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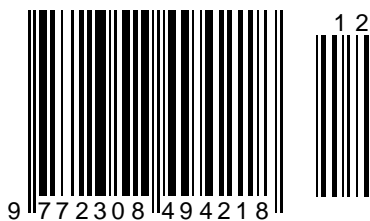
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## ON THE FEATURES OF SOCIAL AND SPATIAL DEVELOPMENT OF THE REGIONS OF THE RUSSIAN ARCTIC IN THE FRAMEWORK OF THE IMPLEMENTATION OF THE APPROVED STRATEGY FOR THEIR PROSPERITY IN THE FUTURE

**Abstract:** *In the article, the authors paid attention to the development of regions in the north of the European part of Russia, most of Siberia and the Far East, which have the greatest resource potential and low population density, where the need to develop new mineral deposits will provoke an increase in the quality of life of the population of these regions. Under these conditions, railway and sea transport will receive priority development, ensuring the economically efficient development of large flows of bulk cargo, due to which an increase in reliability and a decrease in the cost of life support for remote and hard-to-reach regions of the North and the Far East will be ensured. The authors analyze the role and importance of the transport strategy in creating conditions for the socio-economic development of the regions of the Russian Arctic. At the same time, in order to improve the quality of transport services.*

**Key words:** *reliability, quality of life, economy, efficiency, population, migration, competitiveness, profit, resource potential, comfort, life support.*

**Language:** English

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### Introduction

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Analyzing the Strategy of socio-economic development of the regions of the Russian Arctic - Yamal - Nenets Autonomous Okrug, Krasnoyarsk Territory, Republic of Sakha (Yakutia), Chukotka Autonomous Okrug, Komi Republic, Nenets Autonomous Okrug, Republic of Karelia, Murmansk Region, Arkhangelsk Region - in order to provide them with favorable conditions for attracting investments, ensuring comfortable living conditions

for the population, it is necessary in these regions to implement the problems caused by the unsatisfactory state of transport, namely, the need for the construction and commissioning of new and reconstruction of existing railways and highways, linking these schemes with the northern sea route, providing it with an effective the scheme of transportation of all goods in order to successfully implement the implementation of this very Strategy.

The main landmarks of the socio-economic development of the regions of the Russian Arctic - Yamal - Nenets Autonomous District, Krasnoyarsk

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Territory, Republic of Sakha (Yakutia), Chukotka Autonomous District, Komi Republic, Nenets Autonomous District, Republic of Karelia, Murmansk Region, Arkhangelsk Region - in the forecast period generally coincide with plans for the development of the North and the Far East of the Russian Federation. These are innovative modernization of the economy and sustainable economic growth, ensuring national security and personal protection of the population, strengthening the role and place of the Arctic in the economy of the Russian Federation. Solving the set tasks, aimed at making the Autonomous Okrug a strategic outpost for the development of the Arctic, will make it possible to achieve the following main results:

- creating favorable external conditions for the long-term development of the Autonomous Okrug, modernizing its economy, attracting foreign investment, strengthening its position as an equal partner in the international division of labor and capital;
- development of applied scientific activity and improving the quality of its results;

- development of scientific and technical cooperation in the spheres of ensuring environmental safety and ecological improvement of territories, studying climate changes and physical factors, preserving natural resources and biodiversity of the Autonomous Okrug with the fuel and energy complex enterprises located in the territory of the Autonomous Okrug;

- creation of an effective system for identifying, building up and the most complete use of intellectual potential in the interests of the regions of the Russian Arctic.

The strategy for the development of the regions of the Russian Arctic was developed in order to pursue a unified state policy: defining individual directions, priorities, goals and objectives for solving key problems of the socio-economic development of the Arctic territories; promoting the creation of social infrastructure, including transport; developing an economy of renewable natural resources; introduction of advanced technologies, development of international cooperation in the regions of the Russian Arctic; ensuring environmental safety.

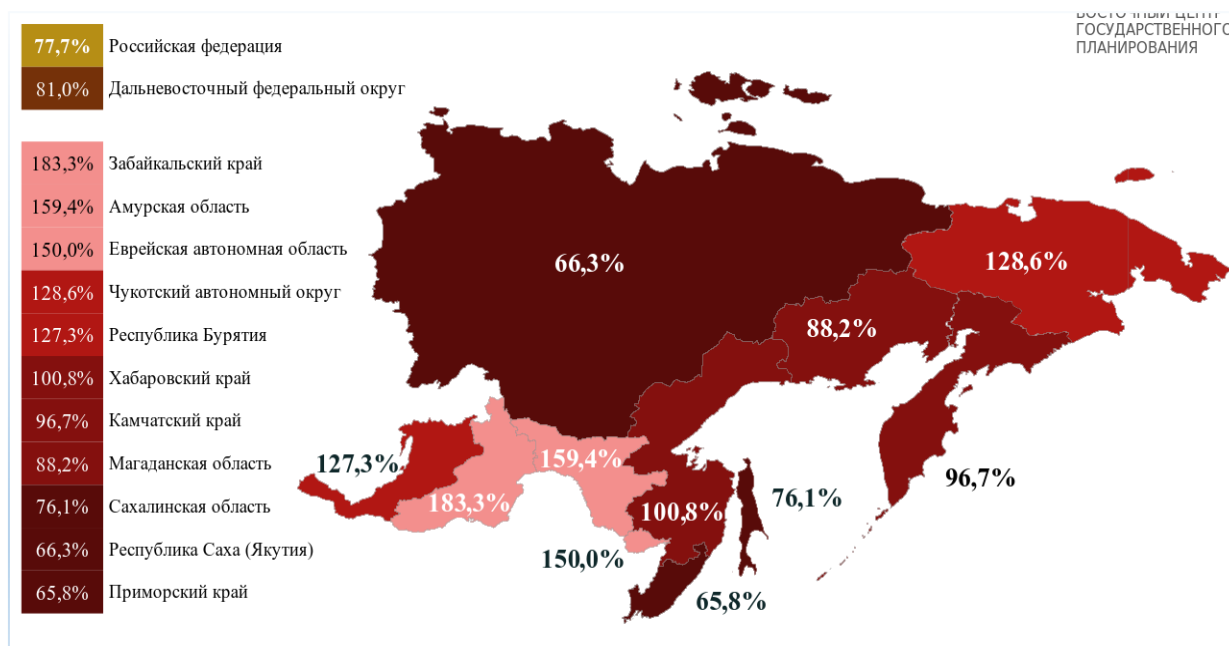


Figure 1. Growth in exports of the Far Eastern Federal District

The Strategy is the basis for the development of the Action Plan for the implementation of the Strategy, adjustments to the Arctic sections of the state programs of the regions - Yamal - Nenets Autonomous Okrug, Krasnoyarsk Territory, Republic of Sakha (Yakutia), Chukotka Autonomous Okrug, Republic of Komi, Nenets Autonomous Okrug, Republic of Karelia, Murmansk Region, Arkhangelsk Region - on the development of the Arctic territories, territorial planning schemes for the regions of the Russian Arctic.

The forecast of economic development indicators for the regions of the Russian Arctic in general and their key industries, in particular, is built in three scenarios: conservative, basic, target.

The conservative scenario implies inertial development of the regions: They should be mono-dependent on the gold mining industry, the volume of attracted public and private investments will be significantly lower than the projected values, the project for the development of the Baim ore zone will not be implemented.

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The baseline scenario implies the partial implementation of the investment projects declared in this Strategy: the volume of investments and coal production at the deposits of the Bering coal basin will be fixed at the minimum values specified in the agreement on the TOP (750 thousand tons), the project for the development of the Baim ore zone will be implemented in full.

The target scenario implies the full implementation of the investment projects declared in this Strategy, in particular, the development of the Baim ore zone and the increase in production at the deposits of the Verkhne-Alkatvaamsky section of the Bering coal basin to 5 million tons with the attraction of the necessary amount of investment. Implementation of promising, but currently not being developed projects (for example, the development of the Amaam deposit in the Bering coal basin, the Pyrkakay stockwork tin deposit, not specified in this Strategy of gold ore deposits of the Chaun-Bilibino industrial zone, as well as oil and gas deposits in the Anadyr basin) within the framework of no target scenario is foreseen.

The choice of the main scenario for the implementation of the option of socio - economic development of the regions of the Russian Arctic is based on the expected effectiveness of achieving the goals of the Strategy, as well as on the assessment of the probability of occurrence and the degree of influence of possible risks on the implementation of the Strategy in relation to each of the scenarios, namely:

the optimistic scenario assumes conditions for maximum realization of the potential of the regions of the Russian Arctic. Achievement of the goals of the Strategy under the optimistic scenario is assumed in

full, with possible exceeding the established values of target indicators, in a reduced or equal to the planned time frame;

the target scenario assumes a decrease in the impact of the negative consequences of geopolitical instability, the removal of infrastructural and transport restrictions, the leveling of territorial disproportions due to the even distribution of production forces and the use of the economic potential of the territories, the development of industrial cooperation ties between business entities and the creation of conditions for sustainable long-term economic growth in the regions of the Russian Arctic. Implementation of the target scenario will provoke a strategy of social and economic development of all regions of the Russian Arctic;

the inertial scenario is based on the continuation of the inertial trends of recent years and assumes a stable socio-economic situation in the republic with a possible temporary deterioration or improvement in the values of individual indicators, depending on the influence of external factors. Achievement of the goals of the Strategy under the inertial scenario is assumed to be incomplete, with the achievement of the established values of most of the target indicators in equal or exceeding the planned time frame, forming comfortable conditions for the population.

The system of 7 strategic directions is linked to 7 long-term strategic goals and is aimed in general at creating conditions for the comprehensive development of human potential and consolidation of the population in the republic through ensuring basic needs in education, health care, infrastructure, a favorable environment, jobs, including highly qualified ones, accompanying development of the service sector and institutions (table 1).

**Table 1. Priority directions and strategic goals of the Strategy**

<b>Strategic direction</b>	<b>Strategic goal</b>
Infrastructure for life	Improvement of transport, engineering, housing and communal infrastructure as a prerequisite for the development of the economy and social sphere
Development of the economy and entrepreneurship	creating new jobs, increasing investment attractiveness, pursuing cluster policy, developing traditional industries and services, creating conditions for the development of new industrial clusters
Development of tourism and hospitality industry	preservation of the cultural and historical heritage of the regionsArctic: Yamal - Nenets Autonomous Okrug, Krasnoyarsk Territory, the Republic of Sakha (Yakutia), Chukotka Autonomous Okrug, the Komi Republic, the creation of a modern hospitality industry in the regions Arctic: Yamal - Nenets Autonomous Okrug, Krasnoyarsk Territory, Republic of Sakha (Yakutia), Chukotka Autonomous Okrug, Komi Republic...
Sustainable spatial development	expanding international cooperation, pursuing a balanced spatial policy aimed at strengthening the economies of municipalities in the regions of the Russian Arctic:Murmansk Region, Republic of Karelia, Arkhangelsk Region, Nenets Autonomous District, creating a comfortable urban environment, introducing new technologies



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Improving environmental sustainability and safety	introduction of a value system for sustainable development, a green economy, ensuring the reproduction of a healthy population, as well as an increase in the duration and quality of life by solving environmental problems for transmission to future generations for subsequent multiplication of the opportunities that the region has at the moment
Social development	ensuring a high quality of life of the population by increasing the availability of high-quality social services, implementing spiritual and cultural development, interethnic harmony
Good Governance: Implementation Tools	creation of a modern development management system, introduction of best practices of public participation, new instruments of tax, budget and investment policy

The implementation of the Strategy is designed to respond to the main demographic challenge of the long-term development of the regions of the Russian Arctic. In conditions of sufficiently high mobility of the population, people choose for life those regions where they can realize their potential. The answer to this should be an appeal to the needs and capabilities of each inhabitant of the regions of the Russian Arctic and positioning the state as an assistant, the role of civil society in governance should be radically changed, and mechanisms for effective feedback from residents should be established. Therefore, in the center of the Strategy are people, their well-being.

In this regard, the implementation of the Fundamentals of State Policy of the Russian Federation in the regions of the AZRF for the period up to 2035 will ensure the outstripping national growth rates of the quality of life and incomes of the population of the Arctic zone of the Russian Federation, including those belonging to small peoples. Today, the main trend in the development of social infrastructure facilities in the regions of the Russian Arctic is the elimination of imbalances that cause a decrease in the availability of high-quality social services in cities and towns that are not administrative centers, in remote and small settlements. The current state of social infrastructure in the regions of the Russian Arctic does not allow to fully fulfill its compensatory function and in most settlements does not provide an acceptable level of living comfort.

At present, the Russian economy faces a systemic challenge, the nature and quality of which is determined by a combination of three fundamental factors.

The first factor is increased global competition covering the markets for goods, services, capital, and other factors of economic growth. Structural restructuring of the world economy began, associated with a change in the balance between economic centers, an increase in the role of regional economic unions, and the expected spread of new technologies. This will entail a change in national and world cargo and passenger flows, an increase in requirements for the quality of transport services.

The second factor is the growing role of human capital in socio-economic development. The level of competitiveness of the modern innovative economy is

increasingly determined by the quality of professional personnel. This fully applies to transport as an industry embarking on the path of innovative development.

The third factor is the depletion of sources of the export-raw material type of development, based on the intensive increase in fuel and raw materials exports.

At the same time, significant restrictions on economic growth appeared in Russia, due to the insufficient development of the transport system. Today's volumetric and qualitative characteristics of transport, especially its infrastructure, do not allow to fully and effectively solve the problems of a growing economy. All this requires significant restructuring from Russian transport. Previous strategic documents in the field of transport were developed in the context of the transition to an economic growth strategy.

In the transition to an intensive, innovative, socially oriented type of development, the country strives to become one of the leaders of the global economy, which requires the adoption of adequate strategic decisions on the development of the transport complex in the long term.

The tasks of the development of the transport complex, depending on the specific conditions of the socio - economic development of the regions, have their own specifics, focus and priorities, which are taken into account when developing the priorities of the state transport policy.

The development of the constituent entities of the Russian Federation located in the Center, in the North-West, in the Middle Volga region and in the Urals, with the greatest industrial potential and high population density, will be focused on the growth of the innovation economy and the consumer sector. At the same time, it will be necessary to ensure an improvement in the quality, reliability, rhythm, widespread availability of services, mobility, and full satisfaction of the needs for transport services. Priority development will be given to passenger and freight road transport, systems of high-speed transportation of people and goods, and the sector of integrated transport and logistics services. The development of transport infrastructure in these regions will be aimed at increasing the throughput and technical characteristics of the transport network of all types of transport, construction of bypasses of large cities and chord transport communications, new high-speed

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railways, highways, including toll roads, the creation of an integrated network of transport and logistics complexes, the creation of large airport hubs. The role of river transport will increase in ensuring domestic and foreign trade transportation of goods, as well as transportation of passengers, mainly for tourist and recreational purposes.

The development of regions in the north of the European part of Russia, most of Siberia and the Far East, which have the greatest resource potential and low population density, will be aimed at developing new mineral deposits, including on the continental shelf, and improving the quality of life of people. Under these conditions, priority development will be given to railway transport, which will ensure the economically efficient development of large flows of bulk cargo, including for export. Increased reliability and reduced cost of life support for remote and hard-to-reach regions of the country will be ensured. Also, sea transport will play an important role. The main task is to develop shipping along the Northern Sea Route. In the future, it may turn into an international transport route.

The development of the network of federal and regional highways will continue, as well as the creation of approaches from settlements to railway stations. The main problems are the problems of increasing the availability of transport services for the population, therefore, the development of inland water transport, the expansion of the regional air transport network require coordinated efforts at all levels of government.

In the Central Black Earth Region, in the North Caucasus, in the Volga region, in the southern regions of the Urals, in Siberia and in the Far East, the local road network with a hard surface will receive priority development, which in the future should connect all settlements, providing them with stable interaction with each other.

The growth of the country's foreign trade and transit traffic, as well as cross-border cooperation with neighboring countries, will require the development of the transport infrastructure of border checkpoints and approaches to major seaports.

### Main part

There is no reason to hope for a "miraculous transformation" in the understanding of transport and transport science. The current concept of transport is rooted in the practice of economic policy, the architecture of economic planning is laid out for it, in which transport is assigned a "working" place - to be in "service" to production, but not the locomotive of its advancement. The history of the take-off of Rome, Holland, Spain, Portugal, Britain, a little later Germany, and the historical experience of the Russian State do not teach politicians. Even the birth of space transport has changed little in the political awareness of transport, and until political reflection is built not

on the basis of general scientific thinking, scientific and philosophical ideas will remain wishes, but not imperatives.

The integration of economic science is implemented unilaterally, it loses its specific methodological basis, borrowing mathematical methods of analysis. They are undoubtedly fruitful and no one doubts their effectiveness, however, the movement of economic science, in addition to the "quantitative" coast, also has a political one, on which the qualitative guidelines of the movement are built, governed by the world outlook. It is not transport that should be subordinated to the development of the economy, but the economy should be developed on the basis of the modern understanding of transport as a system-forming factor in the movement of the world in general and social progress in particular. The history of man as a biological species and a social form of human reality testifies to the fact that evolution was carried out thanks to the development of living space by mankind, first moving in physical space, and, as the formation of their own social space, and in it. Civilization is a product of this process. In the new millennium, the importance of space for improving human life is even more actualized, therefore, no matter how high the value of social space is, it is necessary to go beyond this form and consider the problem of spatial development of the world with the help of transport, understood in a broad ideological context, as a priority in politics. And the practical policy itself does not develop as a systemic reaction to the action of forces from the existing reality of the world, but is built on the basis of the outstanding ability of homo sapiens consciousness to anticipate objective changes in reality. The methodology of science is an effective tool for obtaining new knowledge. Figuratively speaking,

Transport science is engaged in one of the few branches of technology in which the production and operation of the technology it uses was divided into two independent production areas with its own scientific and engineering support. Therefore, the methodology of transport science as an operational branch of technical sciences bears additional specificity in relation to the specificity of the methodology of technical knowledge.

Transport science is designed not only to ensure the improvement of transport, but also to form the initial requirements and data for the innovative improvement of the products of the industries serving transport.

With regard to transport, these industries are transport electrical engineering and telemechanics, petrochemistry and chemistry of polymers, paint and varnish industry, production of garage equipment, technical diagnostics, etc.

Transport science in its current form is not a phantom and not a scientific and educational discipline. Its status reflects the prevailing concept of

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transport. She herself realizes the transition to the science of transport, corresponding to the post-non-classical stage in the history of science. That is why it is so important to define the concept of "transport" in its actual content. F. Engels was right in emphasizing the tendency of increasing importance in scientific knowledge of methodology. The warning of V.I. Lenin's opinion that the main load on philosophy will be in epistemology. The language of technical thinking is a blueprint, scientific language is a concept. Concepts must correspond to actual reality and change following the expansion of the boundaries of scientific knowledge.

Awareness of the immensity of Russia comes to our souls also thanks to travel by rail. There are countless railroad specialties - heat engineering, a specialist in diesel engines, in electric traction, in electrical networks, in logistics, signaling, in the optimal configuration of trains and control over the weight load on the track; on railway bridges, maintaining level crossings in accordance with safety requirements, etc. This is not a complete list of those areas where there is thought, professional knowledge and the will of a railway engineer. These specialties do not exist on their own. They are linked into a system of successive and complementary areas of activity, where each of them "leads his own party" in the orchestra, in the beating of the pulse, in the life of the railway. Rough, seemingly dead pieces of iron,

Therefore, the purpose of developing the Strategy is to propose a set of strategic directions, measures and steps aimed at turning negative trends in the economy and social sphere of the Russian Arctic and at its entry into a sustainable trajectory of socio-economic development, which is based on a model of outstripping economic growth and strengthening economic bases of the AZRF for the subsequent improvement of the quality of life and the well-being of its inhabitants.

The strategic goal of the socio-economic development of the AZRF is the growth of the true well-being of residents of the regions of the AZRF, the creation of opportunities for their self-realization by way of a faster pace of creation of new high-tech and science-intensive jobs than other regions of Russia, an increase in the level and quality of life, and access to social and cultural benefits.

The concept of true well-being is based on the assumption that today the content of the concepts of "development" and "progress" has acquired a new meaning. Development becomes a person-oriented (humanistic) and environmentally-oriented, based on investments in human capital, innovative sectors of the economy, and the preservation of ecosystems. This means an increase in the subjective sense of personal happiness, including not only the level of income, but also non-economic indicators, including the value of leisure, eco-system services, and the quality of work.

Genuine well-being is assessed by an extended set of indicators characterizing the quality of human life from all sides (opportunities for self-realization, wealth inequality and other indicators of inclusive economic growth, subjective feeling of happiness, quality of the urban environment, environmental indicators, healthy life expectancy, human development indicators, development of democratic institutions and public participation, etc.). At the same time, not only economic (income level, production and investment), but also social, environmental, spatial and managerial (institutional) components are taken into account. Economic development not only does not contradict nature conservation ("industrialization at any cost"), but also leads to a decrease in social imbalances,

The goal for the period up to 2026 (the first stage) is to ensure the advanced economic growth and development of the social sphere of the Russian Arctic at a rate higher than the national average on the basis of strengthening the economic base, stimulating entrepreneurial initiative, sustainable spatial development and increasing the efficiency of state and municipal administration. At the first stage, due to outstripping growth rates, basic conditions will be created for entering the trajectory of sustainable development.

The goal for the period 2027 - 2030 (second stage) is the formation of a new development model of the Russian Arctic, based on the principles of sustainable development, including through the implementation of the provisions of the Decree of the President of the Russian Federation of May 7, 2018 No. Federation for the period up to 2035".

At the second stage, a new model of sustainable long-term development of the AZRF will be formed due to investments in the sectors of human capital, the environment, and the renewal of industry, assuming the harmonious development of the economic, social and environmental components.

The goal for the period 2031 - 2035 (third stage) is the growth of the true well-being of people and their subjective sense of happiness through scaling the sustainable development model, transition to a fundamentally new quality of economic growth, in which social, economic and environmental development complement each other, implementation of best practices eco-oriented and human-oriented development.

Thus, by 2035, the Strategy is designed to realize the existing human potential of the Russian Arctic, to increase opportunities for self-realization, ensuring an increase in the level and quality of life, access to social and cultural benefits, creating an environment of equal opportunities for everyone. This will create conditions for the implementation of the catching-up development model (with growth rates higher than the national average), with access to a sustainable long-term development model by 2027.

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The implementation of the Strategy will allow for a consistent transition from the old industrial model of extensive economic growth at the expense of natural resources to a model of sustainable development, in which the economic, environmental and social components are balanced. The new development model will be based on the concentration of added value in the region, the development of innovations and human potential, the implementation of a smart specialization policy for certain territories, the greening of industry, the creation of a new quality of entrepreneurship and management institutions.

The implementation of the Strategy will contribute to strengthening the status of the AZRF as a geostrategic Arctic zone of the Russian Federation.

In the draft Strategy for the Spatial Development of Russia until 2035, the AZRF is considered as a geostrategic Arctic zone, which is essential for ensuring the territorial integrity of the country and the security of the state. The AZRF is included in the list of geostrategic territories as a region bordering on a European Union country with a level of economic development below the national average. Among the main directions of development of the AZRF, there are those that are focused on realizing the potential of the border geographic location of the AZRF as a promising large economic center. In accordance with the Strategy for the Spatial Development of Russia, this Strategy defines measures to strengthen effective specialization through the development of the timber industry, mining, fishing and fish farming, mechanical engineering and tourism.

In the long term, the AZRF is positioned as one of the pilot regions of the Russian Federation to implement the global sustainable development agenda for the period up to 2035 at the regional level in Russia. This agenda was adopted on September 25, 2020 by the UN member states, including Russia.

Within the framework of the Strategy, by 2035 the AZRF is considered as a special region with territories with unique specialization at the national and regional levels. At the same time, the region itself already performs or is potentially capable of performing several functions at once ("development through diversity") at the national level: an innovation and industrial center, a scientific and educational center, a transport and logistics center, a digital economy center, a tourist center, a territory of cooperation and interaction. , territory of sustainable development.

The Strategy identifies 7 equivalent and interconnected strategic directions focused on the formation of human potential, the creation of new incentives to live and work in the Russian Arctic, and 50 main tasks for advancement in each of them. At the same time, some of the activities can be implemented at the regional and municipal levels.

Within the framework of the strategic direction "Infrastructure for Life", the main directions of infrastructural development are set as a prerequisite for the development of the economy and social sphere.

The strategic direction "Development of the economy and entrepreneurship" defines measures to strengthen the key competitive and promising sectors of the Russian Arctic.

Within the framework of the strategic direction "Development of tourism and the hospitality industry", the unique tourist and cultural opportunities of the AZRF are separately revealed.

The strategic direction "Sustainable spatial development" is aimed at realizing the unique spatial potential of the republic.

The strategic direction "Improving environmental sustainability and safety" sets the values of sustainable development, a green economy in order to pass on to future generations the opportunities that we have today.

The strategic direction "Human capital and social sphere" is aimed at the development of science and education, health care, social support of people. Increasing human potential is the biggest task, a necessary condition for retaining the population, solving problems in the field of industrial development.

Finally, the strategic direction "Effective Management: Implementation Tools" sets the vector in the field of creating a modern development management system, introducing advanced practices of public participation, new instruments of tax, budgetary and investment policies.

The system of 7 strategic directions is linked to 7 long-term strategic goals and is aimed in general at creating conditions for the comprehensive development of human potential and consolidation of the population in the republic through ensuring basic needs in education, health care, infrastructure, a favorable environment, jobs, including highly qualified ones, accompanying development of the service sector and institutions (table 2).

**Table 2. Priority directions and strategic goals of the Strategy**

Strategic direction	Strategic goal
Infrastructure for life	Improvement of transport, engineering, housing and communal infrastructure as a prerequisite for the development of the economy and social sphere
Development of the economy and entrepreneurship	creating new jobs, increasing investment attractiveness, pursuing cluster policy, developing traditional industries and services, creating conditions for the development of new industrial clusters

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Development of tourism and hospitality industry	preservation of the cultural and historical heritage of the Russian Arctic, the creation of a modern hospitality industry in the Russian Arctic
Sustainable spatial development	expanding international cooperation, pursuing a balanced spatial policy aimed at strengthening the economies of municipalities in the Russian Arctic, creating a comfortable urban environment, introducing new technologies
Improving environmental sustainability and safety	introduction of a value system for sustainable development, a green economy, ensuring the reproduction of a healthy population, as well as an increase in the duration and quality of life by solving environmental problems for transmission to future generations for subsequent multiplication of the opportunities that the region has at the moment
Social development	ensuring a high quality of life of the population by increasing the availability of high-quality social services, implementing spiritual and cultural development, interethnic harmony
Good Governance: Implementation Tools	creation of a modern development management system, introduction of best practices of public participation, new instruments of tax, budget and investment policy

The strategy takes into account the provisions of the Decree of the President of the Russian Federation dated May 7, 2018 No. 204 "On national goals and strategic objectives of the development of the Russian

Federation for the period up to 2035", including within the framework of individual national projects and programs (Table 3).

**Table 3. Priority areas and strategic goals of the Strategy, compliance with the May decree of the President of the Russian Federation**

Priority directions	May Decree National Projects and Key Quantitative Targets	Federal projects in which the AZRF is expected to participate
Development of human capital and social sphere	<p>national project "Demographic Development": increasing the expected healthy life expectancy to 67 years; an increase in the total fertility rate to 1.7; an increase in the proportion of citizens leading a healthy lifestyle, as well as an increase to 55% in the proportion of citizens regularly involved in physical culture and sports; national project "Health": decrease in mortality of the working-age population (up to 350 cases per 100 thousand population), mortality from diseases of the circulatory system (up to 450 cases per 100 thousand population), mortality from neoplasms, including malignant (up to 185 cases per 100 thousand population), infant mortality ( up to 4.5 cases per 1,000 children born); ensuring coverage of all citizens with preventive medical examinations at least once a year; ensuring optimal accessibility for the population of medical organizations providing primary health care; optimization of the work of medical organizations providing primary health care, reducing the waiting time in the queue when citizens apply to these medical organizations, simplifying the procedure for making an appointment with a doctor;</p> <p>national project "Education": ensuring the global competitiveness of Russian education,</p>	<p>Demographics (P):</p> <ol style="list-style-type: none"> <li>1) "Financial support for families at the birth of children";</li> </ol> <p>Creation of a crèche - promoting the employment of women;</p> <p>"The older generation";</p> <p>"Strengthening public health";</p> <p>"New physical culture of the population";</p> <p>"Health" (N):</p> <p>"Development of the primary health care system";</p> <p>"Fight against cardiovascular diseases";</p> <p>"Fight against cancer";</p> <ol style="list-style-type: none"> <li>1) "Development of children's health care, including the creation of a modern infrastructure for the provision of medical care for children ";</li> <li>2) "Providing medical organizations with the system health care qualified personnel ";</li> <li>3) "Creation of a unified digital circuit in health care based on a unified state information system health care (EHISZ) ";</li> <li>4) "Development of the export of medical services";</li> </ol> <p>"Education" (E):</p> <ol style="list-style-type: none"> <li>1) "Modern School";</li> <li>2) "The success of every child";</li> <li>3) "Modernparents";</li> <li>4) "Digital School";</li> <li>5) "Teacher of the Future";</li> </ol>

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	<p>the entry of the Russian Federation into the top 10 countries in the world in terms of the quality of general education;</p> <p>national project in the field of science: ensuring the presence</p>	<p>6) Young Professionals;</p> <p>7) "New opportunities for everyone";</p> <p>8) "Social Activity";</p> <p>9) "Increasing the competitiveness of Russian higher education";</p> <p>Science (S):</p> <p>1) "Creation of a network of leading scientific centers and world-class centers";</p> <p>2) "Creation cutting-edge research infrastructure ";</p> <p>3) "Generation of fundamental scientific knowledge";</p> <p>4) "Creation of scientific and educational centers and cooperation with organizations,</p>
	<p>The Russian Federation is among the five leading countries in the world carrying out research and development; ensuring the attractiveness of work in the Russian Federation for Russian and foreign leading scientists and young promising researchers; outstripping increase in internal costs for research and development; national cultural program:</p> <p>No specific target indicators set in May decree</p>	<p>operating in the real sector of the economy";</p> <p>5) "Digital technologies in science";</p> <p>"Culture" (A):</p> <p>1) "Cultural environment";</p> <p>2) "Creative people";</p> <p>3) "Digital culture"</p>
<p>Development of the economy and entrepreneurship; development of tourism and hospitality industry</p>	<p>national program in the field of increasing labor productivity and supporting employment: increasing labor productivity in medium and large enterprises of basic non-resource sectors of the economy at least 5 percent per year; involvement in implementation of the specified national program at least 10 constituent entities of the Russian Federation annually; involvement in the implementation of this national program of at least 10 thousand medium and large enterprises of basic non-resource sectors of the economy;</p> <p>national project in the field of development of small and medium-sized businesses and support of individual entrepreneurial initiative: increase in the number of people employed in small and medium entrepreneurship, including individual entrepreneurs, up to 25 million people</p>	<p>Labor productivity and employment support (L):</p> <p>1) "Systemic measures to increase labor productivity";</p> <p>2) "Implementation of measures to increase labor productivity and expert support for enterprises in non-resource industries";</p> <p>3) Employment Support: Employment, Training, Infrastructure Development;</p> <p>"Small and Medium Business and Support for Individual Entrepreneurial Initiatives" (I):</p> <p>1) "Improving the conditions for doing business activities ";</p> <p>2) "Creation of a digital platform to support production and marketing activities of small and medium-sized entrepreneurship ";</p> <p>3) "Improvement procurement systems carried out by the largest customers from small and medium-sized businesses ";</p> <p>4) "Expanding the access of SMEs to financial support, including preferential financing ";</p> <p>5) "Creation of a system of acceleration of small and medium-sized entrepreneurship ";</p> <p>6) "Modernization of the support system for exporters - small and medium-sized businesses ";</p> <p>7) "Creation of a support system for farmers and the development of rural cooperation";</p> <p>8) "Popularization of entrepreneurship"</p>
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<p>Infrastructure for life, sustainable spatial development; international relations</p>	<p>national project in the field of housing and urban environment:          provision of affordable housing for families with average incomes; an increase in the volume of housing construction to at least 120 million square meters per year;          dramatic increase the comfort of the urban environment, an increase in the quality index of the urban environment by 30 percent; an increase in the share of citizens taking part in solving issues of the development of the urban environment, up to 30 percent; ensuring sustainable reduction of unsuitable housing stock; national project on creation of safe and high-quality highways:          an increase in the share of regional roads that meet regulatory requirements in their total length of at least than up to 50 percent;          decrease in the share of federal and regional highways, operating in overload mode, in their total length by 10 percent compared to 2020;          reduction of the number of places of concentration of road traffic accidents (hazardous areas) on the road network by half compared to 2020; reduction of mortality from road traffic accidents by 3.5 times compared to from 2017 - to the level not exceeding four people per 100 thousand of the population (by 2035 - striving for a zero mortality rate).</p>	<p>Housing and Urban Environment (F):          1) "Housing";          2) "Formation of a comfortable urban environment";          3) "Ensuring a sustainable reduction in the uninhabitable housing stock";          "Safe and high quality roads" (R):          1) "Road network";          2) "System-wide measures for the development of road facilities";          International Cooperation and Export (T):          1) Industrial Export;          2) "Export of agricultural products";          3) "Logistics international trade";          4) "Export of services";          5) "Systemic measures to promote international cooperation and exports"</p>
	<p>national program in the field of international cooperation and export development:          formation of global competitive non-resource sectors, the total share of exports of goods (works, services) of which will be at least 20 percent of the country's gross domestic product;          Achievement of export volume (in value terms) of non-primary non-energy goods in the amount of 250 bln.          US dollars per year, including engineering products - 60 billion US dollars per year and products of the agro-industrial complex - 45 billion US dollars a year, as well as the volume of exports of services provided in the amount of 100 billion US dollars per year;          formation of an effective system of division of labor and industrial cooperation within the framework of the Eurasian Economic Union in order to increase the volume of trade between the member states of the Union by at least one and a half times and to ensure an increase in the volume of accumulated mutual investments by one and a half times</p>	

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Improving environmental sustainability and safety	national project "Ecology": elimination of all unauthorized landfills identified as of January 1, 2021 within city boundaries; dramatic reduction in the level of air pollution in large industrial centers; improving the quality of drinking water for the population; ecological improvement of water bodies; conservation of biological diversity, including through the creation at least 24 new protected areas	Ecology (G): 1) "Clean Country"; 2) "Construction of facilities for sorting and processing MSW"; 3) "Drinking water"; 4) "Conservation of forests"
Good Governance: Implementation Tools	National program "Digital economy of the Russian Federation": increase in internal costs on the development of the digital economy from all sources at least three times compared to 2021; creating sustainable and secure information and telecommunications infrastructure; use of mainly domestic software	Digital Economy (D): 1) "Normative regulation of the digital environment"; 2) "Information infrastructure"; 3) "Human Resources for the Digital Economy"; 4) "Information security"; 5) "Digital Technologies"; 6) "Digital public administration"

The implementation of the Strategy is designed to respond to the main demographic challenge of the long-term development of the Russian Arctic. In conditions of sufficiently high mobility of the population, people choose for life those regions where they can realize their potential. The answer to this should be an appeal to the needs and capabilities of each resident of the Russian Arctic and positioning the state as an assistant, the role of civil society in governance should be radically changed, and mechanisms for effective feedback from residents should be established. Therefore, in the center of the Strategy are people, their well-being.

Our country is the only country in the world that has proven that nothing depends on the climatic zone if there is a developed industry and infrastructure. We offer our own solution to a whole range of problems, the most optimal, in our opinion, namely: In the future and existing cities of the Russian Arctic, such as; Nizh-Bestyakh, Tiksi, Ust-Nera, Chokurdakh, Dachny, Markovo, Ionvey. The creation of light industry enterprises in them is due not only to their location on the track of the railways, which is not unimportant, but also to their advantageous location near the large rivers of the Russian Arctic, going into the ocean, which will automatically provoke a sharp increase not only in freight traffic, but also the possibility, if necessary, with minimal costs implement an industrial policy to provide these regions with demanded and imported products being replaced. That is, it will be gold for light industry will allow the production of cheap, unique and other goods such as shoes, belts, bags and other fish skin, fur coats and clothes made of reindeer skins, and so on, so light industry products will be in demand not only in our

country but also abroad. It is strange not to take advantage of such a treasure, when everything can not only pay off, but also become an economic superiority in the field of light industry over leading economic powers like China and the United States, since none of them has such potential as Russia. But this is in the future, but for now we propose to start small on the basis of our analytical work, that is, if we do everything wisely, then this will not only be our version of the development of events, but will become a reality and provoke the effective development of the Arctic regions.

Considering the perspective of the evolution of "Homo sapiens", it is clear that evolution itself from revolution, as a leap, discontinuity in movement, differs in the time of implementation - it is long and includes various states of movement in the presence of the stability of the vector of change. The vector of evolution is laid down in its initial moment. For homo sapiens, the vector was "rationality", that is, already in the extremely lower essence of this movement, the ascent to rationality, and then rationality itself, was laid. It is logically and historically correct to recognize the social form of its movement as a system-forming factor in the evolution of man into "Homo sapiens". It is in sociality that the causes of all human evolutionary changes, both positive and negative, must be sought.

After the Age of Enlightenment and some time due to the triumph of rationality, when philosophy focused on reason as the source of creative power, raising rationality to the absolute of world order, the time has come for a recession - in economics it is called "correction". Correction in the interpretation of the significance of rationality for human evolution and its social way of realization turned out to be a very



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serious test for understanding the essence of rationality. The contradictory understanding of the subject of research itself is associated with the collisions of the social movement: disunity in the structure of society, the struggle for leadership in politics, economics, and social hierarchy. The history of social life throughout the entire period has rather hidden the rationality of the original social subject, and in recent centuries, society seems to have fallen into turbulence. Can't calm down in any way.

