are used in ways that contribute to social welfare, not just economic growth. Quality 5.0 plays a crucial role in this context as it focuses on how technology can enhance the human aspect of life and business, thereby contributing to the achievement of the goals of Society 5.0.

The synergy between Quality 5.0 and Society 5.0 is reflected in their shared focus on humanizing technology. Quality 5.0 involves creating products and services that are not only technically superior but are also designed to meet real human needs and promote sustainability. This includes developing technologies that are accessible, easy to use, and contribute to social inclusivity. Accordingly, Society 5.0 utilizes such technologies to create an environment where every individual can achieve their full potential regardless of their physical or social circumstances [9, 10, 11, 12].

One of the challenges in creating this synergy is the need for broad social consensus on how technologies should be used. This requires the development of ethical frameworks and policies that will ensure that innovations serving Quality 5.0 and Society 5.0 do not lead to undesirable consequences, such as privacy violations, increased inequality, or misuse of technology. Transparency and public participation in decision-making processes are key to building trust and ensuring that technological progress goes hand in hand with ethical considerations.

Integrating Quality 5.0 into the vision of Society 5.0 offers an opportunity to create a more sustainable and inclusive world. As these concepts evolve together, it is possible

to achieve a balance between technological advancement and the preservation of humanistic values, which is crucial for a future that is not only technologically advanced but also socially fair [13, 14].

4. DEVELOPED MODEL

Based on the analyzed literature a theoretical model for improving business performance and competitiveness is developed. The model is presented on Figure 1.

The provided model illustrates the interconnected elements contributing to Society 5.0, aiming to improve overall quality and business excellence through a series of strategic relationships among various components.

centric design, Technological integration (including IoT, AI, Big Data), and Sustainability and ethics. These factors contribute to a framework where technology is leveraged in a manner that prioritizes human needs and ethical considerations. Inclusivity ensures that technological benefits are widespread and accessible to all demographics. A human-centric design approach ensures that technologies are developed with a primary focus on user experience and usability. Technological integration reflects the seamless incorporation of advanced technologies that streamline processes and data usage, which leads to improved operational capabilities. Sustainability and ethics are fundamental in ensuring that technological advancements are made in an environmentally friendly and ethically responsible manner.

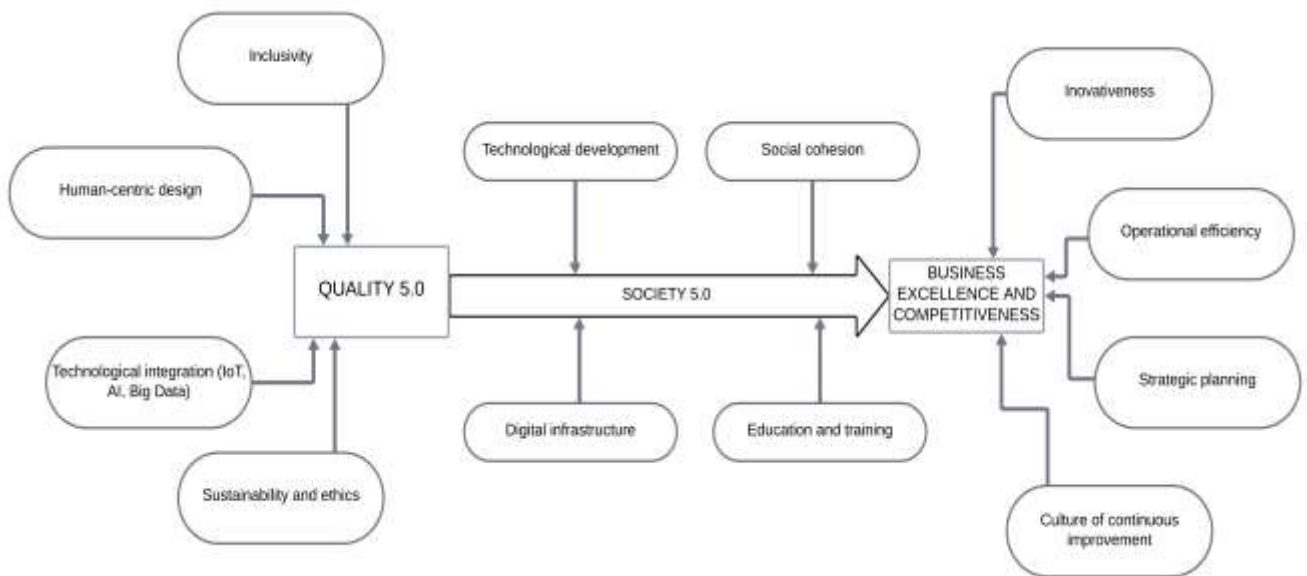


Figure 1. Model for improving business and competitiveness

The relations between the elements of the model are as follows:

- Quality 5.0 is depicted as a central element influenced by Inclusivity, Human-

- Moving on to Society 5.0, it receives inputs from Quality 5.0, highlighting how quality improvements in technology integration directly influence societal advancements.