After analyzing the situation, the authors attempted to substantiate the following conclusions:

- The evolution of homo sapiens is mainly hampered by the increased social egoism, which manifests itself in political, economic and national forms, and activates the individual status of egoism, that is, along with economic, political and socio-historical forces, there are forces that deform morality - a qualitative indicator of the personality.

- The real ability to bring the social factor in line with the vector of evolution lies in the improvement of education, which is most effective in an integrated form with an emphasis on fostering civic responsibility of the individual. "Competence model" has an exclusively applied value in the context of a personal one.

- In the course of the evolution of a Homo sapiens, the vector shifts from a general direction to the improvement of reason in the historically - concrete - to form a "prudent man."

- A fundamental restructuring of the used methodological basis of research is required, a rethinking of the philosophical heritage, especially the most important conceptually Hegel's idea to distinguish between two dialectically related statuses of the existing: to be reality and to be reality.

Unlike politics, science continues to prove its high efficiency at the global level of activity. Politicians entered the third millennium with two important conclusions of scientific knowledge.

First, scientists have proved that there is still no systemic ecological crisis, but the parameters characterizing what is happening in world politics are such that the development of the natural factor of human life with increasing acceleration is approaching the loss of stability and the transition to turbulence. If in politics, where the role of subjective factors is significant, discussion of the possibility of "controlled chaos" is allowed, then the crisis of the natural order of organization of the natural environment will naturally turn into a total crisis, putting humanity on the edge of existence. It is unambiguously necessary, at a minimum, to remove the exorbitant burden on the natural conditions of life and, first, to slow down the acceleration of crisis phenomena in nature, which is still realistic. In a report by the International Commission on Environment and Development (ICED), prepared under the leadership of the renowned expert Gro

Harlem Brundthland, which laid the foundation for the concept of sustainable development, it is emphasized that irrational economic policies and an uncritical attitude towards new technologies have led to the emergence of trends, the influence of which neither the planet nor its people can withstand for a long time. The problem is complicated by the fact that total competition does not allow counting on a transition to sustainability without significant mutual concessions. Members of the Club of Rome A. King and B. Schneider consider the achievement of sustainable development in the current conditions a utopia. "A sustainable society, they argue, never emerges within a global economy that relies solely on market forces that are far from omnipotent, despite their importance for the innovation process." underlying the concept of sustainable development, it is emphasized that irrational economic policies and an uncritical attitude towards new technologies have led to the emergence of trends, the influence of which neither the planet nor its population can withstand for a long time. The problem is complicated by the fact that total competition does not allow counting on a transition to sustainability without significant mutual concessions. Members of the Club of Rome A. King and B. Schneider consider the achievement of sustainable development in the current conditions a utopia. "A sustainable society, they argue, never emerges within a global economy that relies solely on market forces that are far from omnipotent, despite their importance for the innovation process." underlying the concept of sustainable development, it is emphasized that irrational economic policies and an uncritical attitude towards new technologies have led to the emergence of trends, the influence of which neither the planet nor its population can withstand for a long time. The problem is complicated by the fact that total competition does not allow counting on a transition to sustainability without significant mutual concessions. Members of the Club of Rome A. King and B. Schneider consider the achievement of sustainable development in the current conditions a utopia. "A sustainable society, they argue, never emerges within a global economy that relies solely on market forces that are far from omnipotent, despite their importance for the innovation process." that irrational economic policies and an uncritical attitude towards new technologies have led to the emergence of trends, the impact of which neither the planet nor its people can withstand for long. The problem is complicated by the fact that total competition does not allow counting on a transition to sustainability without significant mutual concessions. Members of the Club of Rome A. King and B. Schneider consider the achievement of sustainable development in the current conditions a utopia. "A sustainable society, they argue, never emerges within a global economy that relies solely on market forces that are far from omnipotent, despite their importance to the innovation process." that

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Secondly, politicians need to mobilize and remember their professional responsibility for the fate of homo sapiens, to transfer economic policy from the path of absolutizing the competitive struggle for profit to the path of compromises and cooperation, which makes it possible to realize the conclusion of science about the need to achieve sustainability of social development in conditions of growing dynamic imbalance.

The noosphere, about which Leroy and Vernadsky wrote, is formed in the interaction of natural and socio - economic processes, its configuration is not given a priori by the human mind. "Reason" and "rationality" are not identical. "Reasonableness" can be similar to "Absolute mind", but in no way is the total mind of homo sapiens. Even the creation of "Divine Reason" was not flawless, let us recall the text of the classic work of the famous scientist and orthodox Christian I. Goethe. Faust questioned the creator's tool of creation, replacing: "In the beginning was the word", with: "In the beginning was the deed." The content of the fragment of the book also testifies to the position of the author himself, his logic of thought, it is built on the priority of "deeds" that come into conflict with rationality.

I. Goethe, thanks to his special attitude to activity, anticipated the problems of our modern

times. A contemporary of I. Kant, G. Hegel, F. Schelling, a foreign member of St. Petersburg A.N., by logically structured thinking, realized that the word, despite its higher function of being a form of manifestation of conceptual thinking, itself becomes the activity of the mind, confirming the system-forming place of business in relationships man with Nature. It is within the framework of the subject of action that a person must prove the reasonableness of the vector of his evolution. The author of the article about Goethe in the Soviet (!) Encyclopedic Dictionary had grounds for the conclusion: "Goethe embodied the search for the meaning of life in action."

The history of mankind throughout its entire length was based on practical activity, on the one hand, and found its final expression in the practical form of the creativity of the spirit, on the other. Freedom of creativity without the sufficiency of practical equipment is the lot of a separately taken subjective reality, it is finite in itself and is doomed to be a fantasy. The strength of the spirit is determined not so much by the spirit itself as by the strength of the potential for practical objectification of the creative process. Freedom of creativity is a condition of its strength, which, in turn, is conditioned by practical activity. ON. Berdyaev, in his search for the true direction of social progress, believed that mankind was still mastering the "lowlands" of its existence, therefore force remains its main tool. Reasonableness is expressed in consistency, laying a route to the true direction of movement, that which Confucius and Lao Tzu sacred called "The Way". This logic also reveals the meaning of the Christian understanding of the measure of activity: "Strength in truth!"

The ideas of N.A. Berdyaev deserves attention, but they should be taken critically. K. Jaspers did not agree with Berdyaev's opinion, believing that humanity was able to rise spiritually high in the "Axial time" of Antiquity, realizing the unity of the transnational movement. Practical life is also an argument against Berdyaev's assertion. In the 20th century, despite all its contradictions, the understanding of the significance of the social - democratic content of political programs, the relevance of transnational ties for solving the most important problems of social development, responsibility for a common history with nature has increased.

Supporting the essence of the conclusion of the authors of the monograph "The Concept of the Quality of Life": "The time has come for" vertical ascent along the steps of the spirit " modern times began to slip.

Two hundred years ago, G. Hegel instructed: "Thoughtful consideration of the world already distinguishes between what in the vast kingdom of external and internal existence is only a transitory and insignificant, only a phenomenon, and what truly deserves the name of reality in itself. Since philosophy

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differs only in form from other types of awareness of this content, it is necessary that it be consistent with reality and experience. You can even consider this consistency at least as an external touchstone of the truth of philosophical doctrine, while the highest ultimate goal of science is generated by the knowledge of this consistency of reconciliation of the self-conscious mind with the existing mind, with reality. " In the preface to *The Philosophy of Law*, Hegel formulated the essence of his reflections in two well-known positions:

In Western Europe, thinkers are in vogue today, whose reflection bears little resemblance to the philosophical desire to separate the rational and the real from the accidental and short-term in development, to reveal the methodological significance of Hegel's desire to understand the connection between the historical and the logical in development. The democratic credo: "Freedom of everyone is a necessary prerequisite for universal freedom" - was made absolute on the basis of individual rights, subordinating to the private requirements for the right to ensure the progress of the social movement towards progressive changes.

The special status of the individual in history is indisputable. The history of civilization in Europe began with the rights of the individual to freedom of feeling of thought and action; the individual is the initial subject of social life and the ultimate goal of social progress. However, the special status of an individual is determined by the social context. The Robinsons are able to survive on their own, but they are powerless to make history. Demands to ensure the rights of the individual are reasonable and valid only within the framework of strengthening a democratically built social system within a democratically organized social order and the protected status of the state as a product of the free will of the majority.

The main events of history have always been determined by the ratio of the total private awareness and the really reasonable in the dynamics of social progress. To which it must be added that as social progress along the path of development, the presence of two large-scale factors in the movement increased: first of all, the importance of integration processes and, secondly, the ambiguous inclusion of natural conditions that lost their ability to normal reproduction under the irrational influence of economic policy

Formally - logically, from the recognition of social progress as the content of human history, two conclusions follow: about the positive dynamics of the progress of the rationality of thinking in its mass expression, one, and the displacement of delusions from the political support of social renewal, two. So it would probably be, if history was the realization of the ascent of the rationality laid down in it by G. Hegel. The real history is not on the head - the carriers of

reason, but on the fact that thanks to which man has gone from *Homo habilis* and *Homo erectus* to *Homo sapiens* - the activity of reproducing rationality socialized in the development of the human race. Hence the contradictions between the historical movement and its interpretation at the level of rationality, as evidenced by the contradictions between philosophical assessments and political construction,

Kant's distinction in the rationality of "pure" and "practical" forms of activity, undertaken by I. Kant, can be a key to understanding the noted contradictions in the interpretation of social movement. "Pure" mind, according to I. Kant, is the ability for unconditional thinking. With a "pure" mind, thinking is born and, thanks to a "pure" mind, all people think in equal conditions, similarly, a basis is created for the possibility of a consistent, identical perception of the world. However, with such thinking, the content tends to an infinitely small value, therefore G. Hegel called "pure reason" "empty reason".

The principle of activity of "pure" reason is consistency, which is convenient from the point of view of the technology of thinking, but not very productive for achieving mutual understanding divided by the common history of mankind, since it presupposes a high filling of thinking with differing knowledge combined with opinions. It is difficult to build a common platform for cooperation on the "pure" mind, due to its extreme abstractness, but it is thanks to the "pure" mind that such a prospect really exists. I. Kant found a mental basis for achieving mutual understanding: "The first step, he explained, taken by us outside the perceptible world, forces us to begin our new knowledge with the study of an absolutely necessary essence and from its concepts to deduce concepts of all things, since they are purely intelligible ". Mutual understanding is possible as mutual knowledge. "Any human knowledge, clarified I. Kant, begins with contemplation, passes from them to concepts and ends with ideas."

The "road map" is also characteristic of productive cognition. The movement of cognition in a general direction and along a common path inevitably contributes to the convergence and understanding of the order of movement. I. Kant represented "practical" mind as "thinking" will. It is designed to indicate what "should do", in the context of the conflicting existence of right and duty. In the universality of formally organized thinking, it is advisable to see an abstract prerequisite for the possibility of achieving consistency in understanding what is happening in the world and the consequences of the development of existing existence. Despite the fact that "pure" reason is essentially removed from the content of the world movement, because it is consistent, and it is torn apart by contradictions, it would be unprofessional to underestimate the practical value of the reality of the universal ordering of human speculation.

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Attempts to question the universality of the organization of thinking of homo sapiens have been provoked by antihuman and anti-scientific ideologies. They are officially condemned by the international community. All natural numbers consist of ones. In the limit, the unit is comparable to an infinitely small value that can be neglected, nevertheless, Pythagoras raised the unit and took it out of the natural series. For him, the unit was more than just a number, it was the backbone of the series. Without one, there weren't all other numbers. "O" (zero) in the abstract with respect to objective content sense is deprived of meaning altogether, however, even in such a crisis status it retains its existence. Why? Because "O" is potentially significant. "O", placed in a certain row, already acquires an objective expression - it determines the real possibility of what characterizes this series. For "O" we cannot give a quantitative equivalent of the phenomenon, but its quality, albeit purely nominal, is already defined in "O". Abstraction, for which objectivity tends to "O" can be compared with the calculus of infinitesimal quantities. Two or three centuries ago, infinitesimal values were not interesting to practical thinking. In our time, much is concentrated on them in science and practice. So it is with Kant's idea of "pure" reason, the time for the meaning of the fact of "pure" thinking is coming. Anticipating such a time, F. Engels remarked: "The unity of the world does not consist in its being, although its being is its prerequisite for its unity, for first the world must exist before it can be united." We see something similar in the idea of "pure" reason by I. Kant. albeit purely nominal, is already defined in "O". Abstraction, for which objectivity tends to "O" can be compared with the calculus of infinitesimal quantities. Two or three centuries ago, infinitesimal values were not interesting to practical thinking. In our time, much is concentrated on them in science and practice. So it is with Kant's idea of "pure" reason, the time for the meaning of the fact of "pure" thinking is coming. Anticipating such a time, F. Engels remarked: "The unity of the world does not consist in its being, although its being is its prerequisite for its unity, for first the world must exist before it can be united." We see something similar in the idea of "pure" reason by I. Kant. albeit purely nominal, is already defined in "O". Abstraction, for which objectivity tends to "O" can be compared with the calculus of infinitesimal quantities. Two or three centuries ago, infinitesimal values were not interesting to practical thinking. In our time, much is concentrated on them in science and practice. So it is with Kant's idea of "pure" reason, the time for the meaning of the fact of "pure" thinking is coming. Anticipating such a time, F. Engels remarked: "The unity of the world does not consist in its being, although its being is its prerequisite for its unity, for first the world must exist before it can be united." We see something similar in the idea of "pure" reason by I. Kant. Two or three centuries ago, infinitesimal

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In G. Hegel's criticism of "pure" and "practical" reason there is undoubtedly a "rational kernel". I. Kant opposed form and content, was unable to reveal the dialectics of their connection, simplified contradictions to antinomies, divided the latter according to different realities, at the same time I. Kant brilliantly pointed out the natural-historical basis for resolving the contradictions of specific configurations of thinking. He did this in an abstract form, hardly conscious of the historical perspective, but it was he who, from the height of philosophical generalization, discovered something without which it would be inappropriate even to discuss the solution of global problems in the modern world community divided by the national format.

When humanity becomes reasonable, the individual rationality of homo sapiens will acquire the social form of the reality of rationality, the vector of contradictions will change, the dominant will become not competition, but participation, the great German thinker I. Kant will be remembered as a discoverer, and Hegel as a pilot of movement in the contradictions of real history.

The dialectical materialism of K. Marx and F. Engels stood on the "shoulders" of these giants of thoughts. The underestimation and, to some extent, oblivion of the contribution of German classical philosophy to the analysis of social movement is the result of a change in historical eras. I. Kant and G. Hegel created when the need of the bourgeoisie for radical social changes was urgent, it took the place of the locomotive of progress and needed those who saw the path of history and spiritually paved the way for capitalism. It is not important how to understand the struggle of socially formed forces in society, the main

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thing is to realize that the change of the social subject that states in politics is the beginning of the end of what he did as a historically creative force. Plato accepted democracy only because he did not see an alternative to it, even in an ideal state.

The solution of the dialectical contradiction between the particular and the general in social progress remains the most difficult problem for ideology, politics and morality. It is here that various kinds of speculation dominate, hence the character of spiritual evolution in the last two centuries. Reasonableness is simplified to situational prudence, the role of the subconscious is actualized, mysticism, theosophy, utilitarian thinking flourish, thinking is replaced by the ability to look for ready-made solutions, the productive potential of rationality is supplanted by the consumer potential. Even the quality of life is determined on the basis of the ability to meet needs. Rarely does anyone remember that it is precisely in the needs that the interdependence of a living organism and its environment is laid.

Biological evolution was a natural mechanism for the weakening and partial overcoming of the subordination of a living being to natural conditions. An interesting commentary by F. Engels to Hegel's understanding of the origin and development of thinking: "When Hegel, as F. given organic life, then it must develop through the development of generations to a breed of thinking creatures. In the biological history of species, the prerequisites for subsequent subjectivity at high levels of development were formed. "... It goes without saying, F. Engels explained, that we do not intend to deny the ability of animals to systematically deliberate actions. On the contrary, a planned way of action exists in the embryo already always, where protoplasm, living protein exists. But all the planned actions of all animals failed to impose the stamp of their will on nature. Only a person could do this. In short, the animal only makes use of external nature and makes changes in it simply by virtue of its presence; man, by the changes he makes, makes her serve his purposes, dominates her. In the margins of the manuscript, F. Engels specified: "Ennobles". F. Engels's systems thinking was not content with the one-sidedness of man's "domination" over nature. The beginning of the ideas of Leroy and Vernadsky must be sought already in the 1870s. Biological history contains part of the answer to the question: why was the "plan" inherent in the tendency of movement not fully realized? It did not work to realize it in most of human history,

In order for an evolutionary transition to take place, which makes it possible to obtain the subjective form of the reality of a living being, it was necessary to form a more effective mechanism of cognition as the ability to discover stable, necessary and general relationships in living conditions and to be an instrument for controlling changes in relations with the environment. What was needed was the rationality

of thinking, allowing the subject to think responsibly in the "subject-object" system.

The transition to Homo sapiens is not the last in human evolution. Simplifying Homo sapiens became a semi-finished product of that form of subjectivity, which is called upon to replace "practical criticism" of natural circumstances with "practical co-creation" with the natural environment, to make it out of the object of activity "object - subject". At the new stage of evolution, a "reasonable man" should be formed. The rise of critical thinking and a critical attitude towards the very ability to think coincided with a crisis in society - its critical state. Such a coincidence is never accidental. The critical characters of modernism and postmodernism differ significantly. Postmodernism critically rethinks the mechanism and conditions of critical thinking, tries to adapt the critical potential to the changed circumstances of life.

The criticism of the criticism looks clearly less convincing. D. Hume, B. Pascal, I. Kant, G. Hegel, K. Marx and F. Engels, if they did not manage to understand all aspects of the system of conceptual thinking, the problems were formulated and methodological approaches to the description of the studied phenomena were formulated. They identified the critical moments of the organization of the abstract component of thinking.

Returning to the idea of "pure" reason and its critical analysis, let us, to illustrate the practical value of this achievement, allow a parallel with the actualization in the second half of the 20th century and the first decades of the current concept of "quality" of life. There is no more methodological and practical significance in the concept of "quality" of life than in the Kantian proposal to single out "pure" reason. For what part of humanity is the concept of "quality of life" methodologically and vitally relevant? Even the "golden" billion for a large part see this kind of life in the movies, on TV and behind a high fence with security. The overwhelming part of the world's population still survives. the richest began to realize their involvement in the contradictions of development, to create charitable foundations, but no amount of charity will change the critical state of the situation.

It is necessary to change the worldview and methodological approaches to understanding life on Earth, that is, to start with the most abstract and simple - understanding the commonality of human nature and the absence of an alternative to cooperation. Only in a common formation, armed with a single way of organizing thinking, people are able to stay on the path of development.

The strength of social subjectivity, starting with the personality, is in the mental ability, and it should be developed first of all. The diversity of languages hides the universality of the organization of thinking; differences in culture and methods of management indicate that in a common historical way peoples

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move in their own way, depending on the specific circumstances of the action. In plain sight of the phenomena of history, behind their national originality, it is not always easy to discern the logic of the community of movement.

It is also necessary to understand that historical logic is formed as dialectical, it does not in principle coincide with the matrix of formal thinking. We have already noted that the logic of the process of movement not loaded with specific content reflects the final states in change and is based on the principle of consistency, it has more simplicity and clarity, which is natural for any initial state of movement. Historical logic, on the other hand, is designed to regulate not the relative final states of movement, but the movement itself. Dialectical logic fixes the order of self-movement, built on the unity of the opposite; it is the logic of the contradictory nature of movement, inherent in its primary state - the dialectic of the individual, the particular and the universal.

What exists in the movement of history turns into truly historical, "unreasonable" - into "reasonable", using Hegelian terminology, naturally, and dialectical logic reveals the contradictions of the laws of historical development. The dialectical logic of social progress emphasizes its natural development, which serves as the basis for asserting the fundamental cognizability of the sought-after phenomenon.

Historical knowledge is complicated not so much by the contradictions of the real process as by the state of the initial ideologized positions of the researchers. In physics there are the concepts of "observer", "frame of reference", "reference point". Something similar formally exists in historical knowledge, only here it is subjective conceptually - it continues ideological reflection in politics.

Politics actively intervenes in historical analysis, objective dialectics is replaced by sophistry, eclecticism. Not surprisingly, history is often rewritten. Ideological and political obstacles to cognition prevent the achievement of intersubjectivity in understanding the past. The distortion of the past entails the formation of a subjective historical experience, on the basis of which a tendentious understanding of the present and development prospects is built.

Ideological delusions are very dangerous, they smoothly develop into self-deception, disorient political activity, lead to social crises, which V.V. Putin at the St. Petersburg International Economic Forum 2021, answering questions from the heads of the world's largest news agencies about the reasons for the collapse of the superpowers.

There is a minimum of hope for a constructive ideological compromise of the foundations, but in ideology, in addition to its core, which determines the fundamental interest of a social subject in the historical movement, there is also a periphery that contains views on infrastructural problems. It is here

that it is realistic to count on the fact that the ideological cover of the basic interest provides for a certain backlash - the admission of totally significant agreements in solving problems that are urgent for humanity, mainly in the social sector of transformations.

It is immediately important to determine the prospect of such changes within the framework of the forms of opportunity. The modern world will not support openly negative scenarios, therefore ideologies make plans for the future, using the ambiguity of the concept of "opportunity" opposed to the concept of "impossibility". Ideological manipulators speculate on the difference between "formal" and "real" possibilities. Opportunity in ideological programs is presented outside of its concrete status, which contradicts the requirement of the concreteness of historical presentation.

The desire to put the achievement of the "quality" of life, politics, and "high-quality" ecology on the main path of social progress looks tempting. However, to what extent is all this feasible in a regulated perspective? It is not legitimate to put abstract possibility in a series of practical actions. It should be "in the mind", serve as an abstract vector of politics, and politics should solve those problems that have matured as a "real" opportunity. In the "real" possibilities, the conditions of the "abstract" ripen. Having embodied in reality, having become the reality of being, the "real" possibility simultaneously makes the "abstract" possibility "real", opens up the prospect for it to become reality, to acquire "rationality".

The idea of "quality" of life now and in the near future is practically irrelevant as a global political problem. Moreover, the pursuit of "quality" of life will deepen social contradictions within the aggregate humanity. First, it is necessary to ensure a relatively high-quality right of people to life within the framework of the elementary requirements of civilized development. A task that requires the accumulation of considerable forces. Moreover, the very concept of "quality" of life is defined in an excessively abstract way. "Conceptually, the authors of the monograph "The Concept of the Quality of Life" justly write about the problems of the quality of life, it is possible, if we proceed from the unity of mankind, to regulate relations with the biosphere, increase the role of science, the priority value of wisdom and spirituality ...".

The unity of mankind is still purely formal in nature, due to the commonality of the planet; the attitude to the biosphere, more precisely, to the biosphere, since human activity is partially included in it, remains at the level of the "force-reaction" system, and not symbiosis; investment in science still depends on its ability to be a direct productive force, which clearly does not correspond to the actual status of science, its rationality. Wisdom and spirituality are products of a person's education and the ability to

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rationally participate in social life. As the classical paradigm for the development of education is replaced by a "competence" model, the improvement of thinking, feeling and the need for the activity of an individual actually risks remaining an advantage of the previous generations who managed to receive education before modernization.

Objectively - critically minded specialists in search of overcoming the "one-dimensionality" of personal formation under the influence of modernization caused by the Industrial Revolution and its consequences, back in the middle of the last century, spoke in favor of changing the nature of industrial production, drawing public attention to the need not to make science and education dependent on needs of mass production, and make the development of production dependent on the activities of scientists and teachers.

"With the modernization of society, we read in Britannic (e), the importance of the individual becomes more and more important, gradually ousting such units of society as the family, community or professional group ...". The rise in the role of individuality, simultaneously with the strengthening of specialization in production and the weakening of the functioning of such traditional factors of socialization as family, professional ties, dooms the individual to an independent search for self-expression.

Robinson Crusoe was alone in the absence of people, and modernization created the conditions for an individual to be a Robinson among people. The one-dimensionality of labor, due to the nature of the source of life of the individual - production, amplified by the specifics of education, which is organized to serve production, aggravated by the loss of family values and a decrease in the influence of the professional community, literally kicks the individual out of the system of stable social ties. She can only hope for her own potential and luck in casual relationships.

The interpersonal distance is increasing. In chemical reactions, electrons located in distant orbits "fly away", something similar happens in social life. The weaker the significance of social interaction, the more homogeneous and one-dimensional the personality is formed. Knowledge and skills are supplanting thinking. In such a situation, extraordinary abilities and willpower are needed, which cannot be a massive gift. Economic crises are being built on by sociocultural stagnation. Researchers record the crisis in the system of social relations already in the titles of monographs. Culture is deprived of its traditional spiritual basis. The entertainment industry is not nearly as harmless, especially when induced to undermine spiritual cultural foundations. The scheme is well worked out: entertainment is available for its simplicity and natural need for unloading after hard work, but one thing,

when entertainment takes its rightful place in the structure of a person's life, and another, when entertainment replaces the creative potential of a person. Modern "Oblomovs" do not always lie on sofas, but the end awaits them just as sad because of the inevitability of personality deformation. Times change, the patterns of social change are stable over time.

British sociologist W. Beck called modern society a "risk society", paying special attention to changes in the system of social and individual values. The individual loses the socio-cultural landmarks of life, becomes "not rooted". Similar changes were predicted by K. Jaspers, A. Toynbee, N. Berdyaev, J.P. Sartre. U. Beck's compatriot E. Bauman is convinced that the individual in modern society is nominally social. In fact, he feels like he is among people as if he was "in an uninhabited world" or in an inhabited and extremely difficult for life. The prerequisites for the transition from the real world to the virtual are being created. The essence of the problem facing humanity, A. Peccei believes, "lies precisely in the fact that people do not have time to adapt their culture in accordance with the changes that they themselves make to this world, and the source of this crisis lies within,

Do Western Researchers Prefer Situations? In contrast to sociologists and culturologists who think in general terms, they really act to describe the tendencies of the social movement, leaving out of the analysis brackets the deep forces that lead to manifested changes. Revealing the causal factors of crisis phenomena requires an answer to a very painful question: what is the way out of the described policies do not abandon attempts, if not to overcome negative changes in society, then at least to slow them down by improving cultural factors, especially education. The "Bologna Protocols" were formally signed only by our politicians, who in the 1990s did not feel their political responsibility and did not feel a sense of duty associated with conscience.

Europe has suffered through the practical and spiritual experience enshrined in them. This experience and its outcome were not ideal, but they turned out to be a way out in a difficult historical situation. In the modern world, there are two seemingly incompatible trends. On the one hand, centripetal processes are intensifying in national relations, integration occurs, accompanied by synergistic effects, for example, thanks to the standardization of education, trust is strengthened, the social space for free movement is expanding, without which all-round personal development is impossible. On the other hand, as studies show, the "atomization" of the personality continues, "the transition of the personality to peripheral social orbits", which leads to the instability of its position, the weakening of social ties - "unrootedness".

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In reality, everything is connected, trends exist as the realization of opportunities, they, in principle, are controlled and governed politically. One of the most effective tools is education policy. There are unique findings in the European experience of integrating education.

The history of this process has shown that integration should be guided by professionals, not officials; education can in no way be an economically determined activity; the development of education should combine the transnational with the national; the formation of professional competencies must be subordinated to the formation of a citizen's personality. Modern industrial society has exhausted the resources of its historical rationality, it already in the middle of the twentieth century evoked a critical mood of prominent political figures and scientists. The aspiration to qualitatively change the industrial system is evidence of the depth of the crisis phenomena. In the foreseeable future, society is unlikely to be able to develop without improving the industrial mode of production, but it is capable of significantly restructuring the production industry, and, most importantly, to carry out the casting of the relationship of socio-cultural practice with industrial production. Realizing that history has not yet emerged from the evolution of industrial production, the authoritative economist, diplomat J. Galbraith, at the end of the 1960s, published his work "New Industrial Society" (1967). Fifty years later, many of the American researcher's ideas acquired even greater relevance, especially his desire to substantiate the historical necessity of renewing the concept of capitalism by converging with the achievements of socialist management. Contrary to the desire of domestic liberals to bury socialism as an alternative to a market economy, a system of production, history with the need to objectify the reality of the rational forces a critical review of the very socialist experience of the industrial development of society. and criticism of it by ideologically biased critics. Concerned about the limitations in preparing an individual for social realities in the system of socially organized education in the United States, J. Galbraith wrote: "The most important - in the long term - importance for the emancipation of the human personality is clearly education, especially higher ... higher education is now widely adapted to the needs of the industrial system." The teaching staff of universities and colleges must have a decisive influence on the nature of the education that young people receive and the content of scientific research. The needs of the industrial system should be of secondary importance in comparison with the tasks of general spiritual and intellectual development, - the author of the concept of the New Industrial Society stated "as a result of critical analysis." AND, so that no one doubts what exactly is being discussed, J. Galbright clarified: "He (the teacher) must realize this and exercise his power

not in the interests of the industrial system, but in the interests of the all-round development of the human personality." It was not socialism that made the human personality a "cog", but the industrial system common to both socialism and capitalism. The problems of improving education are universal for social development in the conditions of an industrial nature of production. The difference exists mainly in the attitude to such problems on the part of the state. In the USSR, striving to build a socialist system of industrialization, the state acted as the political regulator of the development of education, expressing the program ideas of the CPSU. There is no formal regulator in the USA, but there are omnipotent industrial groups and vigorous lobbying of their interests by parties in the struggle for political leadership in the power system. The quality of education in the USSR was subordinated to the formation of the personality in the process of vocational training, which was often accompanied by costs in a special aspect. In this connection, the state introduced the status of a "young specialist" - a kind of "transitional" period for graduates in mastering a profession in real production. In the USA, graduates are "fine-tuned" by the companies themselves, depending on their own needs and capabilities, with an emphasis not on civil status, but on competence. which was often accompanied by costs in a special aspect. In this connection, the state introduced the status of a "young specialist" - a kind of "transitional" period for graduates in mastering a profession in real production. In the USA, graduates are "fine-tuned" by the companies themselves, depending on their own needs and capabilities, with an emphasis not on civil status, but on competence. which was often accompanied by costs in a special aspect. In this connection, the state introduced the status of a "young specialist" - a kind of "transitional" period for graduates in mastering a profession in real production. In the USA, graduates are "fine-tuned" by the companies themselves, depending on their own needs and capabilities, with an emphasis not on civil status, but on competence.

For clarity, let us note a fact that is very uncomfortable for the domestic interpretation of competencies - Americans distinguish between competencies and sociocultural characteristics of a person. They understand that it will not be possible to decompose the content of the concept of "personality" into competencies without a solid and especially significant remainder, of course, if they do not speculate and juggle with this concept. In what range of competencies should we place courage, courage, dedication, loyalty to duty, honor, patriotism, love, friendship, mercy?

J. Galbright was not alone in criticizing the danger of one-sided vocational training in universities. Complementing the vices of adapting education to the specifics of industrialization created



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by standardization. E. Fromm, the leader of the Frankfurt School of Sociologists, repeatedly noted the substitution of the understanding of cognition as a process of creativity in the production of knowledge by mastering ready-made technologies for consuming existing knowledge. "If it is true, we read from Fromm that an intelligent person is, first of all, one who is able to be surprised, then this statement is a sad commentary on the mind of a modern person. For all the virtues of our high literacy and universal education, we have lost this gift - the ability to wonder. It is believed that everything is already known - if not to ourselves, then to some specialist who is supposed to know what we do not know. We are thinking, that the most important thing is to find the right answer (among the ready-made ones), and asking the right question is not so important. Orientation towards learning, the ability to consume the accumulated bank of knowledge makes the initial state of an individual's activity dependent not on her abilities, but on circumstances external to her. "Industrialization" of education leads to oppression of individuality, suppresses the need for self-expression in cognitive activity. From the standpoint of humanism, E. Fromm put forward a project to create, in particular in the United States, a harmonious, "healthy society" on the basis of psychoanalytic "social and individual" "therapy". K. Jaspere also resonates with the thoughts of J. Galbraith and E. Fromm, explaining: "The value of each individual person will be inviolable only then, when specific people are no longer seen as interchangeable material for the formation of a universal measure. The social and professional type that we are approaching, we accept only as our role in the world. " The individuality of a person is initially created by the activity of his mind, which corresponds to both the biological and social understanding of a person, therefore, the emphasis of education at all levels and in all forms should be unchanged - placed on the development of thinking. Already Heraclitus realized that "knowledge does not teach much the mind," therefore, one must learn to activate thinking as a technology for the production of knowledge. Aristotle was convinced that "it is necessary to teach to think, not to think." Confucius taught: "Teaching without reflection is useless ...". "The study of wisdom, according to Ya. Kamensky, elevates and makes us strong and generous." The founder of didactics explained: "The mind illuminates the path to the will, and the will commands the actions." The well-known wise expression of D. Descartes: "I think, therefore I am." In the interpretation of the essence of education for two and a half thousand years, little has changed, let us refer to our compatriot P. Sorokin: "... The essence, he wrote, of the social process is thought, the world of concepts ... and it is the main initial factor of social evolution. All the main types of social life (world outlook, art, practice) are conditioned by

knowledge (science) or, which is also a modification of this factor. All social relationships are ultimately conditioned by thought. This, in particular, is confirmed by De Roberti's "law of retardation". Modernization of national education is a product of politics, focused on one-sided reflection of the experience of Western Europe and North America. It is not our plan to explore the reasons why interesting experiences have been ideologically filtered out. Systemic assessments of the Europeans and Americans themselves, the very instructive monitoring of educational policy since 1953, as well as the thoughts of outstanding specialists and simply experienced teachers, for example, Bel Kaufman, were selectively excluded from it. B. Kaufman's book "Up the stairs leading down" was very popular in the Soviet Union, but after 1989 it was not republished ... Perhaps because of the frankness of the judgment of a person who sincerely experienced the educational crisis in the United States. Inviting the reader to name three reasons for what is happening, she added a fourth to them, about which "it is not customary to talk - the moral climate in which we live. Is learning highly valued in America? The bookworm and the crammer make everyone laugh, and what could be more ridiculous than an absent-minded eccentric professor? We put material well-being, money at the forefront; the very word "success" refers not to the achievements of the mind and spirit, but to financial prosperity. But the main thing is to provide the Americans with concrete results and as soon as possible. And the mastery of knowledge is not a product, but a process that continues as long as we are alive ... We, the author sums up his reflections, neglect the need to learn and cognize ... ". Since the 1960s, the United States has been looking for ways to solve the problems in education that arose in connection with the obvious enthusiasm of politicians for the social and practical function of the school. The absolutization of utilitarianism inevitably led to the one-dimensionality of personal development - "technological slavery." Americans, feeling a stalemate, made a kind of maneuver. They divided the movement towards higher education into two parallel tracks, relatively speaking, with a normal gauge and a narrow gauge. Colleges differ from universities mainly in that they do not imply academic experience in the curriculum. University students are required to participate in the scientific work of the organization.

The idea is conceptually interesting, it can be adapted to domestic education at universities, clearly prescribing the content of training bachelors and defining the advantages of the professional status of a specialist. A similar practice took place in the history of Russia. In St. Petersburg, from the middle of the 19th century, the Institute of the Corps of Railway Engineers with a full cycle of professional engineering training and the Technological Institute with a shortened program of scientific knowledge worked in

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parallel. Graduates of these universities, of course, had a different status both in the profession and in society.

At the same time, the desire to transform universities into research organizations by reducing the general professional training of specialists looks doubtful. Firstly, in this way the status of postgraduate studies is being replaced, and secondly, a real danger is created to nullify the education of professional culture and a responsible attitude to national identity.

Having mastered the required knowledge, research skills and a foreign language at the expense of the domestic taxpayer, many graduates of such universities, even before completing their studies, are actively looking for a profitable application of their capital outside the homeland. Liberal ideologists are satisfied with this outcome of the process, and regulators are obliged to think: how right is it to work for "colleagues - competitors" who are looking for any reason to limit our opportunities with regular sanctions. In leading firms in the West, in leadership positions, according to S.P. Kapitsa, today more than 30 percent of specialists are from the Russian Federation, while Russian production, according to G. Gref's speech at the St. Petersburg International Economic Forum 2021, is experiencing a growing shortage of specialists. Reflecting objective trends in public life, the growing potential of a person's personal participation in them with his unique rationality, German classical idealism, in the form characteristic of idealism, has raised rationality up to its absolutization beyond the limits of human rationality. But, in addition to the system developed by Hegel, there was also the universal and most perfect dialectical way of thinking that he revealed, thanks to which his worldview system worked for some time. The dialectical approach made it possible to interpret the ideas of the author in a different way, to understand them quite rationally, and to use them in practical politics. First of all, we mean the idea of distinguishing between "real" and "real" in social life, to be aware of the natural - historical perspective of their mutual transition. Politics is built on a combination of experience,

In the story of AP Chekhov, "The Intruder," a fisherman caught loosening the nut that secures the rail to the sleepers explains to the investigator that he could not do without it. The hook should be located close to the bottom, fish trifle floats on the top, which no one needs. The large fish that you want to catch is at the bottom. The integration taking place in the world is the regularity and rationality of its development. It is necessary to learn to integrate into it, filtering the existing reality so as to have something from it that has the potential to transform into reality, to pass from the real to the rational.

The historical spiral is still spinning around the axis of human intelligence. Only in our time it becomes more urgent to think not about the essence of

rationality, but about the perspective of its evolution into rationality. The future belongs to the "prudent man." Prudence is able to resolve the contradictions of reality: to find a balance of national and human interests; guarantees the harmony of social needs and the preservation of natural order; needs and rational organization of production; personal and social. It elevates culture as the primary essential force; defines scientific knowledge as a systemic socially oriented activity; values education as a basic source of humanism and democracy. The formula for prudence is simple: everyone should do what they do best, but always remember that the best awaits him only on condition that the requirements of the historical movement that is common to all are met. Reason is given to a person in order to create good. "Reality is reasonable", G. Hegel is right, but rationality itself is valid only as a creative good.

The criteria for human prudence are contained in the evolution of homo sapiens. It is advisable to consider the birth of the ability of consciousness to self-awareness of its activity as the highest achievement of the evolution of intelligence. Prudence will come when self-consciousness itself acquires a stably rational form of activity aimed at a consistently rational systemic solution of the above-mentioned contradictions of social progress. In the religious aspect, the prudence of a person will reveal in the full spectrum his likeness to the creator. The "prudent man" will become a truly creative social subject. The control function of conscience will be completed by the responsibility of the individual not only for himself, but also for everything that happens - "I am responsible for everything!" Awareness of personal responsibility will ensure the balance of the singular with the general. Personality as always

Experienced acquisitions of the integration of European higher education would be very useful for our implementation. It turned out the opposite. Our modernization was designed like a European one with a killer leftover funding amendment. The Europeans elevated the improvement of education to the most important direction of social policy, in Russia they sent them to go with the flow of the financial flow, providing them not with an engine, and not even with a sail, but with an oar and a pole, so that they felt responsible for themselves. In Europe, the management of mass education is the prerogative of professionals, in our country it is the officials, for whom its reality exists in their distant past, therefore they manage education in accordance with formal reports developed according to the bureaucratic patterns.

The version that the history of man does not end with the formation of homo sapiens, on the contrary, the development of "Homo sapiens" is a kind of necessary introduction to his evolution into "Homo sapiens", the emergence of a new spiral of human progress, which will be characterized by neither

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adaptation nor the egoistic transformation of the environment, and the universality of cooperation based on the systemically structured activity of a "prudent man" requires clarification of a number of concepts. These concepts have been nominally known for a long time, but during the development time there has not been an agreed definition of their content. Our goal is not to give a new interpretation, we believe it is sufficient, in the situation formed in the knowledge of the situation, to set our priorities.

Separately, we note that since we are talking about the problem of species evolution, it is advisable to analyze it at two levels of cognition: at the level of ideas of mass thinking - "common sense" and within the limits of professional conceptual expression in scientific and philosophical knowledge. R. Descartes called "common sense" "reason from nature", believing that it contains "the ability to correctly judge and distinguish between true and false" in conditions of methodically limited thinking. "Common sense," according to the French scientist and philosopher, people are best endowed with anything else, for everyone assumes so much common sense in himself that even people who are most pretentious in other areas are usually content with the common sense that they possess. Nevertheless, Descartes himself did not like knowledge within the boundaries of "common sense", and he, as you know,

As a predecessor of I. Kant and G. Hegel, R. Descartes tried to define the most general concepts in the theory of knowledge, starting with "thinking". "By the word thinking (cognitatio), he wrote, I mean everything that happens in us in such a way that we perceive it directly by ourselves; and therefore not only to understand, desire, imagine, but also feel means here the same as thinking." R. Descartes divided mental activity into two bases: perception by reason and determination by will. Reason and reason identified. He explained the delusions by the fact that the actions of the will are broader and more significant than reason: "... Although God did not give us all comprehending reason, we should not consider him the culprit of our delusions, the philosopher explained, the created reason is finite, and the finite reason, by its very essence, cannot comprehend everything" ...

Thinking appeared at the very beginning of human evolution. Man received thinking as an inheritance, thanks to purely natural history, completing and transforming then in his special development. Consciousness has become a product of the evolution of human thinking proper, split into rational and rational activity. Reason realizes thinking within the limits of its consistency. The mind operates within the framework of conflicting reflections. Reason has a dialectical nature. Apparently, the quality of human thinking was formed in the direction of reflection in it of the dialectics of nature. In the light of the idea that we are developing, only dialectical

thinking, focused on resolving conflicting knowledge, can be a platform for the ascent to "reasonable man."

The logic of human evolution is built in such a way that at any stage of his history, a person is forced to change the natural conditions of life, to come into conflict with nature. Another thing is that the contradictions at each stage are specific. Once it was about survival, a person had to prove by any means his right to exist. The survival formula is simple: "either or". Nature rigidly tested man for strength - the stability of existence, and a man, being in extreme conditions, took from nature, disregarding the consequences that he did not always realize. Rational thinking provided most of human history, but, as the number of species grew and its practical power grew, contradictions intensified, and ecological constants were violated. Social progress was loaded with negative products of its own development, the ascent was accompanied by disruptions. The contradictory nature of the changes in reality weakened the position of rationality in the historical movement. History also tested the very intelligence of man. Reconstruction of thinking was required, the need arose to think, reflecting not the final states of phenomena, but their movement. In movement, thinking discovered self-movement as a change by the force of contradictory relations that form everything that exists. The time has come to put rationality on the main path of thinking, capable of managing the inconsistency in knowledge. In movement, thinking discovered self-movement as a change by the force of contradictory relations that form everything that exists. The time has come to put rationality on the main path of thinking, capable of managing inconsistency in knowledge. In movement, thinking discovered self-movement as a change by the force of contradictory relations that form everything that exists. The time has come to put rationality on the main path of thinking, capable of managing the inconsistency in knowledge.

Reasonableness of thinking in the era of R. Descartes, B. Spinoza, F. Bacon and G. Leibniz undoubtedly already existed, but it did not yet have the status of relevance, it did not acquire the meaning of reality. Reasonableness acted in the absence of sufficient objective conditioning. Nevertheless, R. Descartes brilliantly guessed the vector of the direction of human progress towards the dominant development of thinking. Through education, his phrase entered the history of philosophy and mass consciousness: "I think, therefore I exist." It seems to us that the public and partly professional reactions to the above statement of the philosopher are not commensurate with the author's intention. The phrase was "cut out" of the context, and R. Descartes twice on two pages revealed his interpretation of these words. Paragraph 7 of the "Principles of Philosophy" he unambiguously titled: "That there is no doubt, not existing and that this is the first reliable knowledge that can be acquired." The author's argument on the

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formulated thesis ends with the following phrase: "It is so absurd to believe that what thinks as non-existent while it thinks that, in spite of the most extreme assumptions, we cannot but believe that there is the first and truest of all conclusions presented to the one who methodically arranges his thoughts. " In paragraph 10, R. Descartes corrected the meaning of what was said in paragraph seven: "Having said that the position: I think, therefore I exist, is the first and most reliable, I did not deny the need to know even before that what thinking, reliability, existence, without denying that in order to think, one must exist. " The author's argument on the formulated thesis ends with the following phrase: "It is so absurd to believe that what thinks as non-existent while it thinks that, in spite of the most extreme assumptions, we cannot but believe that there is the first and truest of all conclusions presented to the one who methodically arranges his thoughts. " In paragraph 10, R. Descartes corrected the meaning of what was said in paragraph seven: "Having said that the position: I think, therefore I exist, is the first and most reliable, I did not deny the need to know even before that what thinking, reliability, existence, without denying that in order to think, one must exist. " The author's reasoning on the formulated thesis ends with the following phrase: "It is so absurd to believe that what thinks is non-existent while it thinks that, in spite of the most extreme assumptions, we cannot but believe that there is the first and truest of all conclusions presented to the one who methodically arranges his thoughts. " In paragraph 10, R. Descartes corrected the meaning of what was said in paragraph seven: "Having said that the position: I think, therefore I exist, is the first and most reliable, I did not deny the need to know even before that what thinking, reliability, existence, without denying that in order to think, one must exist. " we cannot but believe that there is the first and truest of all conclusions presented to the one who methodically arranges his thoughts. " In paragraph 10, R. Descartes corrected the meaning of what was said in paragraph seven: "Having said that the position: I think, therefore I exist, is the first and most reliable, I did not deny the need to know even before that what thinking, reliability, existence, without denying that in order to think, one must exist. " we cannot but believe that there is the first and truest of all conclusions presented to the one who methodically arranges his thoughts. " In paragraph 10, R. Descartes corrected the meaning of what was said in paragraph seven: "Having said that the position: I think, therefore I exist, is the first and most reliable, I did not deny the need to know even before that what thinking, reliability, existence, without denying that in order to think, one must exist. "

Contrary to the widespread interpretation of the content of the thesis, R. Descartes did not give his idea a general outlook format, remaining within the framework of the declared dualism. The philosopher

did not seek in it a solution to the problem of the nature of the substance of being. He just tried to understand the nature of man as a "thinking thing", to find out the relationship between "soul" and "body". The concept of "existence" had a local content for him, its scope included both "soul" and "body", it held them together in the same way. For R. Descartes, it was important to find the basis for the "most reliable" recognition of existence, and not all, but exclusively human reality. And he found this argument in thinking: "The concept of our soul or thought precedes that which we have about the body, and this concept is more reliable, since we still doubt whether there are bodies in the world,

We, while discussing in detail the experience of the thoughts of the French scientist and philosopher, we want to emphasize the very fact of recognizing the priority value of thinking as evidence that the scientific and philosophical awareness of the value of human rationality has come into contact with the religious elevation of human rationality, created "in the pattern and likeness" of divine reason ... Homo sapiens evolved by actively developing their thinking abilities. The use of the concept of "soul" was characteristic of the beginning of the New Age, it synthesized all levels of thinking and more clearly included mental activity, first of all, will. R. Descartes, as it were, prophetically predicted the systemic significance of virtue for the future person, however, in his understanding, virtue did not rise to the heights of conceptual thinking.

R. Descartes approached the idea of the prudence of a "reasonable man" from the side of mental responsibility for feelings, thoughts and deeds, but in his consciousness not only prudence, even reason itself remained an abstract concept, for "thinking", an exhaustive manifestation of the soul, was not structured, except for the traditional differentiation into sensory actions and thought forms. The consciousness of R. Descartes largely inherited medieval terms, modernizing the content of those ideas that were "packed" in them. The process of rethinking traditional views on human rationality was still beginning. History has not easily revealed the growing role of the creative potential of thinking in the life of man and society. The problem of the structural organization of thinking acquired relevance. New concepts appeared,

New time has necessitated a new approach to thinking. The previous interpretation of the freedom of human wisdom, localized within the framework of religious prescriptions, to be an instrument for the implementation of movement along the path indicated by the true creator of all that exists, seriously hampered the development of mental activity, but could only slow down the progress of rationality. The low rate of social movement during the Middle Ages testified to its conditioning on the part of ideological regulation, but at the same time the energy of rationality continued to accumulate. The real power of

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the mind could be transformed within itself, added, multiplied, striving for a critical mass of action. And, what is especially important, the power of human intelligence was able to begin to actively act with changes in the theory of knowledge.

Philosophy had to make a transition from that type of understanding of thinking, to which G. Hegel's expression "barbarism of thinking" is applicable with a certain stretch. But, in order to fulfill its historical mission, philosophy itself had to change, become "critical" and "speculative". "Philosophy, Hegel pointed out, must make thinking itself the object of thinking." And further he clarifies what has been said in relation to philosophy as a science: "The only goal and work of science is to achieve the concept of its concept and, thus, to come to its starting point and to its satisfaction." G. Hegel had in mind the specific technology of philosophical cognition, when the sought concept is determined by developing the describing concepts. Assessing the merit of I. Kant, who critically examined the tools of thinking, their real capabilities, G. Hegel approached thinking as creativity. The "pure" and "practical" reason, "common sense" was replaced by the dialectical triad of Hegel's rationality. In thinking, he identified three levels of activity: "sensibility", "reason" and "reason". Thinking was identified with activity, which showed his cognitive and social power. "Since thinking - as active, the philosopher explained, - is taken in relation to objects - as thinking about something - insofar as the universal as a product of his activity has the meaning of the essence of the matter, essential, internal, true." Hegel uses the concept of "spirit", but he opposes "spirit" to "thinking." "Spirit" is a spontaneously organized natural state of consciousness of a person who is directly involved in the world of things, including human society. The spirit "as a sentient and contemplator has as its object the sensuous, as having imagination - images, as a will - goals". "The highest inner essence of the spirit, according to G. Hegel, is thinking." The thinking of the "spirit" is manifested in the forms of rational and rational activity. "Consciousness, the thinker clarified, makes up ideas about objects earlier than concepts about them, and only passing through representations and turning its activity on them, the thinking spirit rises to thinking knowledge and comprehension through concepts." Reason precedes and acts with reason. The lot of rational activity was and will remain reflection on objects, their relationships. Reason is able to analyze the opposite results arising in cognition, it is not given to resolve the contradictions that characterize the unity of opposites, therefore, reason shares the existence of opposites. Rational activity is dialectical limited, it can bring together and oppose opposites, but cannot synthesize them: the thesis and antithesis exist, but there is no synthesis of them, which indicates the incompleteness of the technological cycle in cognition. Cognition is

inhibited from within. Such were the antinomies of I. Kant, which did not allow him to overcome the barrier of cognizability. Modern quantum mechanics is based on the principle of complementarity, unable to resolve the relationship of opposites, which indicates the incompleteness of the technological cycle in cognition. Cognition is inhibited from within. Such were the antinomies of I. Kant, which did not allow him to overcome the barrier of cognition. Modern quantum mechanics is based on the principle of complementarity, unable to resolve the relationship of opposites, which indicates the incompleteness of the technological cycle in cognition. Cognition is inhibited from within. Such were the antinomies of I. Kant, which did not allow him to overcome the barrier of cognition. Modern quantum mechanics is based on the principle of complementarity, unable to resolve the relationship of opposites.

The pinnacle of dialectical thinking in Hegel's philosophy is "reasonable dialectics." Reason rises above reason, but it also presupposes the preparatory work of the latter. Hegel's thinking works in the interaction of its ways of manifestation. The dialectic of reason completes the work begun by reason. The entire dialectical way of thinking - the "road map" - consists of the following statements: identity - difference - difference - opposition - contradiction (foundation). "Contradiction is what really drives the world and it's ridiculous to say that contradiction cannot be thought" - Hegel summed up his reflections. G. Hegel developed a basic diagram of dialectical thinking, but the main thing is that the dialectical approach to cognition helped him to raise his understanding of reason as a real creative force.

After the philosophical recognition of the creative power of reason, the question of the vector of this power became relevant. As a matter of fact - the vector of development of "Homo sapiens". To apply something, you need to have it. Having completed the ascent from efficiency and upright walking to rationality, man found himself at the beginning of his new history. Philosophy and science, having analyzed the structure of human thinking, having determined its potential, were able to build an architecture for the manifestation of rationality, discover the natural nature of thinking in the forms of rational and reasonable activity. Together with rationality and will came the possibility of human freedom with all its individual and social dangers.

Possession of rationality and free will predetermined the need to learn to use the new forces born in evolution. It was necessary to become a tamer of reason, to master the art of giving it the direction that the will, objectified in practice, should and could implement as a tool for resolving contradictions, not mental, but real. The evolution of the rationality of a private state of a person turns into the evolution of rationality for the good of everyone and everything, -

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into the development of a person's prudence, rationality acquires the scale of universality.

Prudence is the pinnacle of the evolution of human rationality in its modern interpretation. Without this historically built configuration, rationality will remain within the boundaries of its abstract determinateness, for the logical necessity to be reasonable is similar to Kant's "pure reason". The rest, different from the perspective of rationality to become rationality, scenarios for the advancement of rationality: the isolation of rationality on itself and not having certainty - deprive the evolution of historicism.

The need for knowledge of the future is natural for a person, it continues the ability that originated in biological movement - the possibility of anticipatory reflection, described by P. Anokhin. When time pushes its boundaries before a living being, then it is necessary to use this perspective in the interests of development. The famous American writer and philosopher R. Emerson wrote: "Before the face of the universe, let us rejoice that we have reached not a dead end, but an endless ocean. Our life appears not so much as the present, but as a prospect, open to us not so much as petty matters to which it takes, but as a promise of that abundantly flowing vitality. " And he added: "For the most part it is perceived only as a promise, this vitality will still manifest itself; we know that we must not sell ourselves too cheaply, for we belong to something very great. So forward and again - forward! In light hours, we firmly know that a completely new picture of life and a new understanding of our responsibilities to it are already possible for us. "

R. Emerson is right in presenting the future, in which descendants will find themselves, as a "completely new picture" of life. Prudence is not a simple logical continuation of human rationality, it, despite all its similarity with modern rationality, opposes it. Reasonableness allows a quantitative difference, and this, in turn, the comparability of different states and competitive relations. Prudence is distinguished by its qualitative definiteness. It cannot be less or more. It is not surprising, therefore, that the history of "Homo sapiens" is filled with conflicts along the entire perimeter of social relations. And in relations with nature, intelligence has often served as a tool to justify destructive practices. The abstractness of rationality - it determined the method of developing human actions, leaving the object to which these actions were directed as an object. The priority position in the rationality of the subject has deformed the systemic construction of a person with the world of relations. Ultimately, the costs were reflected in rationality. The abstract nature of the position of rationality was also manifested in its definition. G. Hegel, highlighting contradiction as the quality of thinking at the level of reason, solved the problem within the boundaries of the science of logic, in its most general form, which can be qualified as an

introduction to the theory of rationality. Hegel's triadic scheme for tracing the progressiveness of thinking is capable of providing effective assistance to those who met in cognition with opposites in the unity of their existence. However, everything listed here formalizes the technology of intelligent activity, prepares the stages of the movement of thoughts, serves as a "road map" of thinking, which you need to be able to read, calculate and, - the most difficult thing,

If we proceed from the fact that the movement of objects and the ways of their relations are reflected in the structure and history of thinking, then the contradictions of reason reproduce the relations of opposites in objects. But thinking is immaterial, therefore the contradictions of thinking are specific, not mirrored. The contradictions of objects were formed in the process of their movement, and the contradictions of the mind followed a comparable path. The formation of intelligence was due to the contradictions of being, but thinking could not simply repeat this real experience. Thinking to rise to rationality has gone the hard way. At each stage of the path, it formed the possibility of inconsistency in cognition, starting with the pragmatic and limited logic of identical states (rest), through antinomies to dialectics.

Prior to L. Levy-Bruhl's studies, presented in his works "Thinking functions in lower societies" (1910), "Primitive thinking" (1930) and other works, the British concept of the identity of the mental mechanism in "primitive" people and modern people dominated in anthropology. English anthropologists did not reckon with the historicity of the evolution of the thinking of homo sapiens. L. Levy-Bruhl put forward a very important thesis about the existence of a type known to us before the history of logical thinking, having previously called thinking "pralogical" and emphasizing that it is not antilogical, it is also not illogical. Calling it pralogical, I just want to say that it does not strive first of all, like our thinking, to avoid contradiction. It is subject to the "law of participation. Oriented in this way it does not at all tend to run into contradictions without any reason (this would make it completely ridiculous for us), but it does not even think about avoiding contradictions. Most often it treats them with indifference. "

Reason, having determined a new stage of human evolution, turned out to be not so perfect as to complete evolution. The mind of homo sapiens did not raise the resolution of contradictions to the level of realizing the universality of development interests. The concreteness of the particular in the conflict of opposites blocked the development of rationality itself; it submitted to a particular orientation. The evolution of the rationality of homo sapiens has reached a dead end of private or "selfish rationality."

In an abstract form, humanity has realized the historical limitations of the progress of rationality of

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homo sapiens, even calculated the time of the “red line” of the movement of its private rationality in interaction with the natural condition of life - 2030. It remains to make one transition - to turn perspective into the actuality of existing being, to give the intelligence of knowledge the power of universal will, which turns out to be in an unsolvable contradiction with the intelligence of homo sapiens. Humanity at the stage of homo sapiens reached a historical fork.

There are two development options.

First: on the historical basis, created over many millennia by homo sapiens, to carry out the transition from human rationality to the prudence of humanity and thus continue history with a new content of human activity.

The second is to follow the paved path, improving rationality in its traditional expression, when the abstractness of actions is embedded in rationality, and rationality itself is tied to private interests. In other words, the intelligence of the species is represented by the sum of the intelligence of the individuals that make up the species, which already in the initial state makes it obvious the reality of the contradiction that inhibits progress.

In rationality, historically and epistemologically, there is what is necessary for the development of a species - the technology of cognition of the contradictions of reality, but in the existing state of rationality there is no general specific vector of direction of rationality. By elevating competition to an absolute instrument of progress, ideology, expressing the conditional community of reasonable interests, further exacerbated the fluctuation in particular forms of rationality. In addition, today one should be afraid not so much of the uncertainty of the total manifestation of private rationality, as of the aspirations of certain authoritative forces, whose actions are aimed at maintaining real contradictions, by and large, of artificial origin.

Dynamic imbalance is good for the stability of the mechanical movement of bodies, but not for human relations. How determined is the favorable prospect of the social development of rationality? To have a reason to answer this question satisfactorily, it is necessary to investigate the social forces capable of directing individual intelligent actions and controlling their dynamics. The social factor in the development of individual awareness of reality was thoroughly studied by French sociologists: Durkheim, Galbwachs, Blondel and others. As a rule, they considered society within the limits of social consciousness. They were interested in the spiritual social superstructure: opinions, knowledge, behavior and other manifestations of spiritual activity. The spiritual part of social life was defined by them as "collective representations." The conditionality of the formation of "collective representations" was mainly outside the brackets of such studies, which can be recognized as a reasonable limitation in the interests

of studying the specific problem of the formation and development of the individual's consciousness. It is the sui generis reality that acts directly on the consciousness of the individual.

“Society is a reality sui generis, argued E. Durkheim, it has its own properties that cannot be found at all or in the same form in the rest of the world. Therefore, the ideas that express it have a completely different content, the ideas are purely individual ... ". E. Durkheim formulated the conclusion from the analysis of the study of the problem as follows: “Collective representations are a product of vast, almost immense cooperation, which develops not only in space, but also in time ... Therefore, a very peculiar mental life, infinitely richer and more complex than the mental life of the individual. Hence, it is understandable why the mind has the ability to go beyond the limits of empirical knowledge.

In this context, the "empirical" is identical to the "individual", "particular" E. Durkheim extended the understanding of "collective representations" to the area of conceptual thinking: , as we have already pointed out, does not contain in itself anything that would not be in the particular. If these are primarily collective ideas, then they add to what we have learned from our personal experience, all the wisdom and knowledge that the social group has accumulated and preserved over the centuries. To understand a thing means at the same time, to grasp or define its essential elements and refer them to a certain set of things, for every civilization has an organized system of concepts that characterizes it. "

“Collective consciousness, according to Durkheim, is the highest form of mental life, it is the consciousness of consciousnesses. Being outside and above local and individual accidents, it sees things only from their constant and essential side, which it fixes in the transmitted concepts. Looking down, it sees further to the side. At every given moment, it embraces all available and known reality, and therefore it alone can give the mind a framework suitable for containing the entire aggregate of beings in them and allowing us to make of this aggregate the object of our thinking. "

Some of E. Durkheim's statements are controversial, but the logic of his research is important to us. It allows us to trace the movement of the author's thought in a very significant direction, presented even in the Hegelian synthesis of the individual and the general. E. Durkheim proves that the concept in its purely abstract form serves as a transitional state of knowledge in concrete - abstract, or concrete - theoretical knowledge, from which there is a way to turn it into a conviction and thereby determine the actions of the will. The understanding of rationality in the philosophy of the Enlightenment and, in part, in its continuation in the following centuries, was overly abstract. The concept of "collective representation" creates the prospect of enriching the content of

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rationality with a specific meaning and allows us to expect with optimism in the future the rationality of a "prudent man" developed into universality. Truth,

One of these "working" concepts is "wisdom" and its detailed elaboration, for example, in the concept of "wisdom". IN AND. Dahl reported: "Wise, based on good and truth, eminently reasonable and well-meaning." V. I. Dal calls philosophy "wisdom". "The mind of V. I. Dal defines more clearly and understandably: "a spiritual force that can remember (comprehend, cognize), judge "think, apply, compare" and conclude "decide, deduce a consequence," the ability of a correct, consistent cohesion of thoughts, from the cause, the effect of it and up to the goal, the end, especially when applied to the case. Reason, meaning, intellectus, verstand, mind, ratio, vernunft. " The spirit of V. I. Dal was traditionally divided into mind and will. He put "understanding" in a common row with "understanding", "reason". Hegel's idea of separating reason and reason by the type of logical thinking, contrasting the formal - logical order of reasoning and the dialectical one, V. I. Dal did not reflect, although, probably, he was familiar with his main works. Probably, he tried to explain the terms as adequately as possible in the interests of the living Great Russian language. In the popular before the revolutions of 1917 "The Encyclopedic Dictionary of F. A. Brockhaus and I. A. Efron" the word "wisdom" is absent, "reason" is presented as a set of mental actions that distinguish a person, "reason" is included in the scope of reason. The modern interpretation of wisdom and "reason" in Russian dictionaries is unintelligible. "Wisdom" - deep knowledge, understanding of which "Prudence" - deliberation in actions and deeds, prudence, prudence. " "Reason, mind, reason, ability to think." was familiar with his main works. Probably, he tried to explain the terms as adequately as possible in the interests of the living Great Russian language. In the popular before the revolutions of 1917 "The Encyclopedic Dictionary of F. A. Brockhaus and I. A. Efron" the word "wisdom" is absent, "reason" is presented as a set of mental actions that distinguish a person, "reason" is included in the scope of reason. The modern interpretation of wisdom and "reason" in Russian dictionaries is unintelligible. "Wisdom" - deep knowledge, understanding of which "Prudence" - deliberation in actions and deeds, prudence, prudence. " "Reason, mind, reason, ability to think." was familiar with his main works. Probably, he tried to explain the terms as adequately as possible in the interests of the living Great Russian language. In the popular before the revolutions of 1917 "The Encyclopedic Dictionary of F. A. Brockhaus and I. A. Efron" the word "wisdom" is absent, "reason" is presented as a set of mental actions that distinguish a person, "reason" is included in the scope of reason. The modern interpretation of wisdom and "reason" in Russian dictionaries is unintelligible. "Wisdom" -

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Summarizing the ideas about the prospects of "Homo sapiens" expressed in different countries, on different continents, at different times, in different directions by experts, one cannot fail to notice one thing in common in their reflections. Each of them in his own way is concerned about the inconsistency of the evolution of intelligence. A more specific assessment would be possible if a more definite professional and public understanding of rationality itself and the quality of auxiliary concepts described by it was formed. Unfortunately, as the well-known Russian proverb says: "the shoemaker himself is without boots, and the pastry is without pies."

In the context of our topic, such a situation in cognition confirms the basic thesis that "rationality", being the direction of human evolution, taking shape in the history of the predecessors of homo sapiens, could not become the pinnacle of human history. The reason for this is the excessive abstractness of rationality. We have already noted that the "rationality" of homo sapiens is very close in its epistemological status to the "pure reason" of I. Kant. It is no coincidence that a number of popular scientific publications use a comparison with the Kantian interpretation of reason when interpreting "rationality". The final or, more precisely, localized understanding of the quality of the evolutionary stage can be closed on itself - its own development, however, thereby it limits itself and its history. The "dissolution" of objectivity in its abstractions is inevitable, which is what happened with the rationality of omo sapiens.

The advancement of evolution presupposes the acquisition of concreteness by development, created by the inclusion of object complementarity in it. It is necessary to tell the vector of evolution something that will concentrate the movement. Concretization of rationality can be a lot, as evidenced by the variety of



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ideas expressed by people concerned about the fate of man.

Judging by the growing misunderstanding; contradictory views on social progress, social and individual values, driving forces of development, ways of resolving conflicts; the stability of nihilism; absolutization of the consumer attitude to life, competition in everything and forever, it is not difficult to come to a pessimistic result in assessing the prospects for the rationality of a modern person.

Historical examples, as well as separate natural facts, cannot be arguments in the proof. This is a general theoretical rule. The theory can be "bit" only by another, more effective theory for explaining the change in facts, that is, from the facts that contradict the existing theory, one should first build an alternative theory in order to then oppose its advantages to the current theory. This is the general order, which always has a special case. By grouping the social practice of the end of the second millennium of a new era and adding to it the practical life of the beginning of the new millennium, we will without a stretch get the sad result of the evolution of rationality.

Having dealt with colonialism, racism, fascism, "reasonable man" created means of universal destruction and experienced their effect on their own kind at a time when circumstances did not require it at all. Our rationality ancestors did not know such a scale of intimidation, and their ancestors were weak-minded. The absolutization of competition leads to the suppression of rationality. Competition, like selfishness, manifests itself in two forms: in the form of a struggle for survival and in the form of competition - civilized interaction in the struggle for leadership. For some reason, supporters of the first form of competition calculate only profits, pretending that there are no costs from such competition, or write them off as the inevitability of production development costs. In the press, we did not find even rough data on the wastefulness of irrational competition.

The covid pandemic exposed the unreasonableness of politics: a low level of political culture, selfishness in politics. But behind everything that science calls political activity, there is the rationality of homo sapiens. The modern rationality of homo sapiens is good alone with oneself, in the individual format of being in existence, providing everything necessary and without force majeure. At the same time, there is no reason to underestimate the formation of human intelligence as a significant conquest of human evolution and the basis for its continuation.

Our version connects the new history of rationality with the orientation of the mind towards goods in their broad sense. We define "goods" as the fundamental conditions of human existence and development. Some of the benefits are of natural

origin, but most of the benefits are created and maintained by human activity itself.

Having a mind is meaningfully abstract, therefore it is not enough to be rational in life. Only by learning to use the power of reason, a person in the interests of all mankind will be worthy of it and will have the right to be called really reasonable. To use reason for the ultimate purpose means to increase the benefits. It is to the blessings that a person owes his birth and all his life. This is what he should always accept with gratitude. Being grateful is the second side of human intelligence, making intelligence concrete. Those who understand human rationality as a tool to create good things and treat them with dignity are not mistaken.

This statement is supported by the very listing of the basic number of human benefits: Nature, Society, Motherland, Family, People who have lived and are living. The great humanist Exepury was asked: what would they do if they were on an unfamiliar planet? Without hesitation, he replied: "shouted -" People, where are you! " When the general realization comes that what is valuable is not what has a price tag indicating the amount, but what is vitally important, the mind will be realized as a characteristic of a person, will fulfill its historical mission - to make a person not formally, but really reasonable.

The basic range of benefits is completed with the tools for its creation and enrichment: responsibility for maintaining the natural environment, its ability to reproduce itself and us normally; participation in the development of public relations; service to the Fatherland, loyalty to duty; love for family, relatives and friendliness in relationships with others like them. At the service of ensuring human well-being are social institutions: environmental protection; health and healthy lifestyle; education; security; improving the production of material goods; protection of vital activity in social reproduction; science, art, physical culture, sports and tourism, transport support for the organization of physical and social space and everything that helps to live more efficiently in time,

All of these benefits have been known to almost everyone for a long time. The problem is to make them from existing alienated phenomena actual values of the human mind, to give them the meaning of reasonable necessity. The initial condition for solving the problem is not a secret - quality and availability of welfare tools are necessary. However, it is only at the level of the current state of rationality that one can naively expect that the quality and availability of instruments of well-being will automatically transform them into the desired goods in the minds of mass homo sapiens.

Formally, everyone knows that vaccination protects against infection, guarantees health, in extreme cases, not the most difficult course of the disease. The evidence of the good and access to the good are present, there is no awareness of the good.

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Instead of real reasonable actions, we have endless discussions about the inexpediency of the technologies recommended by science and health care to protect the quality of life.

Perhaps, only education is the human mind endowed with the status - the significance of a universal scale and then not so much in the primary meaning - to realize rationality in the interests of the self-development of the individual, but in order to ensure the social and professional advancement of people.

The intelligence of a person is projected in two directions: into his own movement and outside his reality, and the second is dependent on the first. Logic testifies that education is an activity primarily in the interests of personal self-development, it enriches the mental, sensory and practical expression of individuality, creates the prerequisites for interest in the individual in her environment, opens up the prospect of social ascent. Nevertheless, the mass awareness of the obvious logic of self-assertion of the individual through education clearly does not correspond to the standards of rationality. The education by the mind of the majority of modern representatives of homo sapiens is perceived not as a need for spiritual development, but as a necessary measure for solving utilitarian problems. Global statistics on university dropouts show that, less than 2/3 of freshmen make it to the grand graduation. Japan stands apart, where the cult of the educated person is high.

It would be unfair to blame one personal unreasonableness in relation to education. Three social subjects are involved in education: the personality of the student (student), teaching staff and government agencies. To the extent that teachers and administrators with regulators will act as subjects of the process, and not as nominees - organizers and mediators of the implementation of the will of those who really rule and determine the goals of education, education can be viewed through the prism of its personal and social value.

The history of education as a socially significant institution is closely related to the history of philosophical thought. This was the case in the West and in the East. The concepts of "teacher", "thinker", "philosopher" initially coincided both in status and in personal expression. Pythagoras, Socrates, Plato, Aristotle, Buddha, Lao - tzu, Confucius, Mei - tzu entered history twice: as philosophers of the first wave and as the founders of pedagogical art. What is commonly called pedagogical science is actually a teaching technology, above which the philosophy of education rises, dominating strategically. In pedagogy, there are two components: a philosophical attitude and the art of translating it into the mass consciousness with the help of the skill of a systemically built learning process.

Policy in the field of education is designed to determine and control the balance of ideological, ideological - educational and practical components, so that two forces interact in the educational process - the power of thinking and the power of knowledge. It is necessary to minimize the risks of absolutizing the abstractness of thoughts and utilitarian knowledge.

The well-known Russian historian and teacher V.O. Klyuchevsky wrote about pedagogy: she is "not a nanny, but a morning alarm clock: the word was given to her not to rock someone else's child and lull her thought, but to wake someone else's." The teacher, they said in Russia, is not the one who teaches, but the one from whom they learn. It is education that has the potential for universal activation of mental activity, reveals the power of rationality to the individual.

Of all the generally significant social institutions, education carries the greatest historical load in promoting social and personal development. This is the main tool for the socialization of the human individual into a personal individuality; sustainability of the reproduction of social progress, and in the national context - the development of the identity of the nation and the prevention of nationalist egoism.

Improving education is a strategic task, because its solution presupposes the achievement of harmony of national and universal interests in education. Based on the traditions of the national mentality, it is responsible for the formation of universal humanistic and democratic values. In this connection, in the European documents regulating the development of university education, it is clearly stated that the educational business is outside the totality of economic enterprises. J. Galbright also wrote about this, protesting against the industrial pressure on educational activities. A century earlier, J. Galbright, R. Emerson spoke about the socio-economic problems of education in his lectures, explaining their origin by production activity: "The entire current organization of the economy makes me think deeply: after all, she created false relations between people in the sense that I already feel free from the need to show good manners and nobility in relations with a person whose services I pay for with money. Human relations in such an economy are not determined by rationality. They depend on what is alienated by the ability for intelligent activity from intelligence itself. Meanwhile, R. Emerson summed up: "Society does not acquire anything as long as a person tries to renew the order of things without renewing himself." which is alienated by the ability for intelligent activity from intelligence itself. Meanwhile, R. Emerson summed up: "Society does not acquire anything as long as a person tries to renew the order of things without renewing himself." which is alienated by the ability for intelligent activity from intelligence itself. Meanwhile, R. Emerson summed up: "Society does not acquire anything as long as a person tries to renew the order of things without renewing himself."

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Education is directly aimed at the formation of a person's social status. Indirectly, through the socialization of the individual, it contributes to social development. The social platform for the effectiveness of educational activities is subjective rationality, which is realized through all subjects of public life. The orientation towards rationality is a guarantee of educated activity to preserve social progress, and it is also the reason for the uneven implementation of this function. Only a systemically - holistically built education from enlightenment to the limits of professional training is able to ensure the social advancement of a graduate along the main historical path - the development of civilization, bring the consciousness of students into resonance with rationality, activate their thinking in the direction of creation, to reveal the historical significance of unity in the world outlook of national, transnational and universal values. Otherwise, social progress will lose the power of rationality with the vector of universality of well-being. Reasonableness will lose its essence - to be an instrument of the historical creation of goods. The logic of the development of rationality is valid only in combination with the vector of all-round improvement of reality, the subject of which is an educated person, and the main goal of an educated person is the growth of human well-being.

Hence the high demands in the organization of public education, to its first side - the spiritual development in the educational activity of the student's personality. The history of higher engineering education in Russia began with the St. Petersburg Institute of the Corps of Railway Engineers, the first rectors of which were a Frenchman of Spanish origin A. Bettencourt and a citizen of France and Russia, an authoritative scientist in the field of hydraulic engineering and mechanics P. Bazin. Addressing the graduates of 1832, P. Bazin instructed: "Most of all we strive to instill that in the field of service, so justly called the field of honor, knowledge is only a tool; that the possession of this does not dismiss from the performance of any obligation, that even the most extensive information becomes futile without behavior not reproachful, and that one must first be an honest person,

IN. Klyuchevsky clarified: "In upbringing, two things are different: one is the development and adjustment of individual characteristics, personal properties and inclinations of a person, the other is the development of a general type, the inoculation of those social rules, concepts and interests that make up the culture of the time and which make diverse personalities capable to a friendly hostel".

The Covid 2019 pandemic has actualized the challenges of implementing successful education. Interest in the history of education has intensified. Goethe correctly noted: "Everything clever was invented before us. Our task is to reflect on this once again." The history of education, which has a serious

impact on the subsequent course of its development, began in the "Axial time" - VI-IV centuries BC. The school came to the aid of family or home education.

The school organization of the educational process, like home organization, began as a search for the optimal form. The search took shape in two directions. The first was dominated by the freedom of student participation in the organization of the educational process. Students migrated from one teacher to another, which was considered normal behavior. "Class", as a phenomenon, existed only in phantom. The second was based on the stationary teacher-student relationship. Along with the teacher, the figure of the "teacher" emerged - the one who accompanied the student to school and back, and was also a tutor. The concept of "pedagogy" ("pedagogy") is closer in content to the first status of a teacher. In its content most of all that corresponds to the technical and technological components of the educational business.

The teacher had to prepare the students for the movement along the Path of life, help to ascend to this Path and set the indicating semantic landmarks. Confucius, for example, explained to his students: "Strive for the truth, adhere to virtue, rely on humanity and amuse yourself with the free arts."