- Society 5.0 integrates these enhancements with its own components: Technological development, Social cohesion, Digital infrastructure, and Education and training.
- Technological development refers to the continual advancement and refinement of technologies. Social cohesion emphasizes the importance of technology in bridging social gaps and improving community engagement.
- Digital infrastructure provides the necessary backbone for deploying and scaling new technologies effectively. Education and training are crucial for equipping individuals with the necessary skills to navigate and contribute to a technology-driven world.
- The Business Excellence and Competitiveness block illustrates the application of advancements from Society 5.0 in a business context, focusing on Innovativeness, Operational efficiency, Strategic planning, and a Culture of continuous improvement.
- Innovativeness is fueled by the ongoing technological advancements and is crucial for maintaining competitive edge.
- Operational efficiency is improved through the application of new technologies and optimized processes influenced by strategic planning, which outlines long-term business goals and the means to achieve them.
- Finally, a culture of continuous improvement is essential for sustaining long-term competitiveness by fostering an environment where incremental changes are consistently embraced and implemented.

In summary, the model describes a holistic view of how technological and ethical advancements are designed to meet human needs, which in turn feed into societal improvements that support business

excellence. Each element and sub-element is strategically linked to facilitate a cycle of continuous improvement that benefits individuals, society, and businesses alike.

5. SUGGESTIONS AND GUIDELINES

Based on the study of the document and the concept of synergy between Quality 5.0 and Society 5.0, as well as their impact on business excellence and competitiveness, here are several suggestions and recommendations for improving business competitiveness:

- **Integration of advanced technologies:** Implementing technologies such as artificial intelligence, the Internet of Things (IoT), and big data can significantly improve the quality of products/services. These technologies allow for better analysis of user needs and more efficient resource management.
- **Focus on human-centered design:** Develop products and services that are tailored to the actual needs and desires of people. This not only increases user satisfaction but also contributes to creating a loyal customer base, which is crucial for long-term competitiveness.
- **Sustainability and ethical responsibility:** Develop business models that minimize the negative impact on the environment and are in line with the highest ethical standards. This not only helps in building a positive brand image but can also be a prerequisite for entering new market segments that value sustainability.
- **Education and training of employees:** Invest in continuous education and training of employees to keep up with the latest technologies and work methods. This allows for faster adaptation to market changes and maintaining a high level of professionalism.
- **Strategic planning and innovation:** Develop strategies that anticipate future

trends and market changes. Innovation in products, services, and business processes can significantly enhance the market position of a company.

- Promoting social cohesion: Work on creating policies that encourage social inclusion and reduce inequality within society. This can improve the social climate and create a more stable market environment for business.
- Strengthening digital infrastructure: Enhancing a company's IT infrastructure allows for more efficient management of operations, cost reduction, and better customer service.

Each of these steps can contribute not only to increasing your company's competitiveness but also to its ability to adapt and thrive within the concept of Society 5.0.

6. CONCLUSION

The conclusion of the research on the synergy between Quality 5.0 and Society 5.0, as well as their impact on business excellence and competitiveness, emphasizes the importance of integrating these concepts into modern business strategies. Quality 5.0, which places human needs and ethical aspects at the center of business operations, and Society 5.0, which aims to exploit technological innovations to address social challenges and improve people's lives, together form the basis for creating sustainable and inclusive business models that contribute to both social well-being and economic progress.

Implementing these concepts in practice requires a change in corporate culture and the development of new tools and methodologies that can adequately measure the impact of humanistic aspects on quality and business. Challenges include resistance to change, the need for continuous education and adaptation

to new technologies, and the building of a broader social consensus on how to implement these principles.

Through effective integration of Quality 5.0 and Society 5.0, companies can not only enhance their market competitiveness but can also actively contribute to building a fairer, more humane, and sustainable society. Therefore, business excellence in the context of these new paradigms is not only measured by financial success but also by the positive social impact that companies achieve. Ultimately, the future of business lies in the ability of companies to adapt to changes, adopt new approaches and technologies, and to direct their operations not just towards profit, but also towards contributing to the broader community.

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