From the historical experience of organizing education, several fundamental conclusions can be drawn that have universal significance:

First, education is most effective in the forms of school organization. She, in contrast to the home, contributes to the development of the communication potential of the emerging personality. Criticizing Betsky's principle to exclude the family factor from education in order to more effectively implement socially and politically significant attitudes, V.O. Klyuchevsky wrote: "The family will never give up its educational work, it does not want to turn into a simple handicraft workshop, producing pedagogical and recruiting raw materials for the school and barracks." It is necessary to develop education by improving the school uniform of its organization. It is diverse, which confirms its high functional and evolutionary potential.

Second: the system-forming factor of the school form of education is the teacher's activity. It is necessary to create conditions for his creativity on the basis of mutual understanding and joint affairs with students. The function of the administration is not to command teachers, but to build optimal conditions for organizing their professional work. The state, which is responsible for the development and security of the country, determines the core of the mission of education and the way of organizing educational institutions: schools, auxiliary institutions. Criticizing the "pedagogical sins, logical blunders and psychological oversights" of Betsky's school reform program, Klyuchevsky explained that he was ready to forgive him everything for the sequence of "demands

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<b>ISI (Dubai, UAE)</b>	<b>= 1.582</b>	<b>ПИИИ (Russia)</b>	<b>= 3.939</b>	<b>PIF (India)</b>	<b>= 1.940</b>
<b>GIF (Australia)</b>	<b>= 0.564</b>	<b>ESJI (KZ)</b>	<b>= 9.035</b>	<b>IBI (India)</b>	<b>= 4.260</b>
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that educators treat children" with meekness, courtesy and love ", always kept a cheerful appearance with them and in them supported "a cheerful spirit and a cheerful disposition." Where this is not there, there can be no pedagogy, no school now. "

Third: education is a source of personal knowledge necessary for the freedom of his creative activity in society, but the main task of education is to learn to reproduce and replenish existing scientific and cultural knowledge, that is, to teach to think within the framework of humanistic and democratic traditions. In the middle of the 19th century, R. Emerson stated with bitterness: "The spirit of irreconcilable criticism is revealed in the desire to reform the education system. The current system is accused of not caring about naturalness or truth. They complain that it does not involve learning practically necessary things. We comprehend one word; for ten to fifteen years they keep us locked up, while college and university follow the school and finally release us, providing information that no one needs - we memorize a lot of words, but we can't do anything at all. The Romans considered useless everything that cannot be learned without sitting at a desk. The British have an old rule: "Spend all summer in the fields, all winter in your study." By the way, Charles Darwin did just that before he discovered the laws of evolution. A hundred years later, B. Kaufman confirmed the danger of extremes in attitudes towards knowledge. Finding a balance between the abstract and the utilitarian in relaying knowledge is not easy. There is only one way out: it is necessary to teach to think, then the student will be able to independently make the necessary-sufficient sample of knowledge. The power of knowledge is made when they ascend to the forms of conceptual thinking of the mind through contradictions in the movement of the student's consciousness. all winter in my office. " By the way, Charles Darwin did just that before he discovered the laws of evolution. A hundred years later, B. Kaufman confirmed the danger of extremes in attitudes towards knowledge. Finding a balance between the abstract and the utilitarian in relaying knowledge is not easy. There is only one way out: it is necessary to teach to think, then the student will be able to independently make the necessary-sufficient sample of knowledge. The power of knowledge is made when they ascend to the forms of conceptual thinking of the mind through the contradictions in the movement of the student's consciousness. all winter in my office. " By the way, Charles Darwin did just that before he discovered the laws of evolution. A hundred years later, B. Kaufman confirmed the danger of extremes in attitudes towards knowledge. Finding a balance between the abstract and the utilitarian in relaying knowledge is not easy. There is only one way out: it is necessary to teach to think, then the student will be able to independently make the necessary-sufficient sample of knowledge. The power of knowledge is made when they ascend to

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Fourth: the basis of the organization of education should be the cultural support of personality development in school education. The history of the cultural formation of a personality at school is based on the development of the development of national and universal cultures and ends with the formation of a culture of professional activity.

Fifth: the presence of uniqueness in the organization of school education in the West and East, South and North is significant in form, but not essential in its essence. As social progress progressed, formal differences were partially retained, and the significance of their influence on content was minimized. The integration of educational activities has become a leading trend. It is a tendency, since the universalization of education should not be carried out to the detriment of national interests.

Sixth: the competencies that characterize the quality of school preparation of students determine the particular manifestations of the personality, that is, they are an application, development, projections of the unitary personality quality. Personal competencies are conditionally real, they are simply names of individual abilities of a person, "noumena" in the interpretation of medieval "realists". The interpretation of competence in the spirit of "nominalists", attempts to disintegrate the quality of the personality in them without a trace are doomed to an inevitable fiasco. In the competence of the individual, in fact, they renamed what used to be "professionally - important qualities" of the employee.

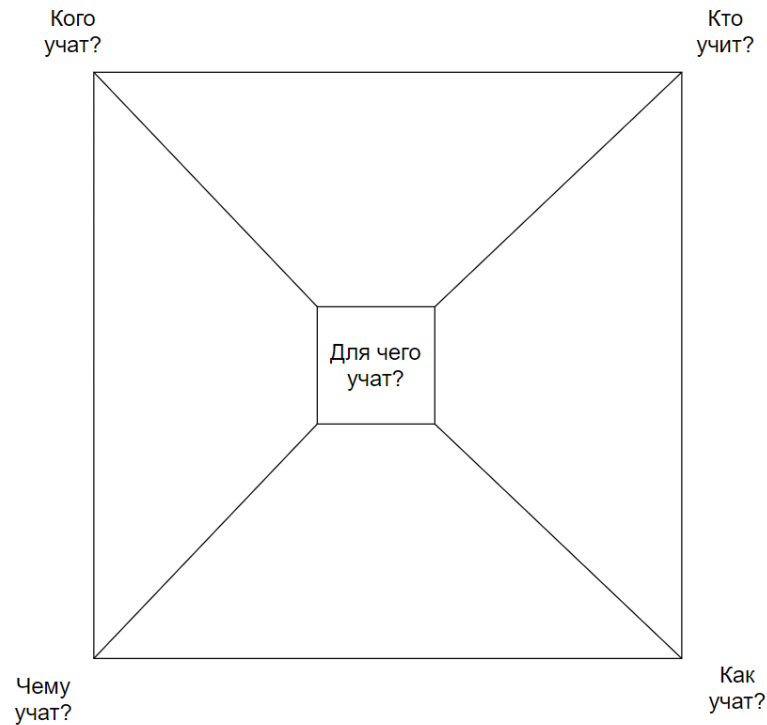
Seventh: the symbol of the movement of Russia to the steam locomotive was three horses, especially harnessed. N.V. called her "bird three". Gogol. The education movement is also carried out by a troika: culture, science, practice. The dynamics of their combination is quite stable. Culture is a guarantee of the quality of an individual; science is an instrument of the effectiveness of professional activity of an individual's activity; practice is the most important guiding goal of the educational process. Education teaches a person to think, science organizes thinking, practice straightens it. This conclusion is confirmed by the history of the growth of universities in Europe in the Middle Ages, the characteristics of which are given in Table 4.

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**Table 4. Characteristics of the growth of universities in Europe in the Middle Ages**

Centuries	XIII	XIV	Xv	Xvi
Number of universities	19	44	80	180

The technical organization of educational activities can be graphically represented as a square with active diagonals (Figure 2).



**Figure 2 - Educational activity in the form of a square with active diagonals**

The technology of educational activities is developed by pedagogy, a theory combining philosophical understanding with the art of organizing the implementation of basic attitudes into a practical mass result.

The mission of education is determined by trans professional scientific creativity and the political interests of the state. It is aimed at solving humanitarian, cultural and socio - economic problems of strengthening the democratic institutions of society. Moreover, professional analysis should dominate bureaucratic innovations. Bureaucratic initiatives are dangerous for improving education along its entire perimeter.

The quality of education is measured by its effectiveness, efficiency - by the quality of a person's education, the quality of a person's education - by the activity of its participation in improving professional activities and developing social relations. The criteria for the quality of a person's education are philanthropy, patriotism, democracy, social and business (professional) activity, the need for continuing education.

The economics of education is designed to financially ensure the quality of the organization of educational activities as a fundamental system-forming factor of the future of a single country and humanity as a whole.

Just as a railway train acquires an official status and begins to function only after being put on the main track, so a person becomes a person when he ascends to the path of professional education. Technical school, college, university put graduates on the Path of life. The railway track (classical) has two rails and the graduate relies on two components of its movement - his personal and professional acquisitions. The rational interpretation of the described reveals the concept of "socialization" - the embedding of the individual in the process of social movement. School is a universal institution of socialization, and in order for both sides - the individual and society - to benefit from socialization, school education must be spiritually - practical. Any sustained deviation from the spiritual and practical course of school education is fraught with serious costs both for the individual and for society. The virtual nature of practice and spirituality formalizes

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them, they lose their real power in the cultural and professional formation of the personality.

We have summarized a number of rules for the effective organization of educational activities. They are quite simple and, as R. Descartes argued, therefore, do not need comments.

These rules are as follows:

1. "Knowledge does not teach the mind much" (Heraclitus)
2. "You should not teach thoughts, but think" (Aristotle)
3. Learning "eye to eye", "eye to screen" is a surrogate option, when education is simplified to learning. Spirituality is a monopoly of subjective relations.
4. Everyone learns, both the one who teaches and the one who is taught. Teaching is a sure way to learn.
5. There is only one way to learn - to learn by yourself with the help of everything else.
6. A person is born, a personality is born in education, it is also deformed by education.
7. School is the way to life. Education has a beginning, but no end other than the natural.
8. The school is a temple of education, but each temple is located on the street, it also participates in education.
9. The teacher is a way of life, the student is their reflection.
10. Optimally organized education is the highest of the arts.
11. Don't skimp on improving your education.
12. Knowledge without understanding is like a "dry thunderstorm" - there is little benefit, but there can be a lot of troubles.

Education is the most important institution for the sustainability of reproduction and development of homo sapiens. With the help of education, social experience is preserved and improved, work is going on in generations on mistakes in overcoming natural and artificial contradictions. The epistemological basis of education is the developing thinking of the individual - the ability of the student's mind to perceive and process knowledge. The main value of education is a reasonable capacity, its potential, the main problem is to create optimal organizational conditions for the manifestation of reasonable principles in all subjects of educational activity.

The structure of education and the consistency of relations in education are conditioned by the organization of thinking and should reflect the needs of social progress. The system-forming factor of the functioning of education is the relationship between education and training, which clearly demonstrates their purpose. Education is designed to ensure the preservation of the values acquired by the previous development of a private, national, universal and professional scale. Knowledge - to orient a person and social subjects of her life - family, social group,

national formation and community in the labyrinths of contradictions of natural - historical movement.

In the technical aspect, the improvement of education is built into two related tasks: first, to optimize the ratio of education and training, taking into account the dominant position of education in order to preserve species identity; secondly, to update knowledge in order to increase the sustainability of the development of the species. The second task is being realized in social generations. The very concept of "social generation" owes its relevance to the organization of the reproduction of a species through education. Upbringing is a condition for optimally adapting a species to the environment of existence, and learning is a "navigation mechanism" for inclusion in the universal system of relations between society and nature. Reasonableness is a specific human platform of education, the organization of which should be aimed at developing its mental and moral base.

In the development of all living things, the factor of complementarity acts, giving the development the effectiveness and stability of the state of movement. The essence of this factor connects the ability to act and attitude towards it. The ability to think, including reasonably, does not in itself create a definite direction of activity. The steam locomotive is an instrument of movement, it was created this way, but in exceptional cases it can also be used as a steam generator, to warm people, animals, to maintain production conditions, which is what responsible leaders did in the 1990s, understanding rationality not as an advantage in thinking, but as a way to create good. The intelligence of homo sapiens is his ability to create culture, without which social progress loses its human value.

According to the religious worldview, the rationality of a person is the embodiment of his likeness to the Creator. But even the Creator, possessing absolute capabilities, failed to give human rationality the universal power to do only good, to unite the rationality of man and the universality of good deeds. "Homo sapiens" did not at the same time become "wise men." Hence two versions are entitled to be. First, intelligence acts by itself; charity also exists separately. They are able to cross over privately. Second, there are two types of intelligence, reflecting the levels of social progress of humanity. The rationality of homo sapiens is a platform for the continuation of his evolution, during which single manifestations of the unity of rationality and goodwill are transformed into a new type of human reality - prudence. A "reasonable man" is being replaced by a "reasonable man" capable of solving those development problems that were clearly beyond the power of his predecessor. "Prudence" becomes a necessary feature of the species. Formalization of the content of a concept, as a rule, is associated with giving some convention to the content itself. But such a logical procedure contributes to the advancement of

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knowledge, so the technique is quite common. We will also use it to better understand what is prudent. Let us first recall that the development of rationality finds its expression in "prudence". is associated with giving some convention to the content itself. But such a logical procedure contributes to the advancement of knowledge, so the technique is quite common. We will also use it to better understand what is prudent. Let us first recall that the development of rationality finds its expression in "prudence". is associated with giving some convention to the content itself. But such a logical procedure contributes to the advancement of knowledge, so the technique is quite common. We will also use it to better understand what is prudent. Let us first recall that the development of rationality finds its expression in "prudence".

The "prudence" formula is triune, it includes the interaction of three links of a single action in nature: "knowledge of the truth", "truthfulness as personal responsibility for knowing the truth in words and deeds", "sequence of activities to objectify true knowledge." The secret of "prudence" is simple, difficult to implement. "Prudence" is valid only on the scale of socially significant actions. This is a kind of analogue of "herd immunity". The difficulty in achieving such a result is due to the contradictions in the relationship between two dialectical opposites - "individual" and "general".

In society, this complexity is exacerbated by the unevenness of social progress and the associated disproportionate distribution of its products. This is why modern society needs the abstract intelligence of homo sapiens. In a single reality, the harmony of personal interest and social interest is achievable in any configuration of social relations. On a general scale, such coherence can be achieved only by changing the socio-economic basis that determines public consciousness. A natural basis for prudence has been formed. Changes are required in the mouths of public life - a transition from bourgeois-democratic egoism to social-democratic collectivism and participation in the management of socially significant actions.

As a rule, thinking is analyzed as a tool of cognition, we tried to consider thinking as a tool for the development of consciousness, and, as a result, the person himself.

General conclusion. Consciousness of a modern person is defined as intelligent activity and this corresponds to an abstract understanding of intelligence. Our current rationality is largely potential, as is convincingly evidenced by the attitude of thinking to opposites. We either do not fully appreciate them, or consider them in the traditions of the Kite understanding as antinomy, that is, recognizing the opposites, we do not ascend to the realization of their dialectical unity. The dominant position in modern rationality is still occupied by reason, whose activity is limited to the separation of

opposites, giving them the status of their own reality and analyzing the finiteness of their state. Explosion as an outstanding tool for analyzing objects of reality and controlling the behavior of homo sapiens within the limits of their existence. Reason is very conservative in solving the problem of turning an object into a subject of interaction, which makes reason a highly specialized way of knowing. It is more convenient for the mind to show its abilities "here and now", to separate objects and subjects forever, to emphasize the finiteness of their reality. Perspective thinking, Recognizing dialectical transitions, the unity of subjects and objects in development, aggravates the analytical ability of the mind. The modern rationality of thinking is therefore conditional and can only be recognized as an evolutionary stage with a necessity preceding the actual rationality of a "prudent man." Intelligence must unfold and become the dominant state of consciousness. The history of rationality is moving in the direction of its dialectical essence. Dialectic ability is embedded in the mind. It is necessary to improve the dialectics of thinking - the achievement in dialectical thinking of the unity of the form of thoughts, their actual content and expression in the will, which provides the process of objectifying true knowledge, combining the understanding of existing reality in the context of systemic changes. In a single expression, this unity has already been achieved. Now it is not theoretical proofs that are relevant, but the need to transform individual manifestations of the reality of rationality into universal achievements. The modern rational person is faced with the transition to thinking that subordinates the solutions to development problems in a historical perspective. Then what seems utopian to us today will become really possible, because the understanding of development will change. Thinking within the limits of the finite reality of objects will be replaced by an awareness of the change in the final states of things as a pattern of dialectics of development. Thinking at the level of prudence creates real foundations for the identity of thinking with being. Apparently, the most effective social tool for the next evolution of a person from homo sapiens into a prudent person should be education, the effectiveness of which is directly dependent on the quality of politics and the will of politicians.

The provisions of the Strategy are taken into account when developing and making changes to national and federal projects (programs) of the Russian Federation.

The implementation of the competitive advantages of the Russian Arctic and their list is formed below:

- Republic of Karelia
- Promising economic specialization, including the following industries:
  - mining;
  - forestry and logging (logging);

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wood processing and production of wood products, except furniture;

manufacture of paper and paper products;  
production of finished metal products, except for machinery and equipment;  
production of machinery and equipment not included in other groups;  
metallurgical production; production of other finished products; fishing and fish farming;  
tourism - activities of hotels and catering establishments, administrative activities and related additional services (activities of travel agencies and other organizations providing services in the field of tourism)

Komi Republic

Promising economic specialization, including the following industries:

mining;  
forestry and logging (logging);  
wood processing and production of wood products, except furniture;  
manufacture of paper and paper products;  
production of coke and petroleum products;  
production of machinery and equipment not included in other groups;  
production of other finished products;  
transportation and storage;  
tourism - activities of hotels and catering establishments, administrative activities and related additional services (activities of travel agencies and other organizations providing services in the field of tourism).

Unpromising economic specialization, critical for the economy of the Komi Republic, including the following industries:

food production; manufacture of textiles;  
crop and livestock production, provision of related services in these areas

The Republic of Sakha (Yakutia)

Promising economic specialization, including the following industries:

mining;  
forestry and logging (logging);  
wood processing and production of wood products, except furniture;  
manufacture of paper and paper products;  
production of coke and petroleum products;  
production of other finished products; fishing and fish farming;  
activities in the field of information and communication;  
professional, scientific and technical activities;  
repair and installation of machinery and equipment (repair and maintenance of ships and boats);  
tourism - activities of hotels and catering establishments, administrative activities and related additional services (activities of travel agencies and

other organizations providing services in the field of tourism).

Unpromising economic specialization, critically important for the economy of the Republic of Sakha (Yakutia), including the following industries:

food production;  
manufacture of other vehicles and equipment;  
production of other non-metallic mineral products;  
crop and livestock production, provision of related services in these areas

Krasnodar region

Promising economic specialization, including the following industries:

production of motor vehicles, trailers and semi-trailers (except for the production of motor vehicles);  
production of coke and petroleum products;  
manufacture of computers, electronic and optical products; production of medicines and materials used for medical purposes;  
production of machinery and equipment not included in other groups;  
metallurgical production; beverage production;  
food production;  
production of other non-metallic mineral products; production of other finished products;  
manufacture of other vehicles and equipment;  
manufacture of rubber and plastic products;  
production of chemicals and chemical products;  
manufacture of electrical equipment;  
crop and livestock production, provision of related services in these areas;

activities in the field of information and communication;

professional, scientific and technical activities;  
activities in the field of health care and social services (health resort organizations);

transportation and storage;

tourism - activities of hotels and catering establishments, administrative activities and related additional services (activities of travel agencies and other organizations providing services in the field of tourism)

Arkhangelsk region

Promising economic specialization, including the following industries:

mining;  
forestry and logging (logging);  
wood processing and production of wood products, except furniture;  
manufacture of paper and paper products;  
production of finished metal products, except for machinery and equipment;  
production of machinery and equipment not included in other groups;  
food production;  
production of other non-metallic mineral products; production of other finished products;  
manufacture of other vehicles and equipment;  
manufacture of rubber and plastic products;



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production of chemicals and chemical products;  
 manufacture of electrical equipment;  
 fishing and fish farming;  
 activities in the field of information and communication;  
 professional, scientific and technical activities;  
 transportation and storage;  
 tourism - activities of hotels and catering establishments, administrative activities and related additional services (activities of travel agencies and other organizations providing services in the field of tourism).

Unpromising economic specialization, critically important for the economy of the Arkhangelsk region, including crop and livestock production, the provision of relevant services in these areas

Murmansk region

Promising economic specialization, including the following industries:

mining; metallurgical production; production of other finished products;  
 manufacture of other vehicles and equipment;  
 production of chemicals and chemical products;  
 fishing and fish farming;

activities in the field of information and communication; transportation and storage;

tourism - activities of hotels and catering establishments, administrative activities and related additional services (activities of travel agencies and other organizations providing services in the field of tourism)

Nenets Autonomous Okrug

Promising economic specialization, including the following industries:

mining; production of other finished products;  
 activities in the field of information and communication; transportation and storage.

Unpromising economic specialization, critical for the economy of the Nenets Autonomous Okrug, including the following industries:

crop and livestock production, provision of related services in these areas (reindeer husbandry);  
 fishing and fish farming

Chukotka Autonomous District

Promising economic specialization, including the following industries:

mining; production of leather and leather products; production of other finished products;  
 fishing and fish farming;

crop and livestock production, provision of related services in these areas (reindeer husbandry);  
 transportation and storage

Yamalo-Nenets Autonomous District

Promising economic specialization, including the following industries:

mining; production of petroleum products;  
 production of other finished products;  
 production of chemicals and chemical products;  
 activities in the field of information and communication;

transportation and storage.

Unpromising economic specialization, critically important for the economy of the Yamalo-Nenets Autonomous Okrug, including the following industries:

forestry and logging (logging);

wood processing and production of wood products, except furniture;

crop and livestock production, provision of related services in these areas (reindeer husbandry);  
 fishing and fish farming

**The demographic characteristics of the regions of the Arctic Zone of the Russian Federation are given in tables 5-14**

**Table 5. The number of unemployed citizens registered with the employment service (according to the Federal Service for Labor and Employment)**

at the end of the month, thousand people

	The number of citizens who are not employed in labor activity			Of them unemployed					
				Total			including the unemployed who receive unemployment benefits		
	July 2021 g.	for reference		July 2021	for reference		July 2021 g.	for reference	
		July Feb 2020	June 2021 g.		July 2020	June 2021		July Feb 2020	June 2021 g.
<b>Russian Federation</b>	<b>1326.0</b>	<b>3637.3</b>	<b>1415.5</b>	<b>1078.8</b>	<b>3310.9</b>	<b>1182.2</b>	<b>700.6</b>	<b>2993.0</b>	<b>736.1</b>
Republic of Karelia	8.0	18.8	8.5	7.1	17.6	7.6	4.7	14.6	4.8
Komi Republic	9.6	22.0	9.3	7.4	20.1	7.4	5.0	16.6	5.1

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Arkhangelsk region	12.7	28.4	14.4	10.9	26.1	12.1	7.8	24.2	7.8
including: Nenets Auth. district	0.5	0.9	0.6	0.5	0.8	0.5	0.3	0.7	0.3
Arkhangelsk region without author. constituencies	12.2	27.5	13.8	10.4	25.3	11.6	7.5	23.5	7.4
Yamalo-Nenets Auth. district	3.5	7.8	4.0	2.5	6.7	3.0	1.3	5.7	1.5
Krasnoyarsk region	19.8	72.7	20.0	15.1	67.3	15.4	11.6	59.3	11.8
The Republic of Sakha (Yakutia)	20.6	32.2	21.3	16.9	29.0	19.0	6.2	27.1	7.1
Chukotka Aut. district	0.6	0.8	0.6	0.5	0.7	0.6	0.3	0.5	0.3
Murmansk region	6,7	13.5	7.3	5.5	11.5	5.9	3.4	9.8	3.6

**Table 6. The need of employers for workers, declared to the bodies of the employment service (according to the Federal Service for Labor and Employment)**

at the end of the month, people

	July 2021 g.	For reference	
		July Feb 2020	June 2021 g.
<b>Russian Federation</b>	<b>2218209</b>	<b>1639088</b>	<b>2189505</b>
Republic of Karelia	7339	5150	7007
Komi Republic	14613	15099	15136
Arkhangelsk region	17594	13588	17086
including: Nenets Auth. district	729	707	718
Arkhangelsk region without author. constituencies	16865	12881	16368
Yamalo-Nenets Auth. district	18671	12307	18068
Krasnoyarsk region	89463	70875	90566
The Republic of Sakha (Yakutia)	10321	11706	11424
Chukotka Aut. district	1377	1344	1371
Murmansk region	34295	27343	33114

<b>Impact Factor:</b>	<b>ISRA (India) = 6.317</b>	<b>SIS (USA) = 0.912</b>	<b>ICV (Poland) = 6.630</b>
	<b>ISI (Dubai, UAE) = 1.582</b>	<b>ПИИЦ (Russia) = 3.939</b>	<b>PIF (India) = 1.940</b>
	<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 9.035</b>	<b>IBI (India) = 4.260</b>
	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

**Table 7. Population by main age groups as of January 1, 2021**

	<i>All population, people</i>	<i>Including aged</i>			<i>Share of age groups in the total population, in percent</i>		
		<i>younger able-bodied</i>	<i>workforce sobnom</i>	<i>older able-bodied</i>	<i>younger able-bodied</i>	<i>workforce sobnom</i>	<i>older able-bodied</i>
<b>All population</b>							
<b>Russian Federation</b>	<b>146171015</b>	<b>27387130</b>	<b>81881097</b>	<b>36902788</b>	<b>18.7</b>	<b>56.0</b>	<b>25.3</b>
Republic of Karelia	609071	111276	332768	165027	18.3	54.6	27.1
Komi Republic	813590	162868	463700	187022	20.0	57.0	23.0
Arkhangelsk region	1127051	209584	618382	299085	18.6	54.9	26.5
including: Nenets Auth. district	44389	10802	25072	8515	24.3	56.5	19.2
Arkhangelsk region without author. constituencies	1082662	198782	593310	290570	18.4	54.8	26.8
Yamalo-Nenets Auth. district	547010	130212	347655	69143	23.8	63.6	12.6
Krasnoyarsk region	2855899	570107	1634177	651615	20.0	57.2	22.8
The Republic of Sakha (Yakutia)	981971	238098	574324	169549	24.2	58.5	17.3
Chukotka Aut. district	49527	10983	31016	7528	22.2	62.6	15.2
Murmansk region	732864	136146	434670	162048	18.6	59.3	22.1

**Table 8. Urban population**

	<i>All population, people</i>	<i>Including aged</i>			<i>Share of age groups in the total population, in percents</i>		
		<i>younger able-bodied</i>	<i>able-bodied</i>	<i>older able-bodied</i>	<i>younger able-bodied</i>	<i>workforce sobnom</i>	<i>older than able-bodied</i>
<b>Russian Federation</b>	<b>109251646</b>	<b>20074890</b>	<b>62005621</b>	<b>27171135</b>	<b>18.4</b>	<b>56.8</b>	<b>24.8</b>
Republic of Karelia	494545	91492	276913	126140	18.5	56.0	25.5
Komi Republic	637072	124768	374187	138117	19.6	58.7	21.7
Arkhangelsk region	888896	164662	506559	217675	18.5	57.0	24.5
including: Nenets Auth. district	32948	7905	19240	5803	24.0	58.4	17.6
Arkhangelsk region without	855948	156757	487319	211872	18.3	56.9	24.8

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author. constituencies							
Yamalo-Nenets Auth. district	459078	104330	296332	58416	22.7	64.5	12.8
Krasnoyarsk region	2217054	434189	1299615	483250	19.6	58.6	21.8
The Republic of Sakha (Yakutia)	651070	145894	397991	107185	22.4	61.1	16.5
Chukotka Aut. district	35242	6814	22993	5435	19.3	65.2	15.5
Murmansk region	675190	124874	398051	152265	18.5	59.0	22.5

**Table 9. Rural population**

	<i>All population, people</i>	<i>Including aged</i>			<i>Share of age groups in the total population, in percents</i>		
		<i>younger able-bodied</i>	<i>workforce sobnom</i>	<i>older able-bodied</i>	<i>younger able- bodied</i>	<i>workforce sobnom</i>	<i>older than able- bodied</i>
<b>Russian Federation</b>	<b>36919369</b>	<b>7312240</b>	<b>19875476</b>	<b>9731653</b>	<b>19.8</b>	<b>53.8</b>	<b>26.4</b>
Republic of Karelia	114526	19784	55855	38887	17.3	48.8	33.9
Komi Republic	176518	38100	89513	48905	21.6	50.7	27.7
Arkhangelsk region	238155	44922	111823	81410	18.9	47.0	34.1
including: Nenets Auth. district	11441	2897	5832	2712	25.3	51.0	23,7
Arkhangelsk region without author. constituencies	226714	42025	105991	78698	18.5	46.8	34,7
Yamalo-Nenets Auth. district	87932	25882	51323	10727	29.4	58.4	12.2
Krasnoyarsk region	638845	135918	334562	168365	21.3	52.4	26.3
The Republic of Sakha (Yakutia)	330901	92204	176333	62364	27.9	53.3	18.8
Chukotka Aut. district	14285	4169	8023	2093	29.2	56.2	14.6
Murmansk region	57674	11272	36619	9783	19.5	63.5	17.0

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	<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 9.035</b>	<b>IBI (India) = 4.260</b>
	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

**Table 10. Births, deaths and natural population growth in the first half of the year**

human

	<i>Born</i>		<i>Dead</i>		<i>Of these, those who died before the age of 1 year</i>		<i>Natural increase (+), decrease (-)</i>	
	<i>2021 g.</i>	<i>Feb 2020</i>	<i>2021 g.</i>	<i>Feb 2020</i>			<i>2021 g.</i>	<i>Feb 2020</i>
							<i>2021 g.</i>	<i>Feb 2020</i>
<b>Russian Federation, thousand people</b>	<b>678.1</b>	<b>681.0</b>	<b>1100.0</b>	<b>946.5</b>	<b>3.1</b>	<b>3.2</b>	<b>-421.9</b>	<b>-265.5</b>
Republic of Karelia	2534	2541	5838	4537	7	eight	-3304	-1996
Komi Republic	3564	3678	5538	4831	twenty	ten	-1974	-1153
Arkhangelsk region	4518	4631	9197	7573	fourteen	21	-4679	-2942
including: Nenets Auth. district	269	283	226	204	2	2	+43	+79
Arkhangelsk region without author. constituencies	4249	4348	8971	7369	12	19	-4722	-3021
Yamalo-Nenets Auth. district	3418	3445	1474	1468	15	fourteen	+1,944	+1 977
Krasnoyarsk region	14165	14017	20397	17550	69	82	-6232	-3533
The Republic of Sakha (Yakutia)	6013	5804	4536	3681	23	22	+1 477	+2123
Chukotka Aut. district	299	272	236	239	3	2	+63	+33
Murmansk region	2937	3147	5165	4372	12	12	-2228	-1225

**Table 11. Fertility, mortality and natural population growth rates in the first half of the year (in annual terms)**

	<i>Per 1000 population</i>						<i>The number of children who died in under 1 year, per 1000 live births</i>	
	<i>born</i>		<i>dead</i>		<i>natural increase (+), decrease (-)</i>			
	<i>2021 g.</i>	<i>Feb 2020</i>	<i>2021 g.</i>	<i>Feb 2020</i>				
							<i>2021 g.</i>	<i>Feb 2020</i>
<b>Russian Federation</b>	<b>9.4</b>	<b>9.3</b>	<b>15.2</b>	<b>13.0</b>	<b>-5.8</b>	<b>-3.7</b>	<b>4.3</b>	<b>4.4</b>
Republic of Karelia	8.4	8.3	19.4	14.9	-11.0	-6.6	2.7	3.0
Komi Republic	8.8	9.0	13.7	11.8	-4.9	-2.8	5.3	2.6
Arkhangelsk region	8.1	8.2	16.5	13.4	-8.4	-5.2	3.0	4.2
including: Nenets Auth. district	12.2	12.9	10.3	9.3	+1.9	+3.6	6.8	6.8
Arkhangelsk region without author. constituencies	7.9	8.0	16.7	13.6	-8.8	-5.6	2.7	4.0

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	<b>ISI (Dubai, UAE) = 1.582</b>	<b>ПИИЦ (Russia) = 3.939</b>	<b>PIF (India) = 1.940</b>
	<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 9.035</b>	<b>IBI (India) = 4.260</b>
	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

Yamalo-Nenets Auth. district	12.6	12.7	5.4	5.4	+7.2	+7.3	4.2	4.1
Krasnoyarsk region	10.0	9.8	14.4	12.3	-4.4	-2.5	4.8	5.5
The Republic of Sakha (Yakutia)	12.3	12.0	9.3	7.6	+3.0	+4.4	3.5	3.5
Chukotka Aut. district	12.2	10.9	9.6	9.6	+2.6	+1.3	10.8	7.6
Murmansk region	8.1	8.5	14.2	11.9	-6.1	-3.4	3.8	3.6

**Table 12. The number of marriages and divorces in the first half of the year**

	<i>Total</i>				<i>Per 1000 population (per year)</i>			
	<i>marriages</i>		<i>divorces</i>		<i>marriages</i>		<i>divorces</i>	
	<i>2021 g.</i>	<i>Feb 2020</i>	<i>2021 g.</i>	<i>Feb 2020</i>	<i>2021 g.</i>	<i>Feb 2020</i>	<i>2021 g.</i>	<i>Feb 2020</i>
<b>Russian Federation</b>	<b>368.4</b>	<b>274.0</b>	<b>307.6</b>	<b>220.7</b>	<b>5.1</b>	<b>3.8</b>	<b>4.2</b>	<b>3.0</b>
Republic of Karelia	1474	1006	1252	999	4.9	3.3	4.2	3.3
Komi Republic	1904	1462	1775	1374	4.7	3.6	4.4	3.4
Arkhangelsk region	2645	1957	2516	1786	4.7	3.5	4.5	3.2
including: Nenets Auth. district	97	79	85	62	4.4	3.6	3.9	2.8
Arkhangelsk region without author. constituencies	2548	1878	2431	1724	4.8	3.5	4.5	3.2
Yamalo-Nenets Auth. district	1748	1331	1486	1144	6.4	4.9	5.5	4.2
Krasnoyarsk region	8077	6262	7319	5144	5.7	4.4	5.2	3.6
The Republic of Sakha (Yakutia)	2423	1925	2109	1285	5.0	4.0	4.3	2.7
Chukotka Aut. district	145	117	125	100	5.9	4.7	5.1	4.0
Murmansk region	2182	1820	1882	1515	6.0	4.9	5.2	4.1

**Table 13. General results of population migration in the first half of the year**

human

	<i>2021 g.</i>			<i>For reference 2020</i>		
	<i>number arrivals</i>	<i>number dropouts</i>	<i>of migratory increase (+), decrease (-)</i>	<i>number arrivals</i>	<i>number retired</i>	<i>migrational increase (+), decrease (-)</i>
<b>Russian Federation</b>	<b>2001075</b>	<b>1886859</b>	<b>+114216</b>	<b>1725163</b>	<b>1676975</b>	<b>+48188</b>
Republic of Karelia	9672	9271	+401	7578	7588	-ten
Komi Republic	13261	14834	-1573	11900	12857	-957
Arkhangelsk region	16213	16959	-746	13977	13885	+92
including: Nenets Auth. district	1017	975	+42	1026	815	+211

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	<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 9.035</b>	<b>IBI (India) = 4.260</b>
	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

Arkhangelsk region without author. constituencies	15196	15984	-788	12951	13070	-119
Stavropol region	35140	36379	-1239	34652	33037	+1 615
Yamalo-Nenets Auth. district	13748	12920	+828	12513	12200	+313
Krasnoyarsk region	57630	56375	+1 255	46422	48225	-1803
The Republic of Sakha (Yakutia)	29256	25474	+3782	23542	17737	+5805
Chukotka Aut. district	2785	2300	+485	2140	2405	-265
Murmansk region	13609	15016	-1407	13541	14802	-1261

**Table 14. The number of refugees, internally displaced persons, and persons who received temporary asylum, who are registered (according to the Ministry of Internal Affairs of Russia)**

human

	<i>As of July 1, 2021</i>			<i>For reference as of July 1, 2020</i>		
	<i>refugees</i>	<i>internally displaced persons</i>	<i>faces, granted temporary asylum</i>	<i>refugees</i>	<i>internally displaced persons</i>	<i>faces, granted temporary asylum</i>
<b>Russian Federation</b>	<b>426</b>	<b>1516</b>	<b>14637</b>	<b>458</b>	<b>4329</b>	<b>28451</b>
Republic of Karelia	1	-	8	1	-	16
Komi Republic	-	-	20	-	-	59
Arkhangelsk region	-	-	31	-	-	297
including: Nenets Auth. district	-	-	-	-	-	-
Arkhangelsk region without author. constituencies	-	-	31	-	-	297
Yamalo-Nenets Auth. district	-	-	7	-	3	347
Krasnoyarsk region	-	4	60	-	18	322
The Republic of Sakha (Yakutia)	-	-	1069	1	-	1439
Chukotka Aut. district	-	-	1	-	-	7
Murmansk region	-	-	81	2	-	231

A prerequisite for the implementation of the Transport Strategy at all stages is the improvement of the investment climate and the development of market relations in transport based on the formation and development of investment management mechanisms, including on the basis of public-private partnership.

Assessment of the necessary resource support for development transport system.

The implementation of the Transport Strategy is ensured by a stable and reliable financing system that takes into account the peculiarities of transport as an infrastructure industry.

Financing of the Transport Strategy is envisaged to be carried out at the expense of the federal budget,

the budgets of the constituent entities of the Russian Federation and extra-budgetary sources.

Funds from the federal budget are allocated for the following purposes:

- maintenance in working order and reproduction of objects of transport infrastructure, which are in state ownership;

- reconstruction and construction of transport infrastructure facilities of great social and economic importance, as well as ensuring the safe functioning of the transport system;

- ensuring transport safety;

- implementation and stimulation of measures to maintain the mobilization readiness of means,

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transport facilities and means of communication, as well as measures carried out in the interests of national security;

ensuring the functions of state regulation and management in the transport industry;

conducting fundamental research and implementation of innovative scientific and technical projects of national and industry-wide importance.

Along with direct budget financing, the provision of state support can be carried out in the following forms:

co-financing on contractual terms of investment projects with the registration of property rights in the Russian Federation, including financing the costs of managing investment projects and developing project documentation;

the provision of subsidies to the budgets of the constituent entities of the Russian Federation for the development of transport infrastructure;

provision of subsidies to transport organizations engaged in socially significant transportation;

subsidizing interest rates on loans to transport organizations to finance the costs associated with the purchase of vehicles;

providing, in accordance with the program of state external borrowings of the Russian Federation and the program of state internal borrowings of the Russian Federation and the constituent entities of the Russian Federation, state guarantees for loans attracted by domestic organizations in order to implement the most significant investment projects in the field of transport;

directing funds to the authorized capital of legal entities;

development and implementation of economic mechanisms stimulating the accelerated renewal of the vehicle fleet, including assistance in the development of leasing of modern vehicles, insurance and lending to carriers;

provision of privileges in establishing the conditions for the lease of state property, land acquisition and land use.

The total volume of capital investments in the Transport Strategy is calculated in prices of the corresponding years, taking into account value added tax, and is estimated at 170.6 trillion. rubles.

The share of total capital investments for the implementation of the Transport Strategy in relation to the total gross domestic product of Russia will average 3.97 percent.

The share of total investment in fixed assets in total investment in Russia for 2020 - 2025 will be 12.7 percent and for the period 2025 - 2035 - 10 percent.

Capital investments in 2010 - 2015 are taken into account in the implementation of the federal target programs approved by the Government of the Russian Federation "Development of the transport system of Russia (2010 - 2015)", "Economic and social development of the Far East and Transbaikalia for the

period up to 2013", "Modernization of the Unified System air traffic management of the Russian Federation (2009 - 2015) ", "Improvement of the federal system of reconnaissance and control of the airspace of the Russian Federation (2007 - 2010) ", "Global navigation system ", programs for the construction of Olympic facilities and the development of Sochi as a mountain climatic resort and other programs.

State capital investments from the federal budget are envisaged to be allocated primarily for the implementation of the following measures:

construction and reconstruction of federal highways, the provision of subsidies for the construction and reconstruction of public highways of regional and intermunicipal importance;

reconstruction and construction of federal civil aviation infrastructure facilities;

reconstruction and construction of federal facilities in sea and river ports, construction of sea and river vessels for the supplying fleet;

reconstruction of inland waterways and hydraulic structures on them.

Funds from regional budgets are envisaged to be directed primarily to the development of regional highways, the suburban passenger complex of railway transport, the construction of new railway lines that are of great social and economic importance for the regions, as well as the development of air transport infrastructure facilities.

Extra-budgetary funds are planned to be used primarily to finance commercial projects for the development of the infrastructure of transport hubs, the formation of transport systems in the territorial-production clusters created in the regions, as well as the organization of transport and logistics centers in the largest transport hubs, the creation of toll and high-speed highways and highways.

For the development of domestic production of materials, machinery and equipment for the transport system of the Russian Federation, it is advisable to envisage measures for state support of their manufacturers, stimulating the transition to an innovative development model and attracting private investment both in the transport industry and in industry segments engaged in the manufacture of modern materials, machinery and equipment for the transport system. Such measures can be customs and tariff regulation aimed at reducing import duties on equipment, as well as subsidizing the interest rate on loans for enterprises that manufacture modern equipment and purchase it for use in the transport sector.

The costs of scientific support for the implementation of the Transport Strategy will amount to 1.26 trillion in 2025-2035. rubles in the prices of the corresponding years.

The specific composition and scope of scientific support for the implementation of the Transport



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Strategy is planned to be determined in detail during the development of federal target programs that ensure the implementation of the Transport Strategy for the relevant periods.

Features of the Strategy of socio - economic development of the regions of the Russian Arctic - Yamal - Nenets Autonomous Okrug, Krasnoyarsk Territory, Republic of Sakha (Yakutia), Chukotka Autonomous Okrug, Komi Republic, Nenets Autonomous Okrug, Republic of Karelia, Murmansk Oblast, Arkhangelsk Oblast - in order to provide them with favorable conditions for attracting investments, ensuring comfortable living conditions for the population of these regions, presuppose the formation of the main guidelines. The main guidelines for the socio-economic development of the regions of the Russian Arctic in the forecast period coincide with the plans for the development of the Arctic zone of the Russian Federation. These are innovative modernization of the economy and sustainable economic growth, ensuring national security and personal protection of the population, strengthening the role and place of the Arctic in the economy of the Russian Federation.

- creating favorable external conditions for the long-term development of the Autonomous Okrug, modernizing its economy, attracting foreign investment, strengthening its position as an equal partner in the international division of labor and capital;

- development of applied scientific activity and improving the quality of its results;

- development of scientific and technical cooperation in the spheres of ensuring environmental safety and ecological improvement of territories, studying climate changes and physical factors, preserving natural resources and biodiversity of the Autonomous Okrug with the fuel and energy complex enterprises located in the territory of the Autonomous Okrug;

- creation of an effective system for identifying, building up and the fullest use of intellectual potential in the interests of the region.

The strategy of socio-economic development of the regions of the Russian Arctic determines the strategic goals and long-term targets for their development, the main directions, mechanisms and tools for their achievement.

The Strategy takes into account the plans, strategies and development programs of leading corporations and enterprises operating in the region. The prospects for the development of key sectors of the economy and leading subjects of economic activity, which form the basis of the regional economy, reflected in the Strategy, set benchmarks and are an incentive for the development of local business, since they largely determine the development of the domestic market.

The strategy of socio-economic development of the regions of the Russian Arctic is the most important component of the system of their strategic planning, their conceptual basis. Along with the Strategy, the regional strategic planning system includes: a regional territorial planning scheme and inter-municipal territorial planning schemes, socio-economic development programs and territorial planning documents for the regional municipalities, a set of targeted programs at the regional level that implement the selected strategic directions.

The strategy will ensure a sustainable improvement in the quality of life of the population of the regions over a long-term period, create conditions for the growth of their attractiveness and transformation into territories of comfortable living and doing business.

The strategy realizes their main competitive advantages in the economic space of the Russian Arctic. It takes into account possible external influences and impacts on the development of regions.

The strategy for the development of the regions of the Arctic zone has been developed in order to pursue a unified state policy: determination of individual directions, priorities, goals and objectives for solving key problems of socio - economic development of the Arctic territories; promoting the creation of social infrastructure, including transport; developing an economy of renewable natural resources; introduction of advanced technologies, development of international cooperation in the Arctic; ensuring environmental safety.

The strategy is the basis for developing an Action Plan for the implementation of the Strategy, adjusting the Arctic sections of the state programs of the AZRF regions and the state program of the AZRF regions for the development of the Arctic territories, the scheme of territorial planning of the AZRF regions.

The strategy is coordinated with the strategic planning documents developed and approved (approved) by the state authorities of the Russian Federation in terms of the powers of the Russian Federation and the regions of the Russian Arctic in matters of joint jurisdiction of the Russian Federation and the regions of the Russian Arctic.

The Strategy uses the materials of the analytical report of the Center for Strategic Research of the Russian Arctic Regions "Strategy for the socio-economic development of the Arctic zone for the period up to 2035".

The Strategy takes into account the recommendations of the research work "Assessment, the main trends in changes in the natural and socio-economic state, human potential of the Arctic economic zone of the regions of the Russian Arctic", developed by the North-Eastern Federal University. M.K. Ammosov, Russian Academy of Sciences within the framework of the Program of

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Comprehensive Scientific Research in the regions of the Russian Arctic, aimed at the development of their productive forces and social sphere for the period up to 2035.

The forecast of economic development indicators for the regions of the Russian Arctic in general and their key industries in particular is built in three scenarios: conservative, basic, and target.

The conservative scenario assumes the inertial development of the regions, continuing to be mono-dependent on the gold mining industry, the volume of attracted public and private investments will be significantly lower than the projected values, the project for the development of the Baim ore zone will not be implemented.

The baseline scenario implies the partial implementation of the investment projects declared in this Strategy: the volume of investments and coal production at the deposits of the Bering coal basin will be fixed at the minimum values specified in the agreement on the TOP (750 thousand tons), the project for the development of the Baim ore zone will be implemented in full.

The target scenario implies the full implementation of the investment projects declared in this Strategy, in particular, the development of the Baim ore zone and the increase in production at the deposits of the Verkhne-Alkatvaamsky section of the Bering coal basin to 5 million tons with the attraction of the necessary amount of investment. Implementation of promising, but currently not being developed projects (for example, the development of the Amaam deposit in the Bering coal basin, the Pyrkakay stockwork tin deposit, not specified in this Strategy for gold ore deposits of the Chaun-Bilibino industrial zone, as well as oil and gas deposits in the Anadyr basin) within the framework of no target scenario is foreseen.

The choice of the main scenario for the implementation of the option of socio-economic development of the regions of the Russian Arctic is based on the expected effectiveness of achieving the goals of the Strategy, as well as on the assessment of the probability of occurrence and the degree of influence of possible risks on the implementation of the Strategy in relation to each of the scenarios, namely:

the optimistic scenario presupposes conditions for the maximum realization of the republic's potential. Achievement of the goals of the Strategy under the optimistic scenario is assumed in full, with possible exceeding the established values of target indicators, in a reduced or equal to the planned time frame;

the target scenario assumes a decrease in the impact of the negative consequences of geopolitical instability, the removal of infrastructural and transport restrictions, the leveling of territorial disproportions due to the even distribution of production forces and

the use of the economic potential of the territories, the development of industrial cooperation ties between business entities and the creation of conditions for sustainable long-term economic growth in the regions of the Russian Arctic. Implementation of the target scenario will provoke the strategy of social and economic development of the Komi Republic;

the inertial scenario is based on the continuation of the inertial trends of recent years and assumes a stable socio-economic situation in the republic with a possible temporary deterioration or improvement in the values of individual indicators, depending on the influence of external factors. Achievement of the goals of the Strategy under the inertial scenario is assumed to be incomplete, with the achievement of the established values of most of the target indicators in equal or exceeding the planned time frame, forming comfortable conditions for the population.

### Conclusion

The socio-economic efficiency of the implementation of the Strategy for the regions of the Arctic zone of the Russian Federation is assessed by the degree of achievement of the established target indicators by 2035, namely:

- maintaining the level of natural growth and reducing the migration outflow of the population;
- increasing the standard of living of the population of the Arctic regions of the Russian Arctic by 1.8 times;
- a decrease in the level of general unemployment to 8.3%;
- population mobility will grow 3.4 times;
- reduction of the share of dilapidated and dilapidated housing stock by 5.3 times;
- a decrease in the incidence of the population - by 27% to the level of 2017;
- increase in gross municipal product by 4.8 times;
- growth in industrial production by 7 times, agricultural products - by 1.3 times in monetary terms against the level of 2018;
- attracting investments to the economy of the Arctic region in the amount of more than 490.7 billion rubles;
- the annual freight traffic will reach 2.3 million tons;
- growth of tax revenues of municipal budgets of the Arctic zone of the Russian Federation in 2.9 rubles. by 2035;
- an increase in the turnover of small businesses by 3.1 times compared to the level of 2018;
- growth in the number of students enrolled in vocational education institutions in the regions of the Russian Arctic - 1.4 times to the level of 2018

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The implementation of the Strategy for the socio-economic development of the regions of the Russian Arctic until 2035 should ensure a significant increase in their economic potential (growth of GRP by 1.6-1.9 times). The basis for the formation of a new economic model of the regions will be created. Within the framework of this model, along with the preservation of the raw materials sector and the intensification of their development, systems for the processing of extracted raw materials will be created, with an emphasis on the production of products with high added value. Sectors of innovative production will be actively developed. By 2035, the output of innovative products will account for up to 10% of industrial production.

In the period until 2035, it will not be possible to fully complete the maneuver to change the structure of the industrial complex of all regions. At the same time, investment in the modernization of the regional economy and the development of mechanical engineering, gas chemistry, metalworking will change the structure of production towards an increase in processing industries in subsequent periods.

Until 2035, the regional economies will be in the stage of investment growth. Investments in the creation of new industries and the modernization of existing ones by 2035 will increase by 1.4-1.7 times. On average, until 2035, the volume of investments will be 29% -30% of the GRP of the regions. High rates of investment will ensure not only an increase in production volumes, but will also improve the efficiency of the use of resources, primarily labor and energy. On the basis of an increase in the capital-labor ratio, the introduction of modern technologies at commissioned enterprises, the modernization of existing production facilities, with an increase in labor productivity, energy consumption will decrease by 40-50%.

Significant qualitative changes will take place in the social life of the regions. Negative trends in the demographic situation will reverse and the population will begin to grow to 2.89 million people. by 2035. The main parameters of the quality of life of the population and the development of human potential will rise to the level of the leading regions. Life expectancy will increase by 2.25 years to nearly 70 years. Real money incomes of the population will increase by 1.7 times, while the stratification of society in terms of income level will decrease. The Gini coefficient will decrease to 0.410 and the population with incomes below the subsistence level will halve. Differences in the standard of living and the quality of the social environment between different territorial entities of regions, between cities and villages will decrease.

The achievement of these results will be based on a significant improvement in the factors and conditions of institutional development throughout the regions of the Russian Arctic.

As a result of the implementation of the Strategy, the role of the regions of the Russian Arctic will increase as a powerful industrial center of Siberia and the Far East of Russia, performing the functions of an integrator of the economic space of Siberia and the Far East. Their social, industrial and business attractiveness will increase. All this will serve as the basis for their further development, changes in the structure of the economy, changes in their technological structure, and an increase in the quality of life of the population in subsequent periods of regional development.

It is envisaged to develop modern technologies for the transportation and handling of goods (use of intermodal door-to-door delivery technologies, ensuring control over the transportation of goods along the entire route, the use of various forms of express delivery), the creation of multimodal logistics centers based on the largest airports using the potential of packaging and containerization in the system of freight traffic.

The increase in the competitiveness of Russian airlines in the aviation market is associated with the improvement of technologies and equipment for aviation operations and the expansion of the standard and size range of operated aircraft in accordance with the demand structure, including an increase in the share of light helicopters in the aircraft fleet and ensuring that the consumer qualities of helicopters correspond to the conditions of areas of mass use.

It is planned to form a fleet of business aviation aircraft, including all classes of jet aircraft and high-speed turboprop aircraft.

For the implementation of information and telecommunication technologies in air transport, it is necessary to carry out the following measures:

- provision of legal and technical conditions for the use of electronic documents in the implementation of public administration and in the activities of civil aviation entities;

- convergence of information standards of air and other types of transport, ensuring the interaction of their information systems in order to form a single information space;

- ensuring openness in the activities of state regulation bodies of civil aviation and the availability of open state information resources;

- formation of a common electronic information space in civil aviation in Russia by creating a unified state information and analytical system of civil aviation;

- creation of a new mechanism for the electronic provision and collection of primary information on the state of the transport system in Russia;

- introduction of an information and analytical system for monitoring the airworthiness of aircraft as part of after-sales support for operation;

- complex solution of information security problems in the field of air transport control,

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navigation, communication and surveillance based on the use of modern high-precision satellite navigation and communication facilities (in particular, GLONASS systems). The priority area is the creation of tracking systems in the automatic dependent surveillance mode for aircraft, including the transportation of dangerous goods, as well as systems for detecting emergencies and emergencies.

In the field of maritime transport, until 2025, it is planned to replenish the transport fleet with 144 vessels with a total deadweight of 6.2 million tons, in 2025 - 2035, the delivery of 397 vessels with a total deadweight of 19.5 million tons is forecasted. By 2035, the total tonnage of the transport fleet controlled by Russia will amount to 38.9 million tons, of which 70 percent will be registered under the Russian flag.

To increase the competitiveness and carrying capacity of the sea transport fleet, it is envisaged to replenish it with new modern competitive vessels for various purposes - gas carriers, tankers, product tankers, bulk carriers, timber carriers, container carriers, ro-ro vessels, universal vessels.

To ensure the growth of freight and passenger traffic on socially significant routes, it is envisaged to build railway and car passenger ferries to ensure communication with the Kaliningrad region and the Sakhalin island, build cargo-passenger and cargo ships to deliver goods and passengers to remote regions of the Far East, build car-passenger ferries and passenger ferries. ships for the transportation of goods and passengers to the port of Sochi, the construction of high-speed passenger ships.

The development of modern information technologies in maritime transport is envisaged.

In the field of inland waterway transport for the development of the transport fleet, it is necessary to carry out the following measures:

renovation of ships, repair and modernization of the fleet;

replenishment of the fleet by purchasing mainly Russian-made ships;

accelerated decommissioning of morally and physically obsolete ships, preparation of a decision to prohibit the operation of ships that pose a threat to the safety of navigation;

creation of new types of transport vessels, including those for specialized and intermodal transportation (vessels for the transportation of liquefied gas and chemical cargo, pushed convoys of mixed (river - sea) navigation, ro-ro vessels, container ships, etc.);

construction of comfortable tourist and excursion ships, high-speed ships;

creation of high-speed passenger ships capable of operating in areas with limited track dimensions, in areas with the absence or insufficient development of alternative modes of transport, primarily in Siberia and the Far East. To carry out these transportation, it is planned to design and build new types of ships;

introduction of automated transport and storage systems in ports.

Until 2035, it is planned to build 87 dry-cargo and tankers, 5 small-tonnage vessels for the eastern basins, 5 passenger vessels of the new project "Golden Ring" with a passenger capacity of 212 people and 467 vessels of the auxiliary fleet.

In 2025 - 2035, it is envisaged to purchase 3,900 units of ships for the renewal of the cargo fleet, 285 units of passenger ships and 1,076 ships of the auxiliary fleet.

It is planned to introduce automated transport and storage systems in ports.

In the field of industrial transport, it is planned: replenishment of rolling stock fleets with new generation cars for operation on mainline and industrial railway transport and special-purpose cars for international carriage of passenger cars, car-carrying cars with a removable roof, cars with a removable roof for the transport of metal products, cars with a sliding roof, platforms for transporting road trains or containers, platforms for transporting semi-trailers and containers;

improvement of the traction stock of industrial railway transport, associated with the creation of a new generation of diesel locomotives with a technical level exceeding the level of modern machines in terms of efficiency, durability and reliability.

The need to renew the rolling stock of industrial transport will amount to 66700 mainline and 36730 industrial cars, 1648 new and 6180 modernized locomotives by 2025, and in 2025 - 2035 75540 mainline and 40520 industrial cars, 3270 new and 8175 modernized locomotives.

For the development of information support in industrial transport, it is necessary to carry out the following measures:

introduction of an information system for solving problems of state regulation, collection and processing of statistical information on the activities of industrial transport;

creation of a system for monitoring the condition and safe functioning of industrial transport;

creation of a unified information space for the management bodies of the transport complex, subjects and users of the transport services market in interaction with regional management bodies, transport and logistics divisions of industrial enterprises;

implementation of systems for operational planning and management of work within the facility transport and in the areas of technological transportation.

All these plans are not a fantasy, but a real desire to do everything possible and not possible to realize them in full, significantly improving the comfort of life of the population and reducing their migration.

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## ON THE IMPORTANCE OF THE PHILOSOPHY OF QUALITY FOR THE EFFECTIVE PROVISION OF THE PRODUCTION OF DEMANDED AND COMPETITIVE PRODUCTS

**Abstract:** *And here it is important not to admit a serious methodological mistake - to reduce economic policy to economic analysis, and to maintain the spirit of solidarity in the team - one for all and all for one - and success will surely find the seeker. In the article, the authors consider the role of quality as a tool for promoting the philosophy of the quality of production of competitive and demanded products at light industry enterprises located in the regions of the Southern Federal District and the North Caucasus Federal District. At the same time, the authors absolutely justifiably confirm the possibility of such an implementation. If innovation centers are implemented, saturated with universal and multifunctional equipment, creating the preconditions for the production of the entire assortment of footwear, namely: men's, women's and, most importantly, children's shoes, the demand for which in the regions of the Southern Federal District and the North Caucasus Federal District is quite high. And the use of software will provoke a significant reduction in production costs and provide it with a steady demand in domestic markets with unstable demand.*

**Key words:** *quality, import substitution, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TPP, attractiveness, assortment, assortment policy, demand, sales, paradigm, economic policy, economic analysis, team, success.*

**Language:** *English*

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### Introduction

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Decision support system (DSS) is an information system included in the organizational environment, during the operation of which, based on the analysis of the problem, a cyclical process of interaction between the decision maker (DM) and the computer is carried out to determine the best solution for semi-structured and unstructured multicriteria problems. Poorly structured tasks include tasks that contain both

quantitative and qualitative variables, while little-known aspects of the task that have only a qualitative description dominate. Unstructured tasks have only a qualitative description. The tasks solved in the production of light industry products relate mainly to poorly structured ones.

Distinguish between advisory and expert decision support systems. Advisory systems involve consistent interactive interaction with the operator in order to identify the parameters of the current problem situation and issue step-by-step recommendations for

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the operation to the assistant to solve the problem. Expert systems are developed for the computer representation and storage of knowledge of highly qualified experts so that they can be further used by specialists with lower qualifications. Expert systems are aimed at the class of problems with repetitive solutions, while the experience and intuition of an expert grows over the years with formalized confirmation of the growth of her qualifications. There are different types of DSS. Depending on the level of management decision processes - individual, group, organizational and inter-organizational - the corresponding types of DSS are distinguished. An individual DSS is served by a separate person who makes a decision at the level of the head of an association, enterprise, organization. The capabilities of such a system depend on the personal qualities of the leader, his knowledge, skills, experience. The structure and configuration of the system is directly influenced by the thinking and leadership styles of a particular person of the system user. Group DSS is focused on serving a group of people interacting with each other to solve a problem. Support for the process of developing group decisions is carried out by eliminating communication barriers between group members, using quantitative methods for analyzing decisions by a group of people, and by rational organization of the group's work procedures themselves. Organizational and inter-organizational DSSs are used in the analysis of complex problems of a complex and interdisciplinary nature, for the solution of which knowledge and experience in a wide variety of areas are required. Depending on the type of decisions made, various levels of DSS are subdivided: operational, tactical and strategic. According to the method of interaction with the decision maker, the following types of DSS are distinguished: passive, not proposing a specific solution, active, offering a specific solution, and dialogue (interactive), interacting with the user according to the principle of reciprocal communication. According to information sources, DSSs are based on: models, communications, databases, knowledge bases, documents.

At present, a typical decision support system is, first of all, an automated interactive system implemented on a personal computer, which allows the user to select the parameters of the solution search algorithm and investigate the effectiveness of the solution obtained. Most of the methods for making managerial decisions are universal, for their study and the most effective practical application, these methods are classified according to the stages of the process of developing and making managerial decisions: diagnosing a problem and formulating constraints and criteria, identifying alternatives, evaluating alternatives, choosing, implementing a solution and

evaluating the result. The system being created is intended for a group of developers who carry out organizational, design, technological and technical preparation of production and is a computer program that, together with managers, specialists and experts, with constant replenishment of the knowledge and data base, is transformed from an advising system at the operational level of shoe model development into an expert system of the operational level of management of the development and production of a range of shoes with the possibility of self-learning DSS. When compiling the database, the user indicates the linguistic assessment of the problem and the result of the solution, thus, the effectiveness of the solution is assessed (Table 1). In addition, the user indicates the significance of the desired class of problem solving, the assessment of the problem and the need to take into account its state. Based on several, user-selectable, the largest linguistic coincidences (the greatest match) of the wording of the problem of interest from the available database options, the weight values of the input parameters and, taking into account the effectiveness of the available options for solving the problem, the most desirable solution for the user in the current situation is generated (Table 1). The program for finding solutions can include the following groups of user functions: setting a problem for a computer system, searching for solutions in the database according to the correspondence of the content of the problem with a weighted assessment of the factors: "problem class", "problem assessment", "solution class", "efficiency solutions", bringing the factors into a unified system of measurements of the factor space, choosing and providing the user with a verbal description of the best solution (Figure 1). A verbal description of the problem is carried out according to the formula: problem area of the shoe; a qualitative description of the problem, for example: folds, discrepancy in length, width, height, etc.; linguistic description, for example: higher, lower, wider; additional information in free form. With the development of the decision support system as an intellectual system, the understanding of the phrase will be carried out by keywords or phrases, as a result of which the requirements for the rules for formulating the problem will decrease. The intelligent system will include procedures that provide a solution to multi-cycle algorithms for system analysis that provide multi-criteria optimization. Thus, a minimum level of formalization is ensured, does not complicate communication with the user - the interaction between the program and the user is carried out in a professional language. Taking into account the peculiarities of perception by specialists of shoe production - designers and technologists - the database and, accordingly, the proposed solutions will be presented both in graphic and text form.

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**Table 1. - Structure of the DSS database**

Field name	Description
1	2
date	Date of new issue record
Responsible, full name	The person who added the problem record
Problem class	Design, technological, mechanical Combined: 6 combinations of main classes
Content of the problem	Verbal description of the problem
Linguistic assessment of the problem	Insignificant, medium, significant
Solution class	Design, technological, mechanical, performing; Combined: 6 combinations of basic classes
Content of the proposed solution	Verbal description of the solution
Content of the proposed solution	Verbal description of the solution
Content of the result based on the proposed solution	Verbal description of a qualitative result based on product changes
Graphic or text support	Link to a graphic or text file with an explanation of the solution to the problem
Linguistic assessment of the effectiveness of the proposed solution	The problem was not fixed, it was partially fixed, the problem was fixed in about half of the cases, the problem was completely fixed



**Figure 1. - Block diagram of the DSS in the development and implementation of a new assortment range of shoes**

In modern conditions of international economic integration, the development of means of communication and the acceleration of material flows, there are virtually no boundaries for modern mass production and consumption of goods. With free competition in the consumer goods market, continuous improvement of products in terms of economic and consumer properties is necessary.

Creating an innovative range of footwear requires a significant investment. Not every domestic shoe company can afford to develop its own assortment. The creation of each assortment unit must be justified. Every year, CM and Tom develops more than 2000 models of footwear: children's, everyday men's and women's in the assortment line "Comfort", work (production), as well as various types of special



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footwear under the state order. But, in addition to quantity, quality is important for the assortment being developed. Currently, CM and Tom are using a marketing system for the development and implementation of a range of footwear with verification of each stage by a customer representative. This ensures the targeted development of the assortment, which is expressed in a high proportion of the selection of developed shoe models.-chick. Reciprocal communication with trade allows for the coordination of constructive and technological solutions for footwear with the obligatory consideration of the formation of a competitive assortment that increases sales efficiency. When developing a range of footwear for industrial production, it is necessary to take into account the technical parameters of replicating artistic design

solutions within the framework of the current regulatory framework. At present, it is based on the technical regulations of the Customs Union in the production of consumer goods, including footwear. The production of men's and women's footwear is regulated by the technical regulations TR CU 017/2011 "On the safety of light industry products", children's footwear - TR CU 007/2011 "On the safety of products intended for children and adolescents", special footwear - TR CU 019/2011 "On the safety of personal protective equipment." In addition, the development of a range of footwear should be carried out in conjunction with the purchase and sale cycles of finished products by wholesale and retail organizations. The proposed model of the calendar cycle for creating an assortment is presented in Table 2.

**Table 2. - Model of the calendar cycle for creating an assortment of the 1st year**

Month	Event
1	2
January	Development of a model assignment for the range of shoes for the season "Spring-Summer $i + 1$ Years". Presentation to the customer of the assortment of footwear for the season "Autumn $i$ years and Winter $i$ and $i + 1$ years"
February	Selection of materials for the assortment of footwear for the season "Spring-Summer $i + 1$ ". Introduction of the range of footwear for the season "Autumn $i$ years and Winter $i$ and $i + 1$ years"
March	Development of an assortment of footwear for the Spring-Summer $i + 1$ season. Introduction of the range of footwear for the season "Autumn $i$ years and Winter $i$ and $i + 1$ years"
April	Development of an assortment of footwear for the Spring-Summer $i + 1$ season. Introduction of the range of footwear for the season "Autumn $i$ years and Winter $i$ and $i + 1$ years"
May	Development of an assortment of footwear for the Spring-Summer $i + 1$ season.
June	Development of an assortment of footwear for the Spring-Summer $i + 1$ season.
July	Development of a model assignment for the range of footwear for the Autumn-Winter $i + 1$ year. Presentation to the customer of the range of footwear for the season "Spring-Summer $i + 1$ years"
August	Selection of materials for the assortment of footwear for the season "Autumn $i + 1$ years Winter $i + 1$ and $i + 2$ years." Introduction of an assortment of footwear for the Spring-Summer $i + 1$ season.
September	Development of an assortment of footwear for the season "Autumn $i + 1$ years Winter $i + 1$ and $i + 2$ ". Introduction of an assortment of footwear for the Spring-Summer $i + 1$ season.
October	Development of an assortment of footwear for the season "Autumn $i + 1$ years Winter $i + 1$ and $i + 2$ ". Introduction of an assortment of footwear for the Spring-Summer $i + 1$ season.
November	Development of a range of footwear for the season "Autumn $i + 1$ years Winter $i + 1$ and $i + 2$ ".
December	Development of an assortment of footwear for the season "Autumn $i + 1$ years Winter $i + 1$ and $i + 2$ ".

The model provides for the marketing development and implementation of the range of footwear, i.e. inextricable interaction of representatives of the developer with representatives of the customer of the shoe. Within the framework of the model, the implementation of activities of four types is considered:

- development of a mock-up task, presentation of the assortment to the customer,
- development of an assortment of footwear and introduction of new models of footwear into production.

The model of the development calendar cycle is compiled on the basis of the experience of shoe enterprises in Russia, Belarus, Ukraine, Italy, Spain, Austria, Poland and allows you to establish the frequency of development and implementation of the range of shoes, depending on the season of wear in a binary system: "spring-summer" and "autumn - winter".

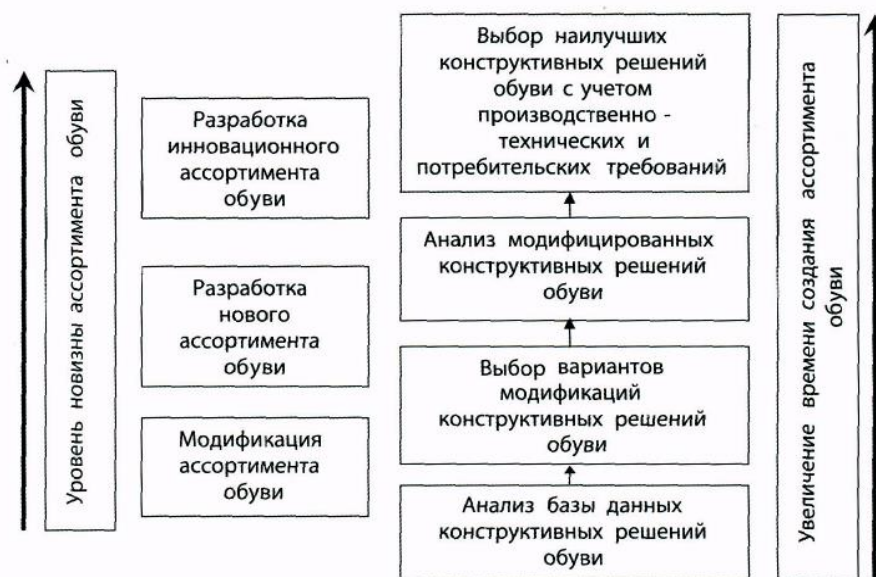
Modern market conditions require scientific forecasting of constructive and technological solutions for footwear. The scientific foundations of artistic modeling of footwear in our country in the

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20th century were laid by Yu.P. Zybin. and Fukin V.A. A comprehensive study of the factors influencing the composition of the costume and the shaping of its elements was carried out by F.M. The greatest contribution to the development of the school of scientific forecasting of changes in the shape of costume elements was made by Russian scientists G.A. Bastov, T.V. Kozlova. and Petushkova G.I. Shoe shape formation largely depends on the anthropometric characteristics of consumers' feet. The scientific description of the relationship between footwear and anthropometric parameters belongs to the following scientists: Zybin Yu.P., Fukin V.A., Klyuchnikova V.M., Kochetkova T.S., Gorbachik V.E., Kostyleva V.V., Kiselev S.Yu. ... Material, the human and technical resources of the developer depend on the required level of novelty of the developed shoe (Figure 2). Modification of the assortment on the existing styles of pads, using the existing equipment for cutting materials, assembling blanks and making shoes using the existing database

of design and technical solutions, requires the least material and time costs. The creation of an innovative assortment involves the use of innovative technologies and technical means, scientific research, development and industrial implementation. The innovator incurs the highest costs. the assembly of blanks and the manufacture of footwear using the existing database of design and technical solutions requires the least material and time costs. The creation of an innovative assortment involves the use of innovative technologies and technical means, scientific research, development and industrial implementation. The innovator incurs the highest costs. the assembly of blanks and the manufacture of footwear using the existing database of design and technical solutions requires the least material and time costs. The creation of an innovative assortment involves the use of innovative technologies and technical means, scientific research, development and industrial implementation. The innovator incurs the highest costs.



**Figure 2. - Features of the development of the assortment range of footwear by the levels of its novelty**

Scientific forecasting of shoe shape change is necessary to ensure the targeting of artistic and creative solutions in the development of shoes, to improve the automated systems for its design. The cycle of development and implementation of footwear in industrial production has strict time constraints, which requires regulation of the creation of each assortment unit. Scientific prediction of shoe shape change can be carried out on the basis of one of the most significant factors or a set of factors. The change in the configuration of the silhouette of the shoe and its details over time can serve as the most significant factor in shaping. With a multifactorial approach, socio-economic, socio-psychological, moral,

aesthetic, sociocultural and political factors are taken into account (Figure 3). The presented multifactorial approach allows you to establish the average repeatability interval of the shoe shape in the historical period specified in the database of shoe design and technical solutions. The developers of the proposed forecasting system are required, first of all, to create a database that reflects an objective understanding of the shaping of the product range of interest in a certain historical period.

The quality of preparation (richness and objectivity) of the database determines the quality of predictive extrapolation. It is desirable that the database cover a time period of at least 80-120 years.

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Building a baseline in a shorter time frame will not allow an accurate shaping assessment in the long term. Each year and season must contain at least 100 elements of shoe designs for an objective assessment of the dominance of design and technological factors. The database should include both text and graphics. After creating a database using a computer program, the historical periods are compared by the criterion of kinship - the smallest value of the sum of absolute deviations for the factors of shaping, taking into account the values of the coefficients of their significance. The averaged interval of shaping in the historical period of the database of constructive and technical solutions is established. As a result, for the year of interest, from the short-term or long-term

perspective, the year (season) is determined that is the closest in terms of the dominance of the formation factors. For this year, the database already contains an ordered description of the dominant design and technical solutions, sketch, photographic and textual material.

The development of systems for the scientific forecasting of shoe shaping is an urgent task of modern shoe science. The use of this approach makes it possible to design a range of mass-produced footwear demanded by the consumer. This allows you to reduce the costs of developing the range and rationally use the creative resources of the designer of shoe models (Figure 3).

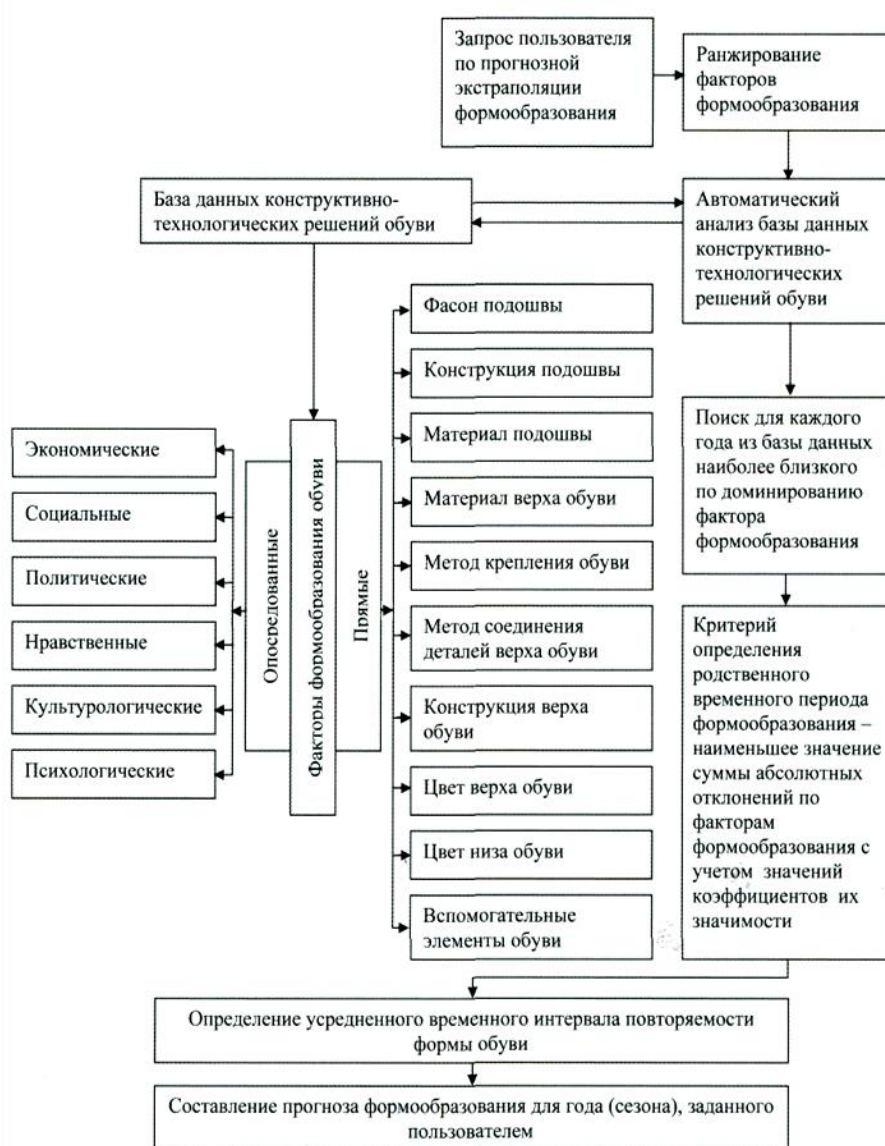


Figure 3- Algorithm for scientific forecasting of the development of the assortment range of shoes

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One Hong Kong shoe factory owner wanted to find out if there was a market for his product on a remote island in the South Pacific. The manufacturer sent an employee from the sales department there and soon received a telegram from him: "People here do not wear shoes. There is no market." However, the entrepreneur did not believe it and gave the same task to the traveling salesman. From that immediately came a telegram with the following content: "All people here walk barefoot. The market is huge." The shoemaker was not satisfied with such an answer and sent a third employee to the island. This time, he chose a marketing specialist. He spoke with the leader of the local tribe and several natives, after which he sent the owner a report: "People here do not wear shoes. However, they have problems with their legs. I told the chief how the shoes would help them avoid these problems. He liked the idea very much. The chief believes that 70% of the tribe will want to buy shoes for \$ 10 a pair. We will probably be able to sell 15,000 pairs this year. The cost of shipping the shoes to the island and developing the distribution network will be \$ 6 per pair. In the first year, we will earn 20,000 dollars, which, given our capital investment, will give a 20% return on investment, not to mention the future profits that we will receive by conquering the local market. I recommend starting preparation." Of course, this is a legend, but marketing really starts with researching market opportunities and evaluating financial investments based on the proposed strategy. Marketing research gives a company the opportunity to realize the fact that in every market, buyers differ from each other in their needs, perceptions, and preferences. The activities of a shoe company are carried out in a constantly changing economic environment with one goal - to maximize profits. In a market economy, when prices for shoes and production volumes are dictated by the market, the enterprise always faces a choice of how much to produce at the prevailing market price in order to get the desired profit. To solve this problem, it is necessary to reorient the activities of Russian shoe enterprises to use the concept of modern marketing as a philosophy and a set of practical methods of market management. To properly plan a marketing strategy, you first need to analyze the current situation, understand your own resources, and then look for ways to solve the intended goals.

On the one hand, this is a thorough study of the market for demand and needs, the orientation of production to these requirements, on the other, an active influence on the market, on the formation of needs and consumer preferences. In addition, there are various ways to market a shoe based on its category. At the same time, footwear is classified according to several criteria: by price, socio-demographic characteristics of its consumers, style, etc. Advertising plays an important role, its types depend on the category of footwear for which it is used.

Specialized shoe stores offer positive results, offering a large assortment, which makes it possible for the buyer to choose the shoe model that he likes on the spot. At the same time, there are more stores specializing in footwear by price category - shops selling expensive footwear, mid-price footwear and cheap ones. Thus, when developing an assortment policy, shoe enterprises should focus on both external (consumer preferences, competition, market conditions, etc.) and internal factors, such as sales volume, profit, profitability, coverage of fixed costs, etc.

At the same time, demand is influenced by many factors that do not depend on the manufacturer and trading organizations and are not always predictable with a high degree of accuracy; the results of the forecast and demand assessment cannot be considered sufficiently reliable. This suggests that it is impossible to take into account and foresee all situations that may arise when selling shoes, i.e. some shoe models are not in demand at a certain stage. In this case, another, usually not advertised side of marketing should appear: if the shoes, even without taking into account the requirements of the market, have already been produced, then they must be sold. For this purpose, discounts are used in order to respond to lower prices of competitors, reduce too high costs, get rid of damaged, defective shoes, eliminate leftovers, and attract more consumers of shoes.

For footwear, the most common are the following types of discounts used at various levels: enterprises, their own organizations, trade: • bonus discount - a price discount that is provided to a large wholesale buyer, as a rule, regular customers, not for each individual transaction, but for an agreed turnover volume per year. At the same time, the company receives savings by reducing the costs of storing stocks and transporting shoes.

**Table 3. - Structure of the assortment of footwear**

Type of footwear	winter	spring	summer	autumn	total,%
male	20	30	20	30	100
female	20	25	30	25	100
children	20	25	30	25	100

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**Table 4 - Initial data**

Index	Mens	Womens	Children
Production volume, thousand pairs	8463	17809	10042
Production volume of seasonal assortment, thousand pairs	2538.9	3561.8	2510.5
Cost of 1 pair of shoes, rub.	700	1100	500
Selling price of 1 pair of shoes, rub.	1342.25	2109.3	958.8

**Table 5 - Analysis of the timing and volume of sales of men's shoes**

Life cycle stages	Period implementation, weeks	% sales	V sales, thousand pairs	Price 1 pair, rub.	V sales, thousand roubles.	Discount, %	Price with discount, rub.	% sales *	V sales *,	
									thousand pairs	thousand roubles.
1 Market entry	1	3.0	76,167	1342.25	102235.16	0	1342.25	3.0	76.16	102235.16
	2	3.9	99.017	1342.25	132905.7	0	1342.25	3.9	99.017	132905.7
2 Height	3	4.8	121,867	1342.25	163576.25	0	1342.25	4.8	121,867	163576.25
	3.5	6,7	170,106	1342.25	228325.18	0	1342.25	6,7	170,106	228325.18
3 Maturity	4	9.9	251,351	1342.25	337376.01	0	1342.25	9.9	251,351	337376.01
	5	10.2	258,967	1342.25	347599.53	0	1342.25	10.2	258,967	347599.53
	6	10.3	261,506	1342.25	351007.37	0	1342.25	10.3	261,506	351007.37
	7	10.3	261,506	1342.25	351007.37	0	1342.25	10.3	261,506	351007.37
	7.5	10.2	258,967	1342.25	347599.53	0	1342.25	10.2	258,967	347599.53
4 Recession	8	6.5	165,028	1342.25	221509.5	20	1073.8	10.2	258,967	278079.62
	9	4.5	114,250	1342.25	153352.73	20	1073.8	7.9	200,573	215375.39
	10	3.1	78,705	1342.25	105642.99	20	1073.8	5.1	129,483	139039.81
	11	2.4	60,933	1342.25	81788.125	20	073.8	3.9	99.017	106324.56
	12	2.2	55,855	1342.25	74972,448	20	1073.8	1.6	40.622	43620,333
	remainder	12.0	304.66					2	50,778	
<b>Total</b>		<b>100.0</b>	<b>2538.9</b>		<b>2998897.9</b>			<b>100.0</b>	<b>538.9</b>	<b>3144071.8</b>

**Table 6 - Analysis of sales volumes, terms of sale and prices for men's shoes of the spring range**

Life cycle stages	Period implementation, week	% sales	V sales, thousand pairs	Price 1 pair, rub.	V sales, thousand roubles.	Discount, %	Price with discount, rub.	% sales *	V sales *,	
									thousand pairs	thousand roubles.
1	2	3	4	5	6	7	8	9	10	11
1 Market entry	1	3.0	75	1020	76500	0	1020	3.0	75	122400
2 Height	2	3.9	97.5	1020	99450	0	1020	3.9	97.5	159120
	3	4.8	120	1020	122400	0	1020	4.8	120	195840
	3.5	6.5	162.5	1020	165750	0	1020	6.5	162.5	265200
3 Maturity	4	8.3	207.5	1020	211650	0	1020	8.3	207.5	338640
	5	10.2	255	1020	260100	0	1020	10.2	255	416160

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	6	10.9	272.5	1020	277950	0	1020	10.9	272.5	444720
	7	10.9	272.5	1020	277950	0	1020	10.9	272.5	444720
	7.5	10.8	270	1020	275400	0	1020	10.8	270	440640
4 Recession	8	6.5	162.5	1020	165750	20	816	10,7	267	218280
	9	4.5	112.5	1020	114750	20	816	7.4	185	150960
	10	3.1	77.5	1020	79050	20	816	5.1	127.5	104040
	11	2.4	60	1020	61200	20	816	3.9	97.5	79560
	12	2.2	55	1020	56100	20	816	1.6	40	32640
	remainder	12.0	300		0			2	50	0
Total		100.0	2500		2998897.9			100.0	2500	

The consumer, on the other hand, becomes interested in buying shoes from only one seller, which contributes to the establishment of long-term stable ties between them;

- seasonal discounts - selling shoes with a lower price if the consumer buys it outside the season of the main sale in order to maintain a constant, stable level of sales and profit of the enterprise throughout the year;

- currency discount - price discount provided when paying for shoes in a freely convertible or other currency;

- export discount - provided to foreign buyers in excess of the discounts in force in the domestic market. Their goal is to increase the competitiveness of footwear in the foreign market;

- a discount for payment in cash is provided to consumers who pay for shoes in cash, which contributes to the financial recovery of the enterprise;

- dealer discount - price discount "which is presented to wholesalers and retailers, agents and intermediaries to cover their expenses;

- special discounts (privileged) - provided to regular customers who are issued by the store - a card with a certain percentage of the discount (2-5%);

- discounts to encourage sales - a measure to reduce the selling price of shoes, which is guaranteed by a reseller if they take for sale new types of shoes, the promotion of which requires increased costs for advertising and the services of sales agents;

- discounts for trial lots and product orders - a discount from the price set by the manufacturer in order to interest the buyer in new models of shoes;

- a discount for accelerating payment - a measure of reducing the price of shoes, which is guaranteed to buyers if the payment for the purchased lots of shoes is made earlier than the deadline established by the contract;

- discount for the regularity of orders - a discount from the price set by the manufacturer in order to retain a regular customer;

- advertising - a discount on the price of footwear provided by the enterprise to a retailer so that he can organize local advertising of footwear;

- sales - a discount from the wholesale price provided by the enterprise by the supplier of the

supply and sales organization for performing the functions of selling footwear in transit with participation in the calculations;

- trade discount - a part of the retail price of footwear that remains at the disposal of trade organizations and enterprises to cover distribution costs and generate profits;

- price discount - applied in case of purchasing shoes of reduced quality.

In addition, an enterprise can initiate a price reduction in the event of underutilization of production capacities, a reduction in market share under the pressure of aggressive competition from competing enterprises, etc. The choice of a pricing strategy depends not only on the type of product, but also on the market in which the company operates. Two types of strategy can be applied: "high prices - sale - high prices" or the "flat prices" strategy. The first strategy is used by companies selling expensive fashionable footwear, the markup for which in the season can exceed 100%, which makes a profit. But usually, these are types of shoes with a short life cycle. If the sandals are not sold in the summer, then most likely they will lie in the warehouse until next spring. Therefore, it is very important in this case to get rid of leftovers as soon as possible and free up the warehouse for new models, reducing storage costs, efficiently using space. Such enterprises can afford to hold a sale once or twice a year, selling shoes at a discount of 30 to 70% and working without profit, but earning money during the period when the new collection is sold at normal prices. If the types of shoes have a long life cycle and are not subject to moral aging, it makes no sense to arrange sales. These types include classic men's shoes, proven, comfortable models made using proven technologies and designed for people who prefer a strict style. Collections of classic men's shoes are produced, tk. she is not strongly influenced by fashion trends. In this case, the discounts are 15-20%. In addition, any sale is a kind of information campaign, during which new buyers are attracted,

When determining the size of discounts, it is very important to find the line when there is an opportunity to earn money, but at the same time get rid of the leftover shoes. In addition, footwear is a

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seasonal commodity and adjusting prices based on the season is a challenge for business leaders. One of the constants of this task is to determine the period for establishing a discount on an item. In general, the discount is necessary if the demand for footwear falls, and, as a result, the level of sales decreases. The entire period of footwear being on the market can be represented as a hyperbole, analogous to the hyperbole of a product's life cycle. There is a period of implementation, for shoes it is very short, because the change of season in Central Russia sometimes occurs in a couple of weeks. Then a period of growth and maturity, i.e. the season itself in which shoes are most in demand (1-2 months). Then comes the recession period. It is also very short-lived (2-3 weeks). How to correctly and timely determine in which of the weeks (sometimes days) to set a discount on the product and what size it should be?

Let's present this process from a mathematical point of view. Let us introduce some notation. Let the enterprise produce shoes in quantity  $V$ . The entire period of its implementation will be designated as  $N$ . This period, according to the above concept of the life cycle, is divided into smaller periods  $i$ . The cost price of a pair of shoes  $C$ , depending on which the price of a pair of shoes  $P$  is determined.

The process of determining the period in which the discount is set proceeds as follows.

The company produced a batch of shoes and delivered them to the store for sale. At the same time, the volume of sales is  $V = 0$ . Then, in the first period (suppose, the 1st week,  $1 = 1$ ),  $V_1$  is realized. To control the data on sales volumes, the volume of sold shoes is constantly summed up. The implementation process continues. Volume  $V_2$  was realized in the 2nd week. If its value is greater than or equal to  $V_1$ , then the volumes are summed up for control and the sales process continues until the last period  $N$ . If  $V_2$  is less than  $V_1$ , then the price  $P$  must be reduced, which should lead to an increase in the sales volume. In this case, the price  $P$  is reduced by a percentage of the discount  $d$ , which is determined depending on the target profit and is a task that is solved in real time. However,  $P$  should not be less than the cost  $C$ , otherwise, the sale of footwear is unprofitable for the enterprise and it is advisable to return the footwear to the warehouse and look for another way of selling it. To analyze and identify trends in the relationship between sales volumes, sales times and the price of shoes at the projected enterprises in the Southern Federal District, we have developed a universal model in MS Excel, which allows us to predict the results of the enterprise's economic activities in various situations when the shoe market conditions change. In this model, the initial data for the production and sale of various types of footwear are: the period of implementation by stages of the life cycle, determined in weeks, the percentage of sales during these periods, the total volume of sales, the price of a product unit.

For a specific type of footwear and assortment, this data is entered manually. Such indicators,

The first stage of the program is the definition of the initial data, as well as the breakdown of the assortment by seasonal basis with the selection of types of footwear (tables 7 and 8).

The volume of production of seasonal footwear is calculated using the formula:

$$V_{pr} = V_{pr} \times \%, \quad (1)$$

where  $V_{np}$  is the volume of production of a specific type of footwear for all projected enterprises of the Southern Federal District; % - the structure of the assortment of shoes, for a specific example selected: men - spring, women - winter, children - autumn.

The selling price of 1 pair of shoes is determined by the formula:

$$C = C * k_1 * k_2 * k_3, \quad (2)$$

where  $C$  is the cost of a pair of shoes  $k_1$  is the percentage of profitability planned by the enterprise, 30%,  $k_2$  is the trade markup of wholesalers, 25%;  $k_3$  - value for VAT, 18%.

The model allows you to calculate: economic indicators depending on the comparison of the implementation period calculated by weekly periods, a specific stage in the life of a pair of shoes: market introduction, maturity, recession. In this case, forecasting is carried out for the sale of men's shoes of the spring assortment. The realization of the male in the time interval takes the period  $t$  of the 4th week of February to the 3rd week of  $i$ .

Thus, this model is the basis for monitoring the movement of footwear. At the same time, it is necessary to produce footwear for people with different income levels, from materials of different cost, in order to compensate for the costs of producing footwear from cheaper materials due to the high profits gained from the production of expensive footwear. This will happen with a loss of profit from the sale of footwear, but at the expense of the price segment, a high level of its sales will be ensured. When studying the possibilities of marketing techniques to ensure the demand for footwear, we came to the conclusion that the production of a specific type of footwear with a different seasonal assortment will be profitable and will allow us to achieve the set economic and social results. This will be possible if the implementation of a pair of shoes,

In these conditions, the problems of forming a competitive assortment of footwear based on marketing information and studying regional characteristics of consumer demand are urgent for shoe enterprises. The management of the competitiveness of footwear at the shoe enterprises of the South and North Caucasian Federal Districts is associated with a frequent change of assortment and an increase in the influence of regional socio-economic factors. Increasing the competitiveness of

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footwear is possible only through the development of new models based on marketing information and in-depth study of the preferences of specific groups of buyers, accelerating the process of changing the assortment while maintaining or increasing the efficiency of the production system. Management at shoe factories is currently built extremely primitive - with rare exceptions, the head of the company combines the functions of the CEO, designer, and head of the sales department. With small production volumes, such a system justified itself, but today, in conditions of growth, it becomes a brake. In order for manufacturers to have a second wind, in our opinion, they need to move away from price competition. And this means that it is necessary to make more diverse collections, use better materials, expanding sales markets, but for this it is necessary to use innovative production technologies based on universal and multifunctional equipment. With small production volumes, such a system justified itself, but today, in conditions of growth, it becomes a brake. In order for manufacturers to have a second wind, in our opinion, they need to move away from price competition. And this means that it is necessary to make more diverse collections, use better materials, expanding sales markets, but for this it is necessary to use innovative production technologies based on universal and multifunctional equipment. With small production volumes, such a system justified itself, but today, in conditions of growth, it becomes a brake. In order for manufacturers to have a second wind, in our opinion, they need to move away from price competition. And this means that it is necessary to make more diverse collections, use better materials, expanding sales markets, but for this it is necessary to use innovative production technologies based on universal and multifunctional equipment.

The task of increasing competitiveness is especially urgent for shoe enterprises, which, due to external factors (increased competition due to globalization, the global financial crisis) and internal (ineffective management), have lost their competitive positions in the domestic and foreign markets. In response to negative processes in the external environment, the processes of regionalization and the creation of various network structures are intensified, one of which is the union of commodity producers and the state. The work is aimed at solving an urgent problem of developing innovative technological processes for the production of footwear at enterprises located in the regions of the Southern Federal District and the North Caucasus Federal District.

The effective development and functioning of the cluster has an impact on the development of the regions of the Southern Federal District and the North Caucasus Federal District in the following directions:

implementation of projects and programs that ensure the growth of the competitiveness of the regions;

creating conditions for the development of regions as an integral system and the implementation of its competitive advantages in the domestic and foreign markets.

Each of these areas for the development of regions is provided with a whole range of aspects affecting the financial, tax and tariff, infrastructure and other resources of the regions, i.e. it is necessary to calculate cash flows from operating activities using the developed software product. This program is also necessary for a sales manager or marketer who controls the sales process of a specific model being produced. As a result of the proposed calculation, we obtain a net inflow from operating activities. A decrease in sales leads to a decrease in cash flow and requires a decrease in the selling price of the product in order to increase sales. If such an event does not lead to an increase in cash flow, then the question arises about the advisability of further releasing this model.

Most often, the company sells shoes through stores with payment after the sale, concluding contracts with the trade, indicating the timing of the receipt of funds on the manufacturer's accounts.

In this case, if the footwear is in demand and is fully sold, then the company receives money on time, which is also needed to pay wages, purchase working capital and other expenses to ensure the development of production, consider a specific example. During the year, the company produces 327,903 pairs of shoes. With 100% sales of these products, the enterprise will receive proceeds in the amount of 392,202.1 thousand rubles. However, such a situation does not always develop, if the sale of autumn low shoes reaches only 80% of the production volume, the profit will decrease by 43.15% and amount to only 1,178 thousand rubles, while the sale of footwear less than 47.4% of the production volume will bring the enterprise only losses. Due to the lack of funds, it is necessary to reduce the volume of production, delay the payment of wages to workers, for which the heads of the enterprise are currently responsible, sometimes even criminal. If such a situation arises, it is necessary to attract borrowed funds to cover costs and organize the subsequent production of products, which at the moment is associated with certain difficulties: interest on a loan has been significantly increased (up to 18%), loan repayment terms have been reduced, etc., leading to an even greater increase production costs.

Shoe enterprises should be guided by both external factors (consumer enterprises, competition, market conditions, etc.) and internal factors, such as sales volume, profitability, coverage of basic costs, etc. However, it is impossible to take into account and foresee all situations that may arise when selling shoes, i.e. some shoe models are not in demand at a certain stage. In this case, another, usually not advertised side of marketing should appear: if the shoes, even without taking into account the



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requirements of the market, have already been produced, then they must be sold. For this purpose, in order to respond to the lower prices of competitors, it is necessary to reduce too large stocks, get rid of damaged, defective shoes, eliminate leftovers, attract more consumers, stimulate shoe consumption, using discounts for this. But this is not a panacea for trouble. A competent assortment policy is needed for the production of competitive men's, women's and children's footwear, taking into account the factors affecting its consumer demand; namely:

compliance with the main fashion trends, take into account the economic, social and climatic characteristics of the regions of the Southern Federal District and the North Caucasus Federal District;

use modern innovative technical processes; to create the basis for an elite consumer to meet their demand for handcrafted footwear of higher quality.

Consequently, only the joint efforts of the regional and municipal branches of government and the heads of enterprises will provoke a situation when, due to the technical and economic indicators of the activities of enterprises located in these regions, the foundations will actually be created for a significant improvement in the social situation of the inhabitants of these regions, for whom, for the most part, they are city-forming. To support these findings, Table 7 shows the impact of cash inflows when tracking sales using only a specific type of shoe for each month.

**Table 7. - The influence of the sale of the entire assortment of footwear on the financial condition of enterprises**

Indicators	The value of the indicator for different volumes of sales per month, %			
	100	80	60	40
1	2	3	4	5
summer range of shoes				
Profit (+)	3660.56	1961.85	264.01	-
Loss (-) from sales, thousand rubles	-	-	-	-1434.8
autumn shoe assortment				
Profit (+)	4892.69	2829.04	765.82	-
Loss (-) from sales, thousand rubles	-	-	-	-1298.25
winter shoe assortment				
Profit (+)	7545.06	4842.11	2141.28	-
Loss (-) from sales, thousand rubles	-	-	-	-561.16
spring shoe assortment				
Profit (+)	4621.78	3245.42	215.23	-
Loss (-) from sales, thousand rubles	-	-	-	-1243.14

The results obtained confirmed the high efficiency of using the software developed by the authors for monitoring the financial condition of enterprises, in order to guarantee them stability and obtaining high TEP, by ensuring the demand for competitive and popular footwear in domestic sales markets with unstable demand. Most often, the

company sells shoes through stores with payment after the sale, concluding contracts with the trade, indicating the timing of the receipt of funds on the manufacturer's accounts. Table 8 shows the results of calculations of the receipt of cash flow to the results of the enterprise for the year.

**Table 8. - Annual results of the shoe enterprise in the production of the entire assortment of shoes**

Indicators	January	February	March	April	May	June	July	August	September	October	November	December
Sales volume, pairs	26114	26114	29661	29661	29661	28168	28168	28168	25358	25358	25358	26114
Sales proceeds, thousand rubles	45032.84	45032.84	31026.82	31026.82	31026.82	24033.9	24033.9	24033.9	30640.47	30640.47	30640.47	45032.84

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Unit cost, rub.	1435.54	1435.54	890.2	890.2	890.2	726.7	726.7	726.7	1024.58	1024.58	1024.58	1435.54
Full cost price, thousand rubles	37487.78	37487.78	26405.04	26405.04	26405.04	20373.34	20373.34	20373.34	25747.78	25747.78	25747.78	37487.78
Profit from sales, thousand rubles	7545.06	7545.06	4621.78	4621.78	4621.78	3660.56	3660.56	3660.56	4892.69	4892.69	4892.69	7545.06
Income tax, thousand rubles	1509	1509	924.36	924.36	924.36	732,112	732,112	732,112	978.5	978.5	978.5	1509
Net profit, thousand rubles	6036	6036	3697.4	3697.4	3697.4	2928,448	2928,448	2928,448	3914.19	3914.19	3914.19	6036
Product profitability, %	16.8	16.8	14.9	14.9	14.9	15.2	15.2	15.2	15.9	15.9	15.9	16.8

In the WTO documents regulating quality, the principles on which the relations are built are rigidly spelled out, as for the regulatory technical base, the maximum permissible values are determined here. Consolidation, enshrined in the economic agreements of the member states of the Customs Union, is a matter of agreement. Contracts, as a rule, involve modernization associated with new or discovered circumstances. There are various workarounds in economic policy. By the way, the USSR has accumulated a lot of experience in circumventing restrictions, actively used it, acquiring modern high-quality products both in Western Europe and North America. Today, an effective economic policy should be aimed at improving all levers in quality management. The "road map" of the great powers is the same - the activation of all factors, responsible for a quality result. These factors are developed in TQC so specifically and fully that it allows us to assert: this map is effective as a guide for management for the foreseeable future. It takes into account all the manifestations of a highly qualified professional activity. Formally, the duties imposed on the participants by the Customs Union complicate the transition to European quality management standards. In fact, thanks to the same WTO rules, adapted to the historical, socio-economic and cultural characteristics of such heterogeneous states, it is realistic to rather gently overcome the legal and organizational barriers that have arisen. ISO 9000 series standards in all its modifications are just a set of general requirements for building an enterprise management system, without which the declared quality of products cannot be guaranteed. However, they testify exclusively to one thing - we will not be able to provide them, there will

be no proper quality of the product. To what has been said, we add: the standards describe what needs to be done. How to do what needs to be done determines the objective and subjective capabilities of the enterprise. Concreteness and clarity of instructions, accuracy and consistency of actions for their implementation - the basis of quality production. In those situations where execution is difficult, the known is turned on: do no harm, up to stopping the process while eliminating the cause of the impossibility to act according to the instructions. It is really difficult to bring the WTO and the Customs Union together politically. There is a requirement in the WTO charters not to participate in other such agreements. However, the noted contradiction is not antagonistic. The time for entering the WTO is stipulated in full mandatory volume; the state-legal mechanism can be transformed into an administrative-technical one, to remove the political burden from the problem; there is a practice of de jure and de facto relations; impose a temporary moratorium; edit the original version of the contract, taking into account the specific circumstances. The main thing is that the Customs Union has proven its feasibility in practice. The caterpillar can now turn into a butterfly. Man, building his relationship, is free to do everything that is provided for by natural development, based on the specificity of the circumstances and time of activity. there is a practice of de jure and de facto relations; impose a temporary moratorium; edit the original version of the contract taking into account the specific circumstances. The main thing is that the Customs Union has proven its feasibility in practice. The caterpillar can now turn into a butterfly. Man, building his relationship, is free to do everything that is provided for by natural

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development, based on the specificity of the circumstances and time of activity. there is a practice of de jure and de facto relations; impose a temporary moratorium; edit the original version of the contract, taking into account the specific circumstances. The main thing is that the Customs Union has proven its feasibility in practice. The caterpillar can now turn into a butterfly. Man, building his relationship, is free to do everything that is provided for by natural development, based on the specificity of the circumstances and time of activity.

Assortment formation is a problem of specific goods, their separate series, determination of the relationship between "old" and "new" goods, goods of single and serial production, "science-intensive" and "ordinary" goods, materialized goods and or licenses and know-how. When forming the assortment, problems of prices, quality, guarantees, service arise, whether the manufacturer is going to play the role of a leader in creating fundamentally new types of products or is forced to follow other manufacturers.

The formation of the assortment is preceded by the development of the assortment concept by the enterprise. It is a directed construction of the optimal assortment structure, product offer, while, on the one hand, the consumer requirements of certain groups (market segments) are taken as a basis, and on the other, the need to ensure the most efficient use of raw materials, technological, financial and other resources by the enterprise. in order to produce products with low costs.

The assortment concept is expressed in the form of a system of indicators characterizing the possibilities of optimal development of the production assortment of a given type of goods. These indicators include: a variety of types and varieties of goods (taking into account the typology of consumers); the level and frequency of the assortment renewal; the level and ratio of prices for goods of this type, etc. The assortment formation system includes the following main points:

determination of current and future needs of buyers, analysis of the ways of using shoes and peculiarities of purchasing behavior in the relevant market;

assessment of existing competitors' analogues;  
a critical assessment of the products manufactured by the enterprise in the same assortment, but from the point of view of the buyer;

deciding which products should be added to the assortment, and which ones should be excluded from it due to changes in the level of competitiveness; whether it is necessary to diversify products at the expense of other areas of production of the enterprise that go beyond its established profile;

consideration of proposals for the creation of new models of footwear, improvement of existing ones;

development of specifications for new or improved models in accordance with the requirements of buyers;

exploring the possibilities of producing new or improved models, including questions of prices, costs and profitability;

testing (testing) footwear, taking into account potential consumers in order to find out their acceptability in terms of key indicators;

development of special recommendations for the production departments of the enterprise regarding quality, style, price, name, packaging, service, etc. in accordance with the results of the tests carried out, confirming the acceptability of the characteristics of the product or predetermining the need to change them;

assessment and revision of the entire range.

Of particular importance in such a situation is the role played by certain positions in the assortment. For this, products can be classified into the following groups:

- the main group of goods (which bring the main profit and are in the stage of growth);

- a supporting group of products (products that stabilize sales revenue and are at a stage of maturity);

- strategic group of goods (goods designed to ensure the future profit of the company);

- tactical group of goods (goods designed to stimulate sales of the main product group and are in the stage of growth and maturity);

- a group of products under development (products that are not present on the market, but ready to enter the market);

- goods leaving the market (which do not bring profit and must be removed from production, withdrawn from the market).

After that, it is necessary to determine the share of each group in the total production volume. For a stable position of the enterprise in the assortment structure: the group of goods A and B must be at least 70%. Thus, this makes it possible to evaluate the existing assortment set at the enterprise and, correlating it with the profit received, to assess the correctness of the assortment planning, its balance.

In addition, an increase in the volume of goods of groups that bring the main income will not always contribute to an increase in the company's profits. Here it is important to pay attention to the remainder of unsold goods (what increase it will give and the possibility of its further sale).

An assortment policy has been developed for the formation of competitive men's, women's and children's shoes, taking into account factors affecting consumer demand: compliance with the main fashion trends, economic, social and climatic characteristics of the regions of the Southern Federal District and the North Caucasus Federal District, the production of which using modern innovative technological processes, as well as to meet demand elite consumer,

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using manual labor create the basis for satisfying the demand for footwear for buyers in these regions.

Consequently, only the joint efforts of regional and municipal branches of government and heads of enterprises will provoke a situation when, due to the technical and economic indicators of the activities of enterprises located in these regions, the foundations will actually be created for a significant improvement in the social situation of the inhabitants of these regions, for whom, for the most part, they are city-forming.

Making a profit is the main goal of any entrepreneurial activity. Currently, there is fierce competition in the field of business and entrepreneurship, it is necessary to be able to calculate future profits, calculate possible losses.

The net profit indicator reflects the final result of the firm's activities, shows how profitable the implementation of this type of activity is. Net profit is used by entrepreneurs to increase working capital, form various funds and reserves, as well as for reinvestment in production. The amount of net profit directly depends on the size of the gross profit, as well as on the amount of tax payments. A number of taxes are related to the financial results of economic activities of enterprises: income tax, property tax. In the conditions of a dynamically changing market environment, the results of an enterprise's activities, including a shoe one, largely depend on the effective results of the production, sales, financial and marketing policies of the enterprise itself.

For example, today domestic motorists are no longer embarrassed by the word "option" when buying a car. filling it with various "pieces", the price of which can bite and double the total cost of the car. At the same time, no one argues, realizing that you have the right to choose depending on your capabilities and desires. All this provoked car manufacturers to form a legal basis for components, so that consumers have the right to guaranteed quality protection, if such a need arises. The normative basis was the approval of the international standard GOST R 51814.1-2009 "Quality management systems. Specific requirements for the application of ISO 9001: 2008 in the automotive industry and organizations producing the corresponding spare parts ", so that firms that produce cars and firms,

Moreover, it is not so important for car buyers who the manufacturer of these components is, but it is important that the car manufacturer guarantees him all the "option" as corresponding to the requirements that the car itself satisfies. And if something does not fit into this scheme, then there is a corresponding remark that clarifies the behavior of all interested parties, and this state of affairs has provoked a significant demand for those cars for which all these "little things" are spelled out, designated and protected by appropriate guarantees, regulatory and legal fundamentals,

namely: technical regulations, standards, codes of practice, terms of contracts, etc.

But for shoes, in the manufacture of which up to 100 or more components are used, there is, unfortunately, no such coordination between shoe manufacturers and those few firms engaged in the production of components. And while it is not even planned to regulate such relations, an alliance, in order to provoke and increase the volume of production and a variety of products, but, most importantly, the production of exactly the assortment that would guarantee not only a satisfactory solution for their functional purpose, but would also take into account in this very the formation of the entire assortment range of footwear - for children, for women, and, of course, for men. Unfortunately, conservatism is more characteristic of the latter in the domestic industry today. Now such a color filling, of course, should require the same original solution when developing a range of components. But such prerequisites are not planned not only in 2019-2021, but also in the near future, which is simply not permissible and actions are needed for both domestic manufacturers and foreign firms to coordinate efforts in order to offer shoe manufacturers such an abundance of original solutions for the range of components, from which it would not have been possible to simply refuse, since they functionally exactly must correspond to the conceived decisions of the designers, and the shoe buyer was pleased with the fact that their desires were finally heard and would be realized. Making a profit is the main goal of any entrepreneurial activity. At the present time, fierce competition in the field of business and entrepreneurship, it is necessary to be able to calculate future profits, calculate possible losses.

The net profit indicator reflects the final result of the firm's activities, shows how profitable the implementation of this type of activity is. Net profit is used by entrepreneurs to increase working capital, form various funds and reserves, as well as for reinvestment in production. The amount of net profit directly depends on the size of the gross profit, as well as on the amount of tax payments. A number of taxes are related to the financial results of economic activities of enterprises: income tax, property tax. The rules for taxation with income tax are defined in Chapter 25 of the Tax Code of the Russian Federation:

1) The rate of corporate income tax (Federal tax) is 20%, of which: 2% is credited to the federal budget, and 18% to the regional one.

2) The tax on the property of organizations (Regional tax) is paid on the property that is "on the balance sheet" of the organization. Basically, these are fixed assets and intangible assets.

The maximum rate is set by the Tax Code of the Russian Federation (Chapter 30) and amounts to 2.2% of the tax base - the average annual value of the property.

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Property tax calculation:

$$HH_{np} = \frac{O\Phi_{cp2} \cdot CH_u}{100} \quad (3)$$

where OFsrg is the residual value of fixed assets, thousand rubles;

SNi - property tax rate (SNi = 2.2%).

Calculation of income tax and net profit

Income tax (NPR) is determined by the formula:

$$HHP = \frac{(ПП - HH) \cdot CH_{np}}{100} \quad (5)$$

where CHnp - income tax rate, % (CHnp = 20%)

ПП - profit of the enterprise, thousand rubles;

NI - property tax, thousand rubles

Net profit Prch is determined by the formula:

$$\Pi p_u = \Pi p - HH - HHP \dots \quad (6)$$

The financial results of the activities of shoe enterprises for the sale of the entire assortment are shown in tables 9 - 10. At the same time, the main share of costs in the cost of the entire assortment of footwear is the cost of basic and auxiliary materials

**Table 9 - Financial results of the enterprise for the sale of children's shoes**

Month	Release, steam	Costs, rub.			Cost price, rub.	Commercial products (at wholesale price), rub.	Profit, RUB
		Basic and auxiliary materials	Main and additional RFP with SVVF	Overheads			
I quarter - spring (56) - (15 + 19 + 22)							
1	2	3	4	5	6	7	8
January 3909699.7 5	7095	1756438.2	414631.8	1,738,629.75	3909699.7 5	4321564.5	411864. 75
February 4976286.3 5	8987	2,248,821.72	525200.28	2202264.35	4976286.3 5	5473981.7	497695. 35
March 5734226.3	10406	2576109.36	608,126.64	2549990.3	5734226.3	6338294.6	604068. 3
I quarter 14620212. 4	26488	6581369.28	1547958.72	6490884.4	14620212. 4	16133840.8	1513628 .4
II quarter - summer (62) - (21 + 20 + 21)							
1	2	3	4	5	6	7	8
April 5587132.3 2	11088	2305971.36	614496.96	2666664.0	5587132.3 2	6098400.0	511267. 68
May 5321078.4	10560	2196163.2	585235.2	2539680.0	5321078.4	5808000.0	486921. 6
June 5587132.3 2	11088	2305971.36	614496.96	2666664.0	5587132.3 2	6098400.0	511267. 68
II quarter 16495343. 04	32736	6808 105.92	1814229.12	7873008	16495343. 04	18004800.0	1509457
III quarter - autumn (66) - (24 + 23 + 22)							
July 5933010.3	10122	2964936.24	697911.9	2270162.16	5933010.3	6533751 .0	600740. 7
August 6498058.9	11086	3247311.12	764379.7	2486368.08	6498058.9	7156013 .0	657954. 1
September 6215534.6	10604	3106123.68	731145.8	2378265.12	6215534.6	6844882 .0	629347. 4

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III quarter 18646603.8	31812	9318371.04	2193437.4	7134795.36	18646603.8	2053464 6.0	1888042 .2
IV quarter - winter (64) - (21 + 21 + 22)							
October 7266070.35	9135	3934992.6	874858.95	2456218.6	7266070.35	8138371 .5	872301. 15
November 7266070.35	9135	3934992.6	874858.95	2456218.6	7266070.35	8138371 .5	872301. 15
December 7612073.7	9570	4122373.2	916518.9	2573181.6	7612073.7	8525913 .0	913839. 3
IV quarter 22144214.4	2740	11992358.4	2666236.8	7485618.8	22144214.4	2480265 6.0	2658441 .6
For the year 71,906,373. 64	188876	34700204.64	8221862.0 4	28984306.56	71906373.64	7947594 2.8	7569569 .16

**Table 10 - Financial results of the enterprise for the sale of women's shoes**

Month	Release, steam	Costs, rub.			Cost price, rub.	Commercial products (at wholesale price), rub.	Profit, RUB
		Basic and auxiliary materials	Main and additional RFP with SVVF	Overheads			
I quarter - spring (56) - (15 + 19 + 22)							
1	2	3	4	5	6	7	8
January 2856754. 8	3060	1,671,861.6	455695.2	729198	2856754.8	3241519.2	384764.4
February 3618556. 08	3876	2117691.36	577213.92	923650.8	3618556.08	4105924.32	487368.2 4
March 4205419. 04	4488	2,447,575.68	688352.96	1069490.4	4205419.04	4754228.16	548809.1 2
I quarter 10680729 .92	11424	6237128.64	1721262.08	2722339.2	10680729.9 2	12101671.6 8	1420941. 76
II quarter - summer (62) - (21 + 20 + 21)							
April 4,503,549 .54	5334	2819819.1	451363.08	1232367.36	4503549.54	5198409.72	694860.1 8
May 4289094. 8	5080	2685542.0	429869.6	1173683.2	4289094.8	4950866.4	661771.6
June 4503549. 54	5334	2819819.1	451363.08	1232367.36	4503549.54	5198409.72	694860.1 8
II quarter 13296193 .88	15748	8325180.1	1,332,595.7 6	3638417.92	13296193.8 8	15347685.8 4	2051491. 96
III quarter - autumn (66) - (24 + 23 + 22)							
July 4,038,068 .37	3801	2,461,033.47	528681.09	1048353.81	4038068.37	4831793.19	793724.8 2
August 4422646. 31	4163	2,695,417.61	579031.67	1148197.03	4422646.31	5304452.97	881806.6 6

**Impact Factor:**

<b>ISRA (India) = 6.317</b>	<b>SIS (USA) = 0.912</b>	<b>ICV (Poland) = 6.630</b>
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September 4230357.34	3982	2578225.54	553856.38	1,098,275.42	4230357.34	5061878.58	831521.24
III quarter 12691072.02	11946	7734676.62	1,661,569.14	3294826.26	12691072.02	15185635.74	2494563.72
IV quarter - winter (64) - (21 + 21 + 22)							
October 7169000.58	3402	5261975.46	750413.16	1156611.96	7169000.58	8649142.74	1480142.16
November 7169000.58	3402	5261975.46	750413.16	1156611.96	7169000.58	8649142.74	1480142.16
December 7510381.56	3564	5512545.72	786147.12	1211688.72	7510381.56	9061006.68	1550625.12
IV quarter 21848382.72	1038	16036496.64	2,286,973.44	3524912.64	21848382.72	26359292.16	4510909.44
For the year 58516378.54	49489	38333482.0	7002400.42	13180496.02	58516378.54	68994285.42	10477906.88

**Table 11 - Financial results of the enterprise for the sale of men's shoes**

Month	Release, steam	Costs, rub.			Cost price, rub.	Commercial products (at wholesale price), rub.	Profit, RUB
		Basic and auxiliary materials	Main and additional RFP with SVVF	Overheads			
I quarter - spring (56) - (15 + 19 + 22)							
1	2	3	4	5	6	7	8
January 3,662,091.75	4275	2417213.25	602860.5	642618.0	3662691.75	4419495	756803.23
February 4639409.55	5415	3061803.45	763,623.3	813982.8	4639409.55	5598027	958617.45
March 5371947.9	6270	3545246.1	884195.4	942506.4	5371947.9	6481926	1109978.1
I quarter 13674049.2	15960	9024262.8	2250679.2	2399107.2	13674049.2	16499448	2825398.8
II quarter - summer (62) - (21 + 20 + 21)							
April 3,794,943.0	5901	2338035.21	638,960.28	817347.51	3794343.0	4450711.23	656368.23
May 3613660.0	5620	2226700.2	608533.6	778426.2	3613660.0	4238772.6	625112.6
June 3,794,343.0	5901	2338035.21	638,960.28	817347.51	3794343.0	4450711.23	656368.23

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	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

II quarter 11202346	17422	6902770.62	1886454.1 6	2413121.22	11202346	13140195. 06	1937849. 06
III quarter - autumn (66) - (24 + 23 + 22)							
July 4792159.49	5292	3219403.0 2	429542.11	1143214.3 5	4792159.49	6099030	1,306,870.51
August 5249555.63	5796	3526012.8 3	470450.89	1252091.9 1	5249555.63	6679890	1430334.37
September 5020357.56	5544	3372707.9 2	449996.5	1197653.1 4	5020357.56	6389460	1369102.44
III quarter 15061072.68	1663 2	10118123. 77	1349989.5	3592959.4	15061072.6 8	19168380	4107307.32
IV quarter - winter (64) - (21 + 21 + 22)							
October 4,419,723.0	4389	3032008.9 8	661466.19	726247.83	4419723.0	5207109.6	787386.6
November 4419723.0	4389	3032008.9 8	661466.19	726247.83	4419723.0	5207109.6	787386.6
December 4630186.0	4598	3176390.3 6	692964.58	760831.06	4630186.0	5455067.2	824881.2
IV quarter 13469632.0	1337 6	9240408.3 2	2015896.9 6	2213326.7 2	13469632.0	15869286.4	2399654.4
For the year 53,407,099.8 7	6339 0	35285565. 51	7503019.8 2	10618514. 54	53407099.8 7	64677309.4 6	11270209.59

In this regard, the stability of the activity of shoe enterprises is determined not only by the volume of sales of manufactured shoes, but also by

the search for a reduction in costs in the cost of basic and auxiliary materials.

**Table 12 - Impact of the sale of footwear on the financial condition of the enterprise**

Men's footwear					
1	2	3	4	5	6
Volume of sales, %	100%	80%	60%	48%	40%
Profit / Losses per month, rub.	824881.2	207739.04	190596.51	0	- 126545.78
Income tax, 20%	164976.22	41547.8	38119.3	-	-
Property tax, 2.2%	3483.3	3483.3	3483.3	3483.3	3483.3
Net profit / Losses for the month, rub.	656421.7	162708	148994	- 3483.3	- 3483.3
Profit / Losses for the year, rub.	9898574.4	2,492,868.48	2287158.12	0	- 1518549.36
Net profit / Losses for the year, rub.	7877060.4	1952496	1787928	- 41799.6	- 41799.6
Women's shoes					
Volume of sales, %	100%	80%	60%	44%	40%
Profit / Loss per month, rub.	1550625.12	998162.35	445699.56	0	-106763.19
Income tax, 20%	310 125.02	199632.47	89139,912	-	-
Property tax, 2.2%	3483.3	3483.3	3483.3	3483.3	3483.3
Net profit / Losses for the month, rub.	1237017	795046.6	353076.3	- 3483.3	- 3483.3
Profit / Losses for the year, rub.	18607501	11977948	5348395	0	-1281158.28
Net profit / Losses for the year, rub.	14844204	9540559	4236916	- 41799.6	- 41799.6
Children's shoes					



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	<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 9.035</b>	<b>IBI (India) = 4.260</b>
	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

Volume of sales, %	100%	90%	83%	80%	-
Profit / Losses per month, rub.	511267.68	495905.15	0	-416365.49	-
Income tax, 20%	102253.54	9918103	-	-	-
Property tax, 2.2%	3483.3	3483.3	3483.3	3483.3	-
Net profit / Losses for the month, RUB	405,530.84	39668929	- 3483.3	- 3483.3	-
Profit / Losses for the year, rub.	6135212	49590515	0	- 4996385.88	-
Net profit / Losses for the year, rub.	4866370	39668929	- 41799.6	- 41799.6	-

The studies carried out by the authors on the influence of the volume of shoe sales on the main technical and economic indicators of the activities of enterprises are shown in Table 12

The data in Table 12 indicate that with 100% of the sale of shoes, compensation for costs is provided not only for the production and sale of shoes, but also a net profit remains, which indicates the effective operation of the enterprise for the analyzed month, as well as the correct marketing assortment policy of the enterprise. This result of work will allow the company to distribute net profit for the formation of a financial reserve, payment of dividends, development of production, financing of social programs, etc. When the sale of this type of footwear is not in full, this result negatively affects the performance of the company. In this case, the presence of leftovers of unsold footwear reduces the total amount of revenue, increases costs and leads to additional costs for storing goods. In addition, from table 12 it can be seen,

If such a situation arises, it is necessary to attract borrowed funds to cover costs and organize the subsequent production of products, which at the moment is associated with certain difficulties: interest on a loan has been significantly increased (up to 20%), loan repayment terms have been reduced, etc., leading to an even greater increase production costs. In market conditions of management, an effective management system requires a rational organization of marketing activities, which largely determines the level of use of production means at an enterprise, an increase in labor productivity, a decrease in production costs, an increase in profits and profitability. This is due to the fact that the sales activity is not only the sale of finished shoes,

Yes, probably, it will not be easy to do - to seat everyone interested at the negotiating table (manufacturers of accessories, tools, auxiliary materials, heels, soles, pads, and all that, without which it is simply impossible to adequately represent domestic manufacturers not only in foreign markets, but which is especially offensive, and on the inside they still feel uncomfortable), but RSKO (Russian Union of Leatherworkers and Shoemakers) could do it best.

And accessories for children's shoes should be original and unique solutions that should be constantly updated and have the ability, in a good sense of the word, to satisfy the interest of children and their parents, in order to provoke, to ensure a steady demand for such shoes.

And women's shoes - its variety - both office and for active recreation, "salon" for tuned mansions, casual, model (although here it is time to remove the distinctive features - everyday and model, but simply high-quality, comfortable and popular), and its types - spring, autumn, winter and especially summer - such a huge and demanded market for components.

And men's shoes will not remain aloof from proposals if they delight the manufacturer with their focus specifically on men's shoes, as well as catalogs, fairs, exhibitions, centers where all this is demonstrated and offered - will naturally be a real basis for concluding contracts and long-term contracts for their demand. And here one more action is important - at company meetings - shoe manufacturers could and would like to show their sketches, layouts for the execution of contracts, orders for components, and component manufacturers would like to conclude them with a guarantee of the copyright of the developers and by agreement with their authors perhaps even the sale of these components to other firms on an appropriate civilized basis.

And this is not a bluff, not a fantasy, but empathy for the state of affairs in the light industry, including the domestic footwear industry. Let's try again to make our movements meet each other - these are common interests. And then the industry for the production of shoe machines, automatic and high-performance lines, multifunctional and universal machines, stands will start working again, which will ensure the filling of the industry with innovative processes that guarantee the consumer the production of competitive products. And for this we can sacrifice our ambitions. After all, many of us gave the shoe industry their best years, continuing to do everything possible and impossible to make it a reality, and the shoe industry "rose from the ashes." The white flag is the easiest to throw away, there are simply no prerequisites for such actions,

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The cost of calculation units for different types and types of footwear, given in Table 13, most fully reflect the situation, which is similar in cost to other domestic footwear enterprises located in other regions of Russia. The analysis showed that, unfortunately, the share of costs for basic materials does not decrease, which confirms the lack of purposeful work by manufacturers to find effective solutions to significantly reduce costs for natural leather and fur for the preparation of shoe uppers, for example, through the use of nanomaterials and nanotechnology.

The ability of this approach to significantly reduce the cost of basic materials by reducing the use of natural fur and leather is confirmed by the successful results of Stella McCartney's work, achieved by guaranteeing comfort models and environmentally friendly technologies. For many years S. McCartney, competing with other fashion designers in the demand for models created by her without the use of natural fur and leather, ensures the competitiveness and 100% demand for her shoes. At the same time, the share of so-called component materials in the range of its models has significantly increased. In this regard, I would like this experience to be not an exception to the rule, but to be the basis for a new technology for the manufacture of popular footwear.

Figure 4 shows an assortment of component materials for the production of footwear, which will allow enterprise managers not only to form a diverse and demanded assortment of footwear, but also to provide conditions for comfort and convenience for the wearer, creating competitiveness in domestic markets with unstable demand. The use of original fasteners, zippers, decorative elements and other accessories will allow the fashion designer, designer, technologist to develop such models that, having distinctive features, will be in demand in the domestic markets and satisfy the requirements of even the most "capricious" consumers. Of course, the authors do not pretend to be a comprehensive version of the range of components. This is like a message to all those who would like to do everything possible and impossible,

In addition, the use of components that combine several functions: decorative, connecting, etc. will provoke a reduction in the cost of basic materials from 60-70% to 46-50% and varying the price niche will

significantly facilitate its implementation in full in the domestic markets, guaranteeing enterprises stable TPP and their prevention from bankruptcy.

Thus, when developing an assortment policy, shoe enterprises should focus both on external (price and consumer niche, competing enterprises, market environment, etc.) and internal factors, such as sales volume, profitability, coverage of basic costs, etc. However, it is impossible take into account and provide for all situations that may arise when selling shoes, i.e. some shoe models are not in demand at a certain stage. In this case, another, usually not advertised side of marketing should appear: if the shoes, even without taking into account the requirements of the market, have already been produced, then they must be sold. For this purpose, in order to respond to the lower prices of competitors, it is necessary to reduce too large stocks, get rid of damaged, defective shoes, eliminate leftovers,

In addition to using discounts, an enterprise can initiate price reductions in case of underutilization of production capacities, a reduction in market share under the pressure of competition from competing enterprises, etc. In this case, the enterprise takes care of its costs, developing measures to reduce them by improving equipment and technology, introducing new types of materials into production, and constantly improving the quality of products. And all this requires large financial costs from enterprises, but, nevertheless, it contributes to an increase in the competitiveness of certain types of leather goods and the enterprise as a whole. In addition, the greater the amount of footwear produced, the more production costs decrease, which leads to lower prices, and most importantly, creates such conditions for the functioning of the market,

I would like to end the article again with the words of Stella McCarthy: "If you ask what is the role of chance in the fate of a person and whether the factor of luck affects success, I will answer: it certainly does. No wonder they are called "His Majesty or Her Majesty Luck." But I believe that you cannot give your fate to chance, and luck will never come to the aid of someone who does nothing. " On this note, we would like to end the conversation about the painful one.

**Table 13 - Calculation components for various types and types of shoes**

Indicators	Type of footwear	Types of shoes			
		Spring	Summer	Autumn	Winter
1	2	3	4	5	6
Unit cost, rub.	Mens	856.77	643.72	998.5	1007.07
	Womens	933.51	844.31	1062.37	2107.29
	Children	551.05	503.89	586.15	795.41
Costs for basic materials, rub.	Mens	541.61	378.64	623.16	660.42

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	Womens	523.71	511.6	618.52	1503.57
	Children	235.78	200.05	280.76	415.5
Expenses for auxiliary materials, rub.	Mens	23.82	17.57	28.16	30.4
	Womens	22.65	17.05	24.31	43.16
	Children	11.78	7.92	12.16	15.26
Wage	Mens	141.02	108.28	161.1	150.71
	Womens	148.92	84.62	139.09	220.58
	Children	58.44	55.42	68.95	95.77
Unit profitability, rub.	Mens	10.75	14.65	13.36	15.12
	Womens	11.88	13.37	16.42	17.11
	Children	9.53	8.39	9.19	10.72
Costs per 1 rub. marketable products, rub.	Mens	82.88	85.35	86.64	84.88
	Womens	88.12	86.63	83.57	82.89
	Children	90.47	91.62	90.8	89.28



**Figure 5 Assortment of component materials for leather goods:**

- a - forming a variety of assortment;
- b - creating conditions for the comfort and convenience of shoes in the process of wearing;
- c - realizing the desires of a fashion designer, designer and technologist for the production of a demanded range of footwear;
- d - providing the possibility of expanding the range of footwear and reducing the cost of basic and auxiliary materials

To select the optimal power, a solution was proposed that allows manufacturers to be guided by modern and multifunctional equipment, which will

allow the production of shoes with minimum, average and maximum costs. This will allow varying the price niche, while the share of domestic components will

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increase, and production costs will decrease. Of the four given criteria, in our opinion, the main ones are labor productivity of 1 worker and unit reduced costs.

Labor productivity of 1 worker is the most important labor indicator. All the main indicators of production efficiency and all labor indicators, to one degree or another, depend on the level and dynamics of labor productivity: production of products, number of employees, expenditure of wages, level of wages, etc.

To increase labor productivity, the introduction of new equipment and technology, extensive mechanization of labor-intensive work, automation of production processes, and advanced training of personnel are of paramount importance. Specific

reduced costs - an indicator of the comparative economic efficiency of capital investments, used when choosing the best option for solving technical problems. When comparing possible options for solving any technical problem, rationalization proposals, technical improvements, various ways to improve product quality, the best option, all other things being equal, is considered the option that requires a minimum of reduced costs.

The given costs are the sum of current costs, taken into account in the cost of production, and one-time capital investments, the comparability of which with current costs is achieved by multiplying them by the standard coefficient of efficiency of capital investments.

**Table 14 - Calculation of the optimal power with a range of 300-900 pairs using the example of men's shoes**

Power	Equipment type	Optimal power, steam per shift	Labor productivity of 1 worker, steam	Worker load factor, %	Losses in wages per unit of capacity, rub	Specific reduced costs for 100 pairs of shoes, rub
300-500	1	500	28.09	61.39	13.68	6735.36
500-700	1	556	27.73	69.14	9.83	6404.71
700-900	1	889	28.09	77.20	6.42	5236.17
300-500	2	500	28.09	61.39	13.68	6728.68
500-700	2	556	27.91	68.70	9.97	6083.28
700-900	2	889	28.09	77.20	6.42	5240.72
300-500	3	500	28.09	61.39	13.68	7533.95
500-700	3	700	28.12	67.28	10.56	6734.02
700-900	3	889	28.09	77.20	6.42	5876.59

**Table 15 - Calculation of the optimal power with a range of 300-900 pairs using the example of women's shoes**

Power options	Equipment type	Optimum power, couples per shift	Performance labor of 1 worker, couples	Worker load factor, %	Losses in wages per unit of capacity, rub	Specific reduced costs for 100 pairs of shoes, rub
300-500	1	500	27.73	62.18	13.40	6980.5
500-700	1	700	27.73	69.14	9.83	6277.43
700-900	1	847	27.73	74.50	7.54	5673.49
300-500	2	500	24.45	63.90	14.11	7630.92
500-700	2	556	27.73	69.14	9.83	6404.71
700-900	2	812	25.64	75.40	7.77	6060.55
300-500	3	500	27.00	61.74	14.02	7827.12
500-700	3	556	29.32	68.21	9.71	6607.65
700-900	3	847	27.00	74.70	7.66	6341.05

Analysis of the obtained characteristics for three variants of a given technological process in the manufacture of men's, children's and women's shoes confirmed the effectiveness of the software product for evaluating technological equipment. So, with a range of 300 - 900 pairs, the best according to the

given criteria is the volume of production of 889 (for men) and 847 (for women) pairs of shoes. If the production area does not allow for its implementation in terms of standard indicators, then the option with a production volume of 556 pairs can be used.

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	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

**Table 16 - Costs for the formation of innovative processes filled with universal and multifunctional equipment**

Type of footwear	Stage	Costs, rub.		
		Elite footwear for high-income strata of the population	Casual footwear for the middle class	Shoes for socially disadvantaged groups of the population
Womens	Assembling the workpiece	1972560	1163312	1035156
	Assembling shoes	10453280	9110930	8906320
Mens	Assembling the workpiece	946438	694000	636552
	Assembling shoes	9490840	7502180	7130650
children	Assembling the workpiece	946438	694000	636552
	Assembling shoes	9490840	7502180	7130650

Today, a light industry enterprise, striving not only to survive, but also to develop, requires the ability not only to competently operate the available technologies, but first of all, to actively position itself in the market, supplying in a short time high-quality products that meet the requirements, requests and expectations of consumers. at the lowest price. In other words, at the present time, the one who will survive the fastest than others will release to the market the products that most fully meet the requirements of consumers, while ensuring the minimum cost of its production. What should the company undertake to make the listed indicators become its competitive advantages?

Understand not only current but also future customer preferences and be able to design products that match those preferences.

Ensure the adjustment of production processes that guarantee their minimum cost by identifying and eliminating all types of costs that do not bring value to the product.

Get products to market faster than competitors.

The implementation of the listed tasks will depend on how smoothly and efficiently all departments will work at the enterprise.

How can this smooth and efficient work be ensured?

By defining a set of processes or activities that ensure the production of products with quality characteristics that meet the requirements, requests and expectations of consumers.

Establish clear and understandable interactions between processes.

Definition of quality objectives at the enterprise and divisional level that provide an understanding of the results to be achieved by the divisions and that ensure the achievement of the overall objectives of the enterprise.

Planning the resources needed to achieve the goals.

Definition of procedures to ensure that work is carried out in the departments in the most efficient way.

Measuring the results and comparing them with the set goals.

Analyze and decide what needs to be improved within each department.

That is, a set of processes is presented, due to the functioning of which an enterprise management system is formed, orienting it towards the production of products that meet the requirements, requests and expectations of consumers in their characteristics and adjusting all types of activities related to production support to an efficiency indicator, namely:

a system for identifying sources of costs and developing adequate measures to reduce them is being built;

reliable data are formed that demonstrate the effectiveness of the use of invested investments, which can help to attract new investors;

the cost of production is reduced, which makes it possible to reduce the price, expand the market and increase the volume of production;

cost reduction is usually associated with a reduction in the number of rejects and other types of waste, which has a positive effect on such indicators of the enterprise as the impact on the environment, the state of industrial safety; the image of a socially oriented enterprise is formed;

a clear statement of goals and objectives for each employee, defining the result that should be obtained when performing work;

identifying the resources needed to get the job done and providing resources;

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providing the knowledge and skills necessary to understand how work should be done in order to ensure its maximum efficiency;

measuring performance at the level of employees, departments and the organization as a whole and comparing results with goals;

analysis of results and adequate response to them through a system of corrective and preventive actions.

As practice shows, the ability to implement these processes at the top management level creates the conditions necessary for the formation of a competitive enterprise, that is, all this can be adopted by the head today in order to ensure this very economic stability for his enterprises.

In addition, it is important that there are not too many product names. For the majority of Russian enterprises, the main reserve for assortment optimization still lies in a significant reduction in the assortment range. Too large assortment has a bad effect on economic indicators - there are many positions that cannot even reach the break-even level in terms of sales. As a result, the overall profitability drops dramatically. Only the exclusion of unprofitable and unprofitable items from the assortment can give the cluster an increase in overall profitability by 30-50%.

In addition, a large assortment diffuses the strength of the enterprise, makes it difficult to correctly offer the product to customers (even the sales staff are not always able to explain the difference between a particular item or name), and scatters the attention of end consumers. Here it will be appropriate to recall the psychology of human perception of information. The reality is that the average person is able to perceive no more than 5-7 (rarely up to 9) semantic constructive decisions at a time. Thus, a person, making a choice, first chooses these same 5-7 options based on the same number of criteria. If the seller offers a larger number of selection criteria, the buyer begins to feel discomfort and independently weeds out criteria that are insignificant from his point of view. The same happens when choosing a product itself. Now imagine what happens if a person has a hundred practically indistinguishable (for him) goods in front of a person, and he needs to buy one. People in such a situation behave as follows: either they refuse to buy at all, since they are not able to compare so many options, or they prefer what they have already taken (or what seems familiar). There is one more category of people (about 7%), lovers of new products, who, on the contrary, will choose something that they have also tested.

From the point of view of the buyer (in order to ensure a calm choice from the perceivable options) the assortment should consist of no more than 5-7 groups of 5-7 items, i.e. the entire assortment from the point of view of perception should optimally consist of 25-50 items. If there are objectively more names, then the only way out is additional classification. It is generally

accepted that the customer wants a wide range of products. This widest assortment is often referred to even as a competitive advantage. But in fact, it turns out that for a manufacturer a wide assortment is hundreds of product names, and for a consumer - 7 items is already more than enough. Consequently, the consumer does not need a wide assortment at all, but the variety he needs.

The choice of the optimal assortment of footwear production, the most demanded by the population, meeting the current fashion and quality requirements adopted in the international market, is a prerequisite for the effective operation of the enterprise. The formation of a range of footwear, taking into account its competitiveness, is a complex process carried out taking into account the action of a number of factors, the study of which should be based on an analysis of the existing footwear market, as well as on forecasting trends in the social, economic and industrial areas.

The formation of the assortment is preceded by the development of the assortment concept by the enterprise. It is a directed construction of the optimal structure of high-quality footwear products, while, on the one hand, the need to ensure the most efficient use of raw materials, technological, financial and other resources by the enterprise in order to produce products with low costs, and on the other hand, to meet the requirements certain groups of consumers, taking into account their characteristics and capabilities.

To create competitive high-quality products, footwear enterprises need to expand and update their assortment, ensure high dynamics of model turnover, increase volumes and improve the efficiency of model design studies, the quality and satisfaction of the population with footwear. When developing or updating the assortment, a shoe company must take into account not only its capabilities, but also the presence of competing firms on the footwear market for a similar purpose, as well as the preferences of buyers in certain market segments. Therefore, in order to develop the structure of the optimal industrial assortment, it is necessary to analyze the footwear available on the market.

Shoes, being a necessary element of a suit, should correspond in appearance to the social status of their owner, and in terms of physical properties, provide comfort for the wearer's foot. Therefore, the range of footwear must be so diverse that it can satisfy consumers in all respects.

Thus, the assortment formation system includes the following main points, namely:

determination of current and future needs of buyers, analysis of the ways of using shoes and peculiarities of purchasing behavior in the relevant market;

assessment of existing competitors' analogues;  
a critical assessment of the products manufactured by the enterprise in the same assortment

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as in pp. 1 and 2, but from the point of view of the buyer;

consideration of proposals for the creation of new models of footwear, improvement of existing ones;

development of specifications for new or improved models in accordance with the requirements of buyers;

exploring the possibilities of producing new or improved models, including questions of prices, costs and profitability;

development of special recommendations for the production departments of the enterprise regarding quality, style, price, name, packaging, service, etc. in accordance with the results of the tests carried out, confirming the acceptability of the characteristics of the product or predetermining the need to change them;

assessment and revision of the entire range;

assortment planning and management is an integral part of marketing.

even well-thought-out sales and advertising plans will not be able to neutralize the consequences of mistakes made earlier in the planning of the assortment;

the optimal assortment structure should ensure maximum profitability, on the one hand, and sufficient stability of economic and marketing indicators (in particular, sales volume), on the other hand.

At the same time, I would like to once again draw attention to the fact that all this will become a reality if one condition is fulfilled, namely, light industry products will be produced of high quality and taking into account the interests of this very consumer. Enterprises united in a cluster are a special subject of the market, therefore, the assessment of the effectiveness of the functioning of a cluster can be carried out from two points of view: the cluster as a subject of the market and a separate enterprise that is part of it. The successful development of the cluster means an increase in the competitiveness of regions, an increase in the growth rate of the gross regional product, an increase in the share of regions in the total volume of the country's GDP. In addition, the efficient functioning of the cluster ensures the preservation and creation of new jobs, which expands the tax base and reduces unemployment benefits. The high performance of the cluster increases the innovation and investment rating of the regions. From the point of view of the cluster as a market entity, the effectiveness of its functioning can be assessed by the indicators of the cluster itself: profitability, susceptibility to innovation, financial flows, etc.

The effective development and functioning of the cluster has an impact on the development of the regions of the Southern Federal District and the North Caucasus Federal District in the following directions:

- implementation of projects and programs that ensure the growth of the competitiveness of the regions;

- creating conditions for the development of regions as an integral system and the implementation of its competitive advantages in the domestic and foreign markets.

Each of these areas for the development of regions is provided with a whole range of aspects affecting the financial, tax and tariff, infrastructure and other resources of the regions.

The development of the existing structural elements of the regions and the creation of missing elements is carried out due to the achievement of the following results by the cluster:

- reduction of budget financing and transition from subsidies to domestic lending;

- creation of a system to support the promotion of the results of research and development work in production, bringing their results to the stage of commercialization, including the creation of an internal cluster network of start-up financing organizations;

- support for research and development that can lead to the production of SMEs. The presence of an innovation center in the Southern Federal District and the North Caucasus Federal District will provide a number of advantages for its enterprises and regions:

- increased productivity due to the most effective combination of factors of production, access to information, better coordination of activities, creation of public goods (skilled labor, specialized infrastructure that reduces costs, etc.), stimulation of competition, limiting the influence of unfair competition;

- there is widespread innovation due to rapid response to changing customer needs, the availability of information about new techniques, technologies, supply opportunities or experimentation at lower costs;

- the creation of an innovation center contributes to the spread of new technologies, not only the relationship between enterprises is developing, but also the effective interaction of the shoe industry with science, education, which also affects the strategy of regional authorities;

- the availability of enterprises and local organizations within the innovation center to information about marketing, technologies, current needs of buyers, which can be better organized and cost less, which allows enterprises to work more productively and go to the advanced level of productivity;

- sharing the high costs and risks of innovation among network participants, which are beyond the power of an isolated firm. Reducing the costs of acquiring and disseminating knowledge and technologies becomes possible due to the inclusion of knowledge producers in the association, personnel

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migration between the participants of the innovation center and continuous learning as a result of the implementation of formal and informal ties;

- has a positive effect on increasing the competitiveness of footwear, affecting its two main components: price and quality. It makes it possible to reduce the cost of retraining personnel, consulting services, development and implementation of new technologies. Plus, the innovation center will allow solving social problems by providing a large number of jobs at the enterprises that are part of the innovation center.

The enterprises included in the cluster received such benefits as demonstrating the cluster's capabilities to the customer, creating a favorable image; the ability to compete on an equal footing with certified companies; focusing staff activities on achieving company goals and customer expectations; achieving and maintaining the desired product quality; effective coordination of work, increased productivity, reduced costs. A QMS that meets the requirements of GOST ISO 9000-2015 is a guarantor of the stability of the organization's activities, as well as the fact that no force majeure circumstances will affect the cluster's ability to provide consumers with high quality footwear. In modern market conditions, competitive environment and direct interaction of Russian and foreign manufacturers solving the problem of combining state and market mechanisms for managing competitiveness is becoming a strategic resource for the economy of the regions of the Southern Federal District and the North Caucasus Federal District. In the world economy, the place of

price competitiveness was taken by the competitiveness of quality levels, which increased with Russia's accession to the WTO. The increase in the quality factor of the results of the production of domestic footwear in the strategy of competition in world markets is a long-term trend. The task of increasing competitiveness for shoe enterprises is especially urgent, which, due to external factors (increased competition due to globalization, the global financial crisis) and domestic (ineffective management) have lost their competitive positions in the domestic and foreign markets. In response to negative processes in the external environment, the processes of regionalization and the creation of various network structures are intensified, one of which is the union of commodity producers and the state.

The work was aimed at solving an urgent problem of developing innovative technological processes for the production of footwear at enterprises located in the regions of the Southern Federal District and the North Caucasus Federal District. The software developed by the authors for the formation of the technological process of assembling shoes and determining the specific reduced costs, which are the sum of current costs (prime cost) and capital investments, commensurate with the standard efficiency factor, taking into account the production program. Software calculations have been carried out to optimize the parameters of the technological process of assembling footwear for various forms of production organization.

**Table 17. - Criteria for assessing the profitability of the production of the main types of footwear**

Type of footwear	Output covering production costs, steam		Profit from sales, thousand rubles	Loss from sales, thousand rubles
<b>Men's footwear</b>				
winter boots (model A)	100%	15752	2825.44	-
	80%	12601	2260.23	-
	60%	9451	1695.22	-
spring low shoes (model B)	100%	15426	2730.7	-
	80%	12340.8	1727.51	-
	60%	9255.6	724.44	-
summer shoes (model B)	100%	15512	1713, 77	-
	80%	12409	943.54	-
	60%	9307	123.47	-
autumn low shoes (model D)	100%	13433	2068.81	-
	80%	10746.4	1161.72	-
	60%	8059.8	254.64	-
<b>Children's shoes</b>				
shoes model A	100%	31020	2962.09	-
	80%	24816	800.84	-
shoes model B	100%	34844	2068	-
	80%	27,875.2	104.54	-
shoes model B	100%	30810	1422	-



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	80%	24648	-	-340.72
shoes model G	100%	26488	1537.63	-
	80%	21190	-	-63.04
Women's shoes				
summer shoes model A	100%	12656	1648.68	-
	80%	10125	739.69	-
	60%	7594	-	-169.31
autumn boots model B	100%	11925	2490.13	-
	80%	9540	1329.09	-
	60%	7155	168.05	-
winter boots model B	100%	10362	4508.29	-
	80%	8290	2913.36	-
	60%	6217	1317.64	-
spring shoes model G	100%	14235	1790.91	-
	80%	11388	761.04	-
	60%	8541	-	-268.84

The analysis of the results of the sale of footwear, shown in table 17, confirms the fact that the best conditions are due to the sale of men's footwear. Even with the sale of footwear in the amount of 60%, it allows enterprises to compensate for all the costs of its production. This can explain the desire of manufacturers to increase the production of men's footwear in the regions of the Southern Federal District and the North Caucasus Federal District. A completely different situation with the production of children's shoes, since with a decrease in demand to 80% of the volume of its production, it is possible to provoke losses for the enterprise, which will lead them to bankruptcy. Unfortunately, the refusal of the state to compensate enterprises engaged in the production of children's shoes, due to low profitability and high costs, requires more careful monitoring in the market for the demand for the assortment offered to consumers. preventing the sale below 80% of its production volume. This can explain the fact that new enterprises do not appear on our markets that would like to concentrate their efforts on organizing the production of children's shoes. In this case, we believe that in order to restore the required volume of production of children's shoes, more attention should be paid in its production to the use of innovative processes filled with universal and multifunctional equipment that provide a significant reduction in the cost of its production, and by reducing the price - to ensure its relevance and competitiveness. on domestic markets without compromising quality and by expanding this very assortment range both by type and type of footwear. who would like to concentrate their efforts on organizing the production of children's shoes. In this case, we believe that in order to restore the required volume of production of children's shoes, more attention should be paid in its production to the use of innovative processes filled with universal and multifunctional equipment that provide a significant reduction in the cost of its production, and by reducing the price - to ensure its relevance and competitiveness.

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Separately, filling the domestic markets with popular and competitive women's footwear remains a special issue. Today, domestic markets are experiencing a shortage of assortment for women's shoes made by domestic manufacturers. The demand is satisfied by imported footwear and offered by "shuttle traders" who, unfortunately, most often due to the resale of low-quality footwear purchased by them abroad at discounted prices for out-of-fashion women's footwear, offer them to customers that do not satisfy them in terms of quality. and in terms of assortment, but they are forced to purchase it at the expense of a lower price in comparison with the prices for shoes, formed by company stores, where they could buy shoes from leading foreign companies, but at a very high price.

Here, too, we offer manufacturers an original solution for the use of innovative processes, formed on the basis of the use of three process tightening with the manufacture of shoes, both by type and by elevation of the heel, which will satisfy demand, and therefore its full implementation in domestic markets. And the use of only domestic components will provoke not only an increase in the diverse range of products, but, no less important, a decrease in prices and an increase in its demand, guaranteeing

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manufacturers stable technical and economic indicators.

In this regard, the analysis of the profitability criterion of the entire product range by genus and type shown in Table 17 confirms the fact that a reasonable assortment policy of domestic manufacturers in cooperation with municipal, regional and federal branches of government will create the prerequisites for filling domestic markets with demanded and competitive footwear, implementing social problems due to the creation of more than 12 thousand new jobs.

Thus, this model is the basis for monitoring the movement of footwear. At the same time, it is necessary to produce footwear for people with different income levels, from materials of different cost, in order to compensate for the costs of producing footwear from cheaper materials due to the high profits obtained through the production of expensive footwear. This will happen with a loss of profit from the sale of footwear, but at the expense of the price segment, a high level of its sales will be ensured.

When studying the possibilities of marketing techniques to ensure the demand for footwear, we came to the conclusion that the production of a specific type of footwear with a different seasonal assortment would be profitable and would allow achieving the set economic and social results. This will be possible if the sale of a pair of shoes, released from production and in one of the first two stages of the life cycle (entry to the market, growth), will be carried out in no more than 3.5 weeks. The light industry is one of the industries for which the problem of adaptation in the face of fierce competition is especially urgent. The direction of increasing the investment attractiveness of light industry enterprises is their innovative development. This also determines the evolutionary-institutional stage of development of the modern economy. The growth of investments in innovative development will allow introducing new progressive technologies into production, updating the manufactured products, mastering new sales markets and ensuring a constant increase in the profitability and market value of the enterprise. But at the same time, there should be opportunities for implementation. The intensification of investment activity, in turn, contributes to the growth of the economy, with the help of investments, new enterprises are created and, accordingly, additional jobs, the existing production is expanded, the development and entry into the market of new types of goods is ensured.

Improving the efficiency of innovation is the basis for building a competitive strategy for the development of light industry in Russia, ensuring the effective correspondence of production volumes, quality and range of products to the aggregate demand of consumers, increasing the national importance of the industry and its image in the world community. This requires continuous scientific and technical

development aimed at improving the processing technology of materials and semi-finished products to standardize the properties and reduce the resource intensity of light industry products, develop innovative systems for the design and design of light industry products, create innovative designs with improved consumer and economic properties, and optimize technological processes. due to the automation of production, cooperation of manufacturing enterprises with leading domestic and European institutes and engineering companies. All these areas have received evolutionary development at the leading foreign and domestic shoe enterprises for 90 years from mechanical to 1922 year... up to robotic production now. Mass marketing in the context of uniform civilian footwear is currently virtually absent. The assortment policy for the creation and production of competitive footwear, taking into account current marketing approaches, is based on the following group of principles:

1. Develop only what the consumer needs. Even when developing goods that have no analogues, which have only potential demand, it is necessary to carry out a set of measures to determine the needs for it: namely, the release of trial batches, meetings with private and public consumers.

- The shoe model being developed is not an abstract proposal, but contains a set of properties that meet the requirements of the consumer.

- Create a variety of assortments in the framework of product differentiated marketing.

- Before the introduction of a shoe model into production, the market segment for which it is intended within the framework of targeted marketing must be determined.

- When developing, you need to use all marketing tools that are acceptable for the manufacturer, which will allow you to make the right decisions in each phase - idea, research, design, development, testing, implementation.

- When developing a shoe model, you need to understand what impact it can have on the brand in the long term, i.e. predict the properties of the product during operation.

Thus, the choice of assortment policy is considered as part of the strategic planning process in the field of marketing. The choice of strategy depends, first of all, on the resources of the enterprise - when developing an assortment, the probability of dispersion of funds is high.

The essence of intrafirm management and management of a firm as a market entity is discussed in detail in the literature. The most significant for this scientific direction are the works of F. Kotler, G. Armstrong, K. Andrius, M. Porter, M. Mescon, M. Albert, F. Heduari, I. Ansoff. However, there is currently no description of the interaction between the microenvironment and the macroenvironment of a shoe enterprise in relation to the development,

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implementation and production of innovative footwear. Figure 6 shows our proposed marketing approach in organizing innovation, aimed at meeting the growing needs of society for high-quality special

footwear while ensuring the competitiveness of products, as a basis for making a profit, improving the economic situation and developing an enterprise in the interests of employees, society and consumers.

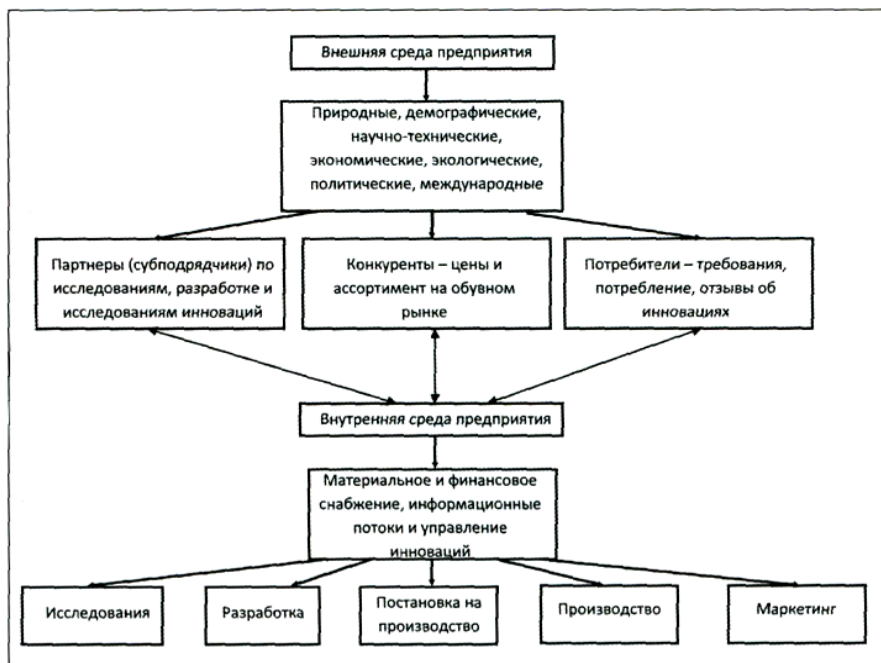


Figure 6 - Interaction of micro and macro environment

According to the level of novelty, innovations are distinguished as fundamental, partial and pseudo modifications. Fundamental innovations determine the innovative assortment direction of the development of footwear production. Partial innovations involve the use of new industrial designs, utility models, inventions in already existing product lines. Pseudo modifications are aimed at selectively changing irrelevant consumer and economic characteristics of shoes. The organization of the enterprise's innovative activities includes: the organizational structure of the enterprise, adapted to innovation and new relationships between its elements, both centralized and decentralized, a workforce of developers and manufacturers of innovation based on a synergistic approach; a formalized procedure for innovation.

The innovative approach of shoe enterprises is based primarily on internal resources, but for effective and long-term development it requires integration with financial, economic, research, Russian and international structures.

As shown in Figure 6, research and production activities are integrated in an innovation environment. The system of organizing an innovative project is characterized by an elastic and parallel existence of development, production and distribution cycles. The direction of information, financial, material, labor and

technical resources between different departments, while changing depending on the reaction of the sales market. An integral part of innovation is its diversification, due to the difficulty of predicting the reaction of the consumer goods market. The sustainability of modern shoe enterprises is possible through the creation of a business portfolio balanced in terms of the life cycles of various areas of activity, as well as within the main activity - the production of footwear, the aggregate of which is resistant to changes in market conditions. Since the 90s, many shoe enterprises have been implementing a multi-stage investment and innovation concept for the development of the company, including:

- adaptation to market conditions;
- formation of a holding structure, centralization of innovative functions of engineering and marketing, development of distribution;
- activation and diversification of innovation policy with the involvement of consulting companies, scientific, educational and creative institutions;
- creation of innovative systems for the development and production of footwear.

Effectively involving assets and adapting to modern economic and regional conditions, shoe enterprises were gradually transformed into a diversified holding complex, consisting of structured well-managed activities based on self-financing and

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organizationally formalized into six blocks: production, commercial, engineering, property, investment, social development. An effective and flexible mechanism for the development of differentiated areas of activity that meets the requirement of building modernized economies, which quickly responds to the changing conditions of the world and domestic markets in the cycles of their historical and current dynamic changes, is the fundamental principle of the strategy of innovative development of the complex - holding. The assortment policy of enterprises is based on the optimal combination of several assortment lines, differing in purpose, type, age group. The companies actively cooperate with leading European design firms. A larger number of footwear models are developed and produced annually: children's, everyday men's and women's in the assortment lines: everyday, comfortable, work and government orders. A unique base of high-tech fastening methods is being developed and applied: glue, injection and combined. A program of innovative import-substituting products for the Children's Shoes project has been developed, which is designed until 2025, the annual turnover of models with a total growth of the project's footwear production by 2 times is about 70%.

In 2016 - 2018 in the direction of the development of Elegami children's footwear, assortment lines have been created that have no analogues in terms of a combination of consumer and environmental properties: Elegami First Step - for children of the first years of life on a leather sole with a friction protector, Elegami Orto - preventive shoes with an antiseptic linen insole, Elegami Equa - summer footwear with an insole made of regenerated vegetable tanned leather, Elegami Bio - comfortable footwear with a bioadaptive insole, Elegami with "Holofiber" - a heater made of a modern analogue of hollow reindeer hair. In 2018, a modern collection of women's and men's footwear under the Rikonte trademark was developed, footwear for modern active city dwellers, the collection was created in an ideologically consistent family style for children, teenagers and adults.

Unique diversification in the footwear industry, which is characterized by a high dependence on the dynamics of price changes for materials, mainly natural, with a relatively low profitability in several areas of enterprise activity is associated with an unstable situation in multifactorial, difficult-to-predict production and high competition from Southeast Asia. Only highly effective domestic and international cooperation provides a positive dynamics in the development of the industry in the context of the globalization of the world economy and Russia's accession to the WTO. Coordination and consolidation of innovative activities of organizations consists in maximum adaptation to the external

environment. Thus, a synergistic effect of the innovative activity of the shoe company is achieved,

Features of the formation of innovative processes in the development of a new range of footwear. The crisis state of the footwear industry in the Southern Federal District and the North Caucasus Federal District is due to the influence of the following factors:

- critical level of wear and tear of the main and technological equipment (up to 70%);

- a significant decrease in the volume of production and sales of products associated with low competitiveness in design, price, quality and glut of imported goods;

- the lack of a socially - oriented assortment policy to meet the needs of the poorly protected strata of the population (children, the elderly, the disabled), government orders for the products of the footwear industry;

- underdevelopment of the domestic raw material base and production of components;

- low innovative activity, lack of demand for developments and the potential of scientific organizations in the industry;

- lack of own circulating assets and lack of skilled workers and engineering and technical personnel;

- investment unattractiveness;

- massive imports of inexpensive footwear of tolerable quality, which reduces the competitiveness of domestic products;

- high cost of credit resources for updating the material and technical base of the industry;

- shortcomings of tax and customs systems].

The current situation in the footwear industry in the Southern Federal District and the North Caucasus Federal District is, not least of all, the result of the inability of many managers of shoe enterprises in the Southern Federal District and the North Caucasus Federal District to quickly adapt to the new requirements put forward by the market, to the emerging competition from Russian and foreign manufacturers. Therefore, the current situation has led to the need to develop a strategy for the development of industries for the production of a competitive range of footwear, which is in demand in the footwear market of the Southern Federal District and the North Caucasus Federal District, near and far abroad and aimed at meeting consumer demand for domestic products and addressing issues of improving the socio-economic situation in the regions due to creation of new jobs. This problem is of particular relevance for shoe manufacturers in the Southern Federal District and the North Caucasus Federal District, where there are favorable conditions for the implementation of the strategy:

- high concentration of skilled labor;

- coordinated specialization of manufacturers;

- long-term traditions of shoe-making;

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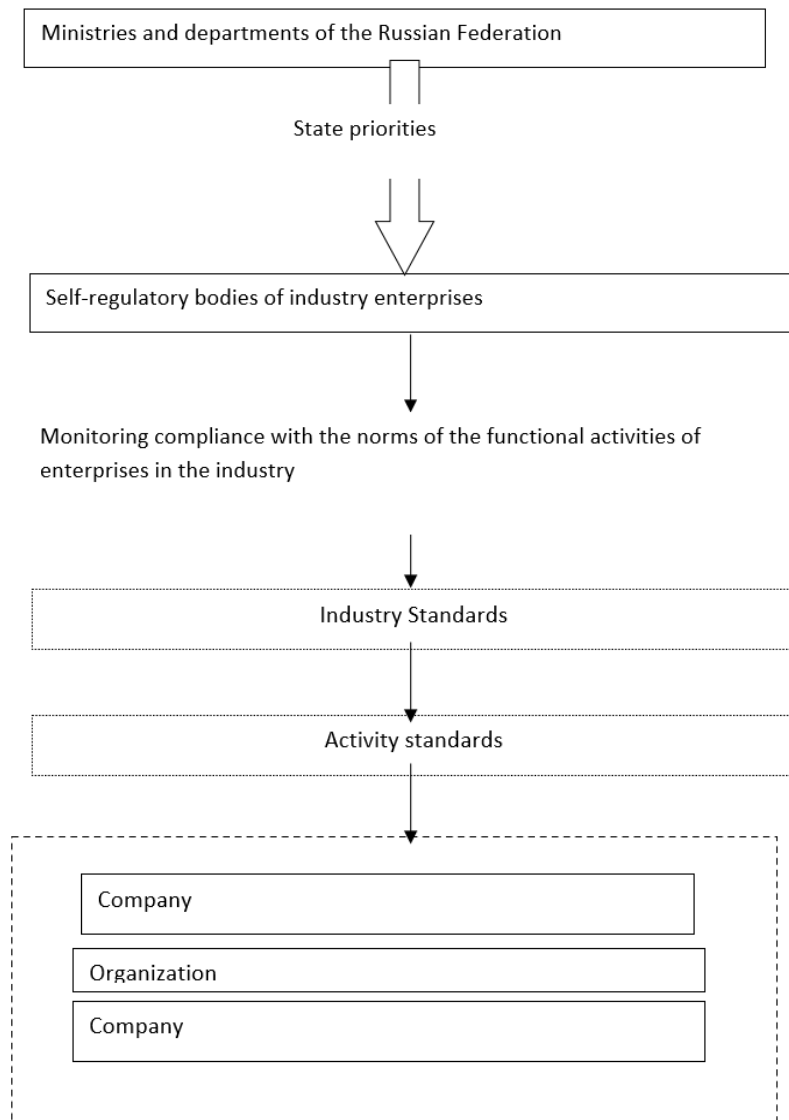
a small number, but local suppliers of quality raw materials, component materials;

high demand in the Southern Federal District and the North Caucasus Federal District for high-quality footwear.

In this regard, on the basis of a new aspect, a systemic organizational and structural methodological approach to the consideration and study of the development processes of the footwear industry of the Southern Federal District and the North Caucasus Federal District is proposed from the standpoint of the need to ensure global coordination of dispersed enterprises within the framework of an industry self-regulatory organization on the basis of problem-oriented, purposefully formed and situationally constructed dynamic organizational - management clusters. In the current conditions, a general approach to the state tasks of managing the development of shoe industry enterprises is advisable, based on the

repackaging of organizational forms of management on the principles of self-organization and self-regulation, taking into account the realities of the loss by state ministries and departments of real levers for managing non-state enterprises. Self-regulation policy is to a large extent the policy of the enterprises and organizations of a particular industry. The core of this policy should be activities aimed at institutionalizing the aggregate sectoral interests of companies in the field of entrepreneurial activity. The role of regional and federal ministries and departments in this case should be to create such general institutional conditions that would not exclude, but, on the contrary,

Self-regulation in this case is most effectively manifested through the development and establishment of non-state industry rules and standards, as well as control over their observance by all enterprises specializing in this area of the market.



**Figure 7 - The structure of management relationships in the framework of self-regulation of shoe industry enterprises**

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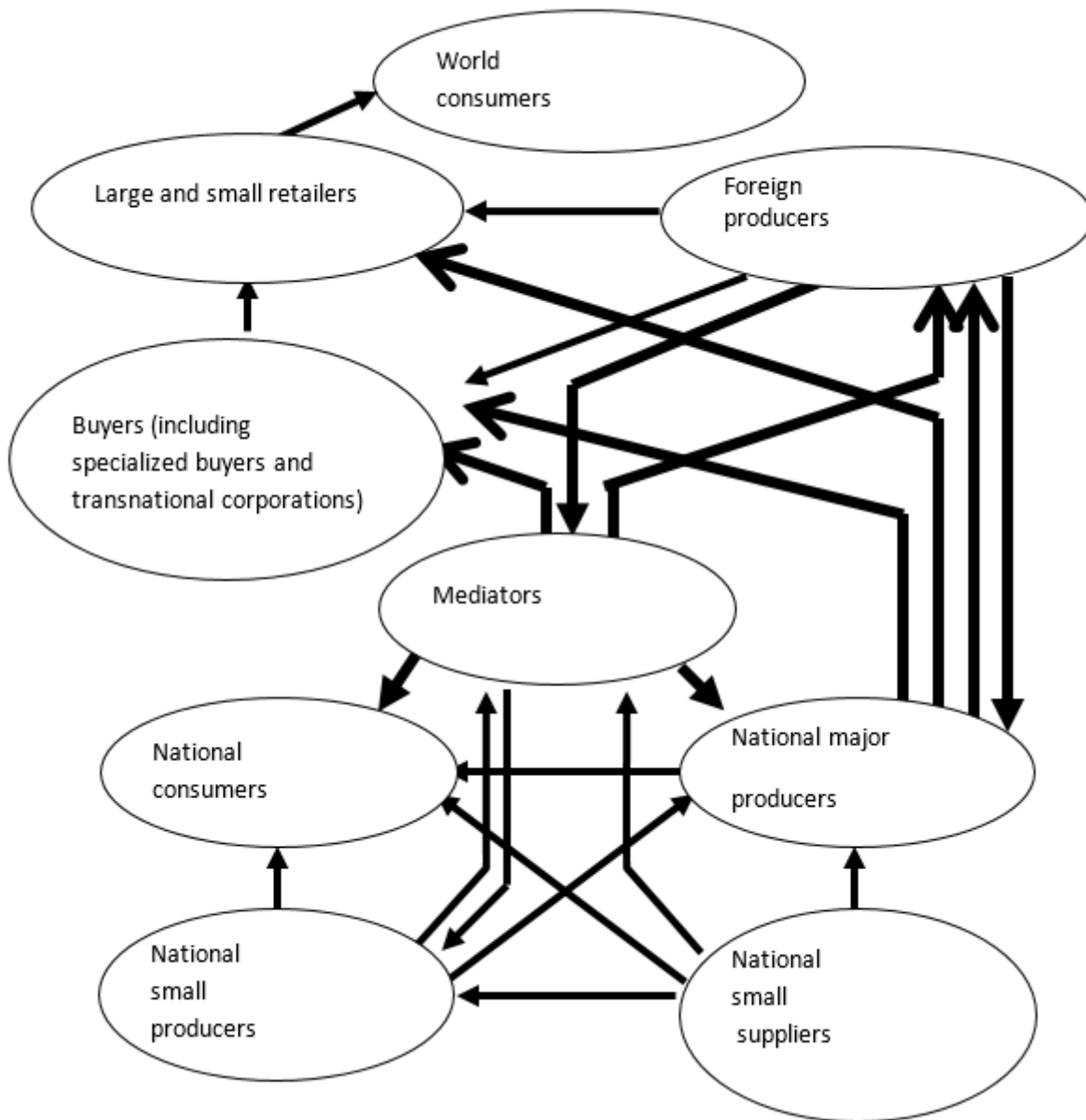
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On the basis of a new methodological approach, a conceptual apparatus has been formed, incl. the essence is defined and the author's definition of the category "dynamic organizational and management cluster" is given - extra-geographic (extra-territorial) ordered structuring of temporarily interconnected producers, buyers, suppliers and service providers who produce and sell the corresponding products, as well as a structure diagram of such a cluster and its links to global value chains. The traditional structure

of an industrial cluster, which has a territorial nature, does not take into account all the needs of the organizational "packaging" of interconnected production, sales, etc. structures.

In this regard, we propose to introduce the concept of a dynamic organizational and management cluster. We present our proposed structure for a dynamic organizational and management cluster and its links with global value chains in Figure 8.



**Figure 8 - The structure of a dynamic organizational and management cluster and its links to global value chains**

It is the formation of such organizational and managerial clusters that can solve a significant part of the crisis problems, increasing the degree of manageability of the shoe industry enterprises. The

anti-crisis management matrix is a scheme for determining the most important aspects (performance parameters), with the help of which it is possible to increase the management efficiency of such

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organizational and managerial clusters, is shown in Table 18.

	Objects	Functions	Processes	Resources	Wednesday
Income	NS				NS
Profit		NS		NS	
Profitability	NS		NS	NS	NS
Market share	NS	NS	NS		NS
Own funds	NS			NS	
Capitalization	NS	NS	NS	NS	NS
Assets	NS	NS		NS	
Anti-crisis strategy	NS	NS	NS	NS	NS

**Table 18. - Crisis management matrix**

The first dimension (horizontal) of this matrix determines the variables that characterize the enterprise as a whole:

- Objects;
- Functions;
- Processes;
- Resources;
- Wednesday.

And the second dimension (vertical) determines those indicators that characterize an integrated management system:

- Income;
- Profit;
- Profitability;
- Market share;
- Own funds;
- Capitalization;
- Assets;
- Anti-crisis strategy.

The shoe industry can be viewed as an open system consisting of a number of functional blocks

operating within certain spatial-dynamic intervals, in which the corresponding type of mass economic behavior is realized.

In Figure 8, we formulated a diagram of the main problems of the footwear industry enterprises in the Southern Federal District and the North Caucasus Federal District and approaches to their solution.

A methodology has been developed for the formation of organizational and managerial development of footwear industry enterprises in crisis conditions through a structural and logical matrix of using a dynamic organizational and managerial cluster for anti-crisis purposes (including systematized goals and progress indicators), and appropriate economic measures of a practical nature have been identified ("Roadmap" ) measures to develop the footwear industry. In table 19, we present the structural and logical matrix of the use of a dynamic organizational and management cluster for anti-crisis purposes.

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**Table 19. - Structural and logical matrix of the use of a dynamic organizational and management cluster for anti-crisis purposes**

Overall goal of the project	Progress indicators
Creation of dynamic organizational and management clusters	Strengthening the degree of anti-crisis coordination
Specific project objectives	Progress indicators
1. Creation of dynamic organizational and managerial clusters based on shoe industry enterprises	Accelerating production and sales cycles Decrease in production volumes
2. Development of a package of management cases for servicing the system of distributed enterprises in the footwear industry, as well as the development of anti-crisis management tools.	Improving the quality of management decisions
3. Creation of an integrated information and analytical system for general use by dynamic organizational and management clusters of light industry enterprises.	Increase in the number of users of the information and analytical system
4. Increase in production within the framework of dynamic organizational and managerial clusters of footwear industry enterprises.	Growth in production volumes
5. Modernization of the equipment of the enterprises of the footwear industry.	Increase in the share of new and advanced equipment
6. Optimization of the turnover of goods and services of the footwear industry using an electronic trading system	Acceleration of commodity and financial turnover
7. Increasing the degree of coordination of anti-crisis activities with the participation of government bodies at different levels	Increasing government support resources

**Conclusion**

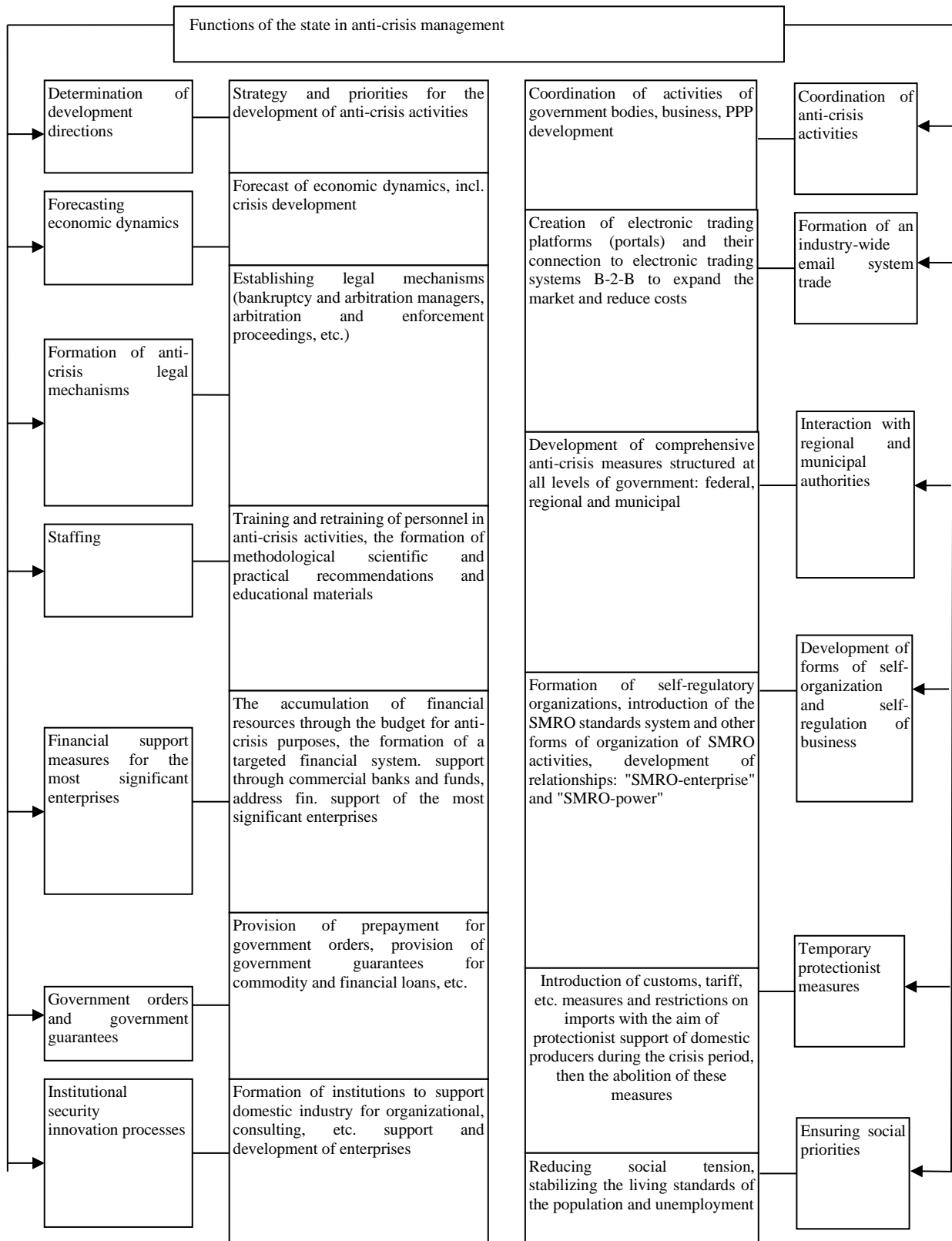
To form an effective national anti-crisis policy, it is necessary, first of all, to use the possibilities of the state's regulatory functions in anti-crisis management.

We can offer the following set of such anti-crisis actions within the framework of the regulatory functions of the state, Figure 9.



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**Figure 9 - Regulatory functions of the state in anti-crisis management**

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Thus, measures are needed to increase the investment attractiveness of the industry, to protect the domestic market from illegal circulation of goods,

to re-equip the organizations of the footwear industry, etc. (table 20).

**Table 20 - "Roadmap" of measures for the development of the footwear industry**

Factors	Causal relationship	Tasks
Competitiveness		<ul style="list-style-type: none"> <li>- Promotion of Russian products to the domestic and foreign markets;</li> <li>- Production of light industry products of a new generation;</li> <li>- Development of the industrial and scientific potential of the industry;</li> <li>- Increasing the potential for internal corporate development.</li> </ul>
Scientific and technical block		<ul style="list-style-type: none"> <li>- Overcoming a high degree of physical and moral deterioration of fixed assets;</li> <li>- Introduction of advanced technologies;</li> <li>- Expansion of the scope of R&amp;D.</li> </ul>
Financial resources		<ul style="list-style-type: none"> <li>- Creation of sources of those. rearmament at the expense of its own financial resources;</li> <li>- Attracting foreign investments to the industry;</li> <li>- Expansion of state. subsidies and tax and customs benefits.</li> </ul>
Market conditions		<ul style="list-style-type: none"> <li>- Improvement of the regulatory framework;</li> <li>- Suppression of illegal import and turnover of goods and raw materials;</li> <li>- Formation of a civilized domestic market;</li> <li>- Development of our own raw material base.</li> </ul>
Control		<ul style="list-style-type: none"> <li>- Restructuring the system of state regulation and corporate governance, taking into account the needs of increasing the competitiveness of light industry enterprises.</li> </ul>

A set of measures for anti-crisis management of the footwear industry is proposed, including the following priority areas: increasing the competitiveness of enterprises in the footwear

industry, developing industry information services, continuing to modernize fixed assets, mitigating the shortage of working capital, increasing the efficiency of public administration, clearing non-payments.

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Within the framework of the developed strategy, the production of competitive products will be organized using modern mechanized innovative technological processes, as well as to meet the demand of an elite consumer using manual labor. Developed innovative technological processes for the production of men's, women's and children's shoes using modern technological equipment with advanced nanotechnology,

The financial well-being and stability of an enterprise largely depends on the flow of funds to cover its obligations. Lack of the minimum required supply of funds can provoke an enterprise into financial difficulties. In turn, an excess of cash may be a sign that the company is suffering losses. The reason for these losses can be related both to inflation and depreciation of money, and to the missed opportunity to place them profitably and generate additional income. In any case, it is the constant analysis of cash flows that will allow the company to establish its real financial condition. Cash flows from financial activities are largely formed when developing a financing scheme and in the process of calculating the effectiveness of an investment project. If the manufactured shoes are not fully sold, the enterprise loses part of the profit, which is necessary for the further development of production. To reduce losses, the manufacturer must have daily information on product sales and make decisions on timely changes in prices for specific shoe models. The basis for the development of a software product that allows calculating cash flows from operating activities is proposed. This program will be a tool for a sales manager or marketer to control the sales process of a particular model being released. As a result of the proposed calculation, the entity will receive a net cash flow from operating activities. A decrease in sales will lead to a decrease in cash flow and will require a decrease in the selling price of the product in order to increase sales. If such an event does not lead to an increase in cash flow, then it is necessary to make a decision on the advisability of further issuing this model.

This algorithm can be implemented using the Microsoft Excel software product, which can be installed at the workplace of almost any specialist.

For this calculation, it is important to differentiate the data involved in the calculation. To calculate the cost of a particular model being produced, the initial data are fixed and variable costs, which depend on the production equipment, the composition of basic and auxiliary materials, the number of employees, etc. In the Excel calculation table, the cells into which these data are entered are highlighted in blue. In the process of monitoring the sales of a particular model, this data remains unchanged. For another model, the data is adjusted.

The calculation also contains data that does not depend on the model and is entered into the

calculation table once. They are highlighted in green. Calculation formulas in the table are highlighted in yellow, they are recalculated automatically when the source data changes. The main source data that are used in the monitoring process are the selling price of a unit of production and sales volume.

Thus, the calculation can be performed daily or in a selectable time range, while setting only the sales volume and unit price for a certain period, we will receive an increment in cash flow for this period.

The calculations were carried out on the basis of assessing the degree of implementation and dynamics of production and sales of products, determining the influence of factors on the change in the value of these indicators, identifying on-farm reserves and developing measures for their development, which should be aimed at accelerating product turnover and reducing losses, which will make it possible to achieve significant economic effect.

Of great importance in the management of product output is the assessment of the actual output and sale within the production capacity, that is, within the boundaries of the "minimum - maximum" volume of production. Comparison with the minimum, break-even volume allows you to determine the degree, or zone, "safety" of the organization and with a negative value of "safety" to remove certain types of products from production, change production conditions and thereby reduce costs or stop production.

Comparison of the achieved volume of output with the maximum volume determined by the production potential of the organization allows us to assess the possibilities of profit growth with an increase in production volumes, if demand or the share of sales of footwear on the market increases.

For a footwear company seeking a strong position in the market, setting the price of footwear for sale is key to the success of the chosen strategy. Price is a tool to stimulate demand and at the same time is a major factor in long-term profitability.

Getting the maximum profit, possibly with the optimal combination of sales volume and prices for manufactured products. However, it is not possible to sell an unlimited number of shoes for the same price. An increase in sales leads to market saturation and a drop in effective demand for products. At some point in time, in order to sell a large number of shoes, you will need to lower the price.

When developing a pricing strategy, goals related to both profit and volume of sales and competition are considered. The price determines the profitability of all activities, not only setting the level of profit, but also fixing through the volume of sales those conditions under which the payback of all costs is achieved (break-even point.) The footwear industry is a material-intensive industry, therefore the relative value of fixed costs in the total cost of footwear will be small, therefore, the price elasticity of demand will be high. This means that a decrease in price must be

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accompanied by a significant increase in demand for shoes. Too high or low prices can undermine the success of the product.

In this regard, it is necessary to conduct a break-even analysis (table 21).

Various ratios of sales volumes and prices for manufactured products are considered. A decrease in prices occurs when an enterprise uses a system of

discounts to increase sales. This action leads to an increase in sales proceeds and additional profit. However, the area of income is not unlimited - when a certain volume of production is reached, its further expansion becomes economically unprofitable. At some point, the positive effect of an increase in sales is lower than the negative effect of a price decrease.

**Table 21 - Initial data for constructing a break-even point**

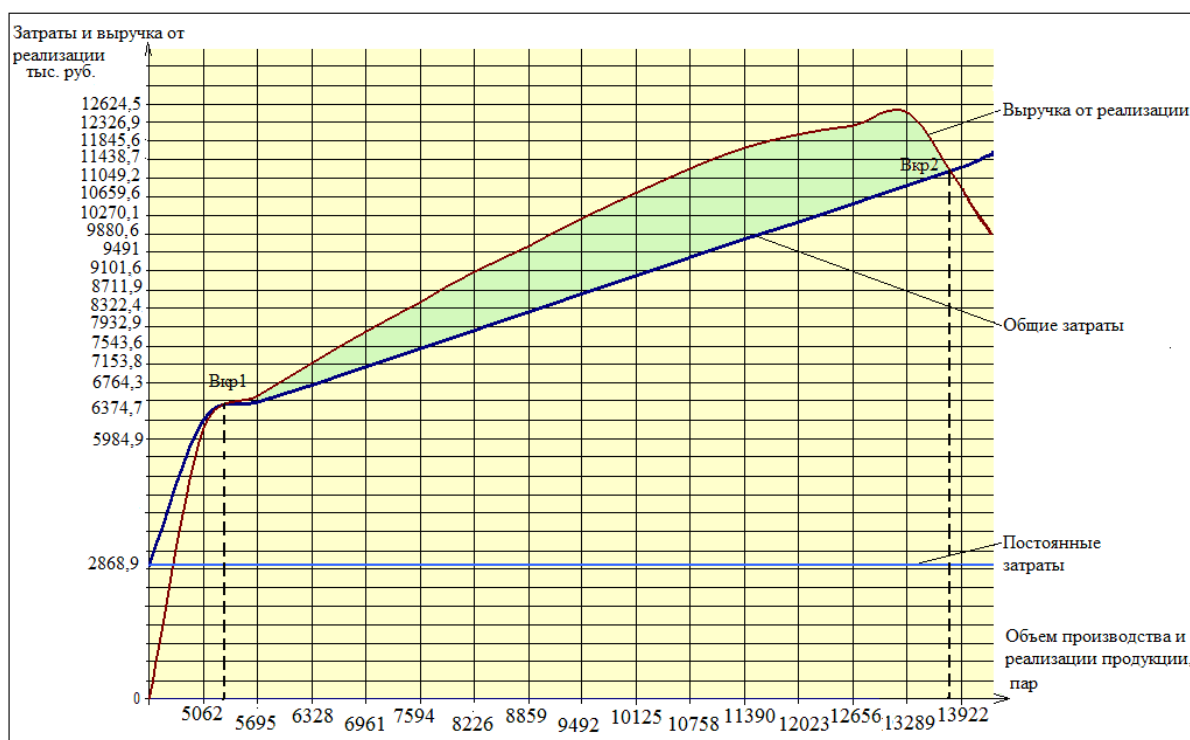
Product price, rub.	Sales proceeds, rub.	Fixed costs, rub.	Variable costs, rub.
1	2	3	4
1150	5821300	2868860	3116100
1145	6520775	2868860	3505840
1140	7213920	2868860	3895390
1135	7900735	2868860	4284920
1125	8543250	2868860	4674710
1115	9171990	2868860	5064010
1100	9744900	2868860	5453546
1090	10346280	2868860	5843090
1075	10884375	2868860	6232750
1060	11403480	2868860	6622160
1040	11845600	2868860	7011700
1010	12143230	2868860	7401240
975	12326944	2868860	7790780
950	12624550	2868860	8180340
790	10998380	2868860	8569840

The graph in Figure 10 shows the behavior of total costs and the role of the influence on them of variable costs, which, in comparison with constant ones, have a stronger effect on the costs themselves,

and also shows the characteristics of sales proceeds at various values of prices and sales volumes for the given initial data.

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**Figure 10 - Break-even characteristic**

As can be seen from Figure 11, from the level of output and sales of products, at which the total costs are equal to the proceeds from sales, that is, two

break-even point. The behavior of total costs is most strongly influenced by variable costs that change in accordance with changes in the volume of production and sales of products.

The growth in production and sales is accompanied by a constant decline in prices. The minimum allowable unit price to cover the total cost will be the second break-even point; the maximum allowable is the first break-even point.

On the field between two break-even points, there is an area within which the optimal ratios of volume, selling price and, accordingly, profit are achieved. The maximum profit will be obtained when products are sold at a price of 1040 rubles, while the volume of sales will be 12023 units.

For a breakeven operation of the enterprise, the selling price should not be less than the cost of a pair of shoes, which in this case is 842.26 rubles. At a price of 790 rubles, the prime cost does not cover, and losses immediately arise.

When assessing the consequences of a price reduction on a change in the break-even point, it is necessary to additionally assess the effect of a price reduction on an increase in sales. In other words, an increase in prices can thus affect a decrease in sales volumes, so that the additional profit per unit of production obtained as a result of the influence of the price factor will be offset by the sum of losses from a

decrease in sales. Conversely, a decrease in the amount of the difference between revenue and variable costs per unit of production caused by a decrease in prices can be fully compensated by profits from the sale of additional volume of products at lower prices.

Thus, the calculated threshold values of products set the area of the volume of production and sales of products, within which the breakeven activity of the enterprise is ensured.

The proposed model for the sale of footwear within a month makes it possible to track the compensation of costs for the production of footwear with different volumes of its sale, namely: 100%, 80%, 50%. As a result, the calculations indicate that with 100% of the sale of footwear, compensation of costs is provided not only for the production and sale of footwear, but there is also a net profit, which speaks of the effective operation of the enterprise, as well as the correct marketing assortment policy of the enterprise. We also make a profit when selling 80% of men's, women's and children's shoes.

When selling 50% of footwear from the volume of production, the enterprise incurs losses. To solve this problem, the conditions for the sale of shoes in a specified period of time and the volume of sales of at least 50% are necessary. If such a situation arises, it is necessary to attract borrowed funds to cover costs and organize the subsequent production of products through the use of a bank loan, factoring, and leasing.

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Based on the current situation in the economy of our country, in our opinion, no less significant problem in the development of the regional consumer market is the lack of a full-fledged regulatory and legal framework that ensures the functioning of the mechanism of state regulation of the consumer market in the regions. Proceeding from this, it is the state and regional intervention that should correct the situation on the domestic footwear market in the region, and thus there will be an opportunity for the development of the production of competitive leather goods.

When selling 50% of footwear from the volume of its production per month, enterprises incur losses. To solve this problem, the conditions for the sale of shoes in a specified period of time and the volume of sales of at least 50% are necessary. If such a situation arises, it is necessary to attract borrowed funds to cover costs and organize the subsequent release of products through the use of either a bank loan, or factoring, or leasing.

Based on the current situation in the economy of the Southern Federal District, in our opinion, an equally significant problem in the development of the regional consumer market is the lack of a full-fledged regulatory and legal framework that ensures the functioning of the mechanism of state regulation of the regional consumer market. Based on this, it is the state and regional intervention that should correct the situation on the domestic footwear market in the region, forming large associations in the form of clusters for the production of competitive leather goods.

The implementation of the planned measures will lead to covering the deficit for all types of footwear, will ensure an increase in labor mobility in the Southern Federal District and a reduction in negative processes in the labor market, as well as a stable balance of interests of workers, employers and regional and federal authorities.

In our opinion, for the successful implementation of all of the above measures, the

interest of the regional branches of government in the development of the production of leather goods, reducing the prices of components and energy costs and other factors, including reducing the cost of transport services, is most necessary. Therefore, in order to realize all the advantages of a shoe cluster, it is necessary:

- legalization of preferential taxation of manufacturers;
- creation of an effective sales system;
- improving the quality and design of shoes;
- an increase in the share of using domestic components.

The Southern Federal District and the North Caucasus Federal District are distinguished by a high level of migration of the working-age population to developing industries. The leather and footwear industry for the district can be confidently called developing. On the territory of the region there are unused industrial fixed assets suitable for restoration. In the Southern Federal District and the North Caucasus Federal District, there are many specialized educational institutions for training personnel in the field of leather and footwear activities.

There is a historically established adaptation of the peoples living on the territory to manual production, the presence of their own national technologies and the design of manufactured shoes, adapted to the climatic conditions and landscape of the region. The prerequisites for the development of footwear production in the region are very significant.

Thus, the implementation of all of the above measures will provide the shoe company with a stable position, both in the domestic and in the markets of the near and far abroad. All that is needed is the goodwill and interest of the regional and federal branches of government in order for a highly efficient center for the production of leather goods, so necessary for the domestic consumer, at an affordable price niche to appear in the south of Russia.

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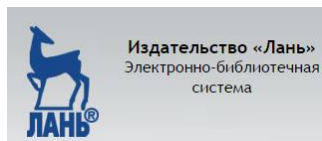
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