

**SOI: 1.1/TAS**

**DOI: 10.15863/TAS**

**Scopus ASJC: 1000**

**ISSN 2308-4944 (print)**

**ISSN 2409-0085 (online)**

**№ 05 (109) 2022**

**Teoretičeskaâ i prikladnaâ nauka**

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**Theoretical & Applied Science**



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**Philadelphia, USA**

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**Theoretical & Applied  
Science**

**05 (109)**

**2022**

# International Scientific Journal

## Theoretical & Applied Science

Founder: **International Academy of Theoretical & Applied Sciences**

Published since 2013 year. Issued Monthly.

International scientific journal «Theoretical & Applied Science», registered in France, and indexed more than 45 international scientific bases.

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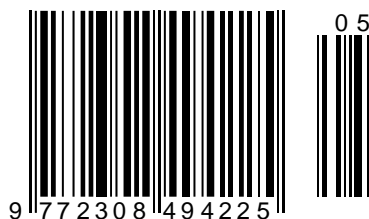
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ISSN 2308-4944



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**International Scientific Journal**  
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ISJ Theoretical & Applied Science, 05 (109), 960.  
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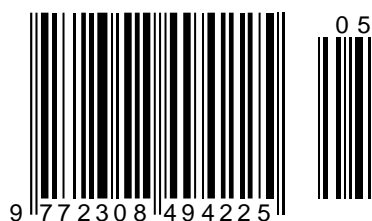
**Impact Factor ICV = 6.630**

**Impact Factor ISI = 0.829**  
based on International Citation Report (ICR)

**The percentage of rejected articles:**



ISSN 2308-4944



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OAJI (USA) = 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

### International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2022 Issue: 05 Volume: 109

Published: 04.05.2022 <http://T-Science.org>

Issue

Article



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## ON THE FEATURES OF THE PRODUCTION OF COMPETITIVE AND POPULAR PRODUCTS AT THE ENTERPRISES OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT FOR CONSUMERS IN THESE REGIONS

**Abstract:** In the article, the authors considered the possibilities of producing competitive and popular products, which are possible only if there are managers who are professionally trained and morally responsible for the results of their activities. The authors reasonably believe that the moral responsibility of the leaders of light industry enterprises is the highest measure of expression of their professionalism. And it is clear that there are no such objective reasons that would justify a decline in production in the light industry, so the results of an assessment of economic policy should be either useful or harmful - this should always be an axiom. If this does not happen, then something in this very economic policy is not a professional decision, actions are harmful to society and timely adjustments are needed. The authors recommend that the market reconsider the concept of forming it with demanded and import-substituting goods, taking into account their priority. Such a concept will fully correspond to the desire of the consumer to satisfy his desire and desire to make a purchase, taking into account his social status, providing manufacturers with the full sale of their products and guaranteeing enterprises sustainable TEP of their activities.

**Key words:** quality, import substitution, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TEP, assortment, assortment policy, fashion, certification, standardization, financial condition, profitability, priority.

**Language:** English

**Citation:** Tikhonova, N. V., Blagorodov, A. A., Prokhorov, V. T., & Volkova, G. Y. (2022). On the features of the production of competitive and popular products at the enterprises of the Southern Federal District and the North Caucasus Federal District for consumers in these regions. *ISJ Theoretical & Applied Science*, 05 (109), 1-34.

**Soi:** <http://s-o-i.org/1.1/TAS-05-109-1> **Doi:**  <https://dx.doi.org/10.15863/TAS.2022.05.109.1>

**Scopus ASCC:** 2000.

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## Introduction

UDC339.43: 685.55

The priority of the product can become a magnet that initiates the interest of the buyer. It was not for nothing that V.I. Dal interpreted priority as attractiveness, magnetism. The economic system is formed by production relations, therefore, there will be no radical transformations of the existing economic system, there will be a restructuring, a reboot that changes not the system, but the order of the system's functioning, the vector evolution of economic policy. The economic system will be optimized by implementing the costs of minimizing the costs of the assortment.

Does the consumer win? Apparently, yes, provided that manufacturers and sellers are not stingy with research work on consumer demand. Here, the simplest research is not enough, it will require a deep analysis and integration of different approaches - economic (marketing), sociological, cultural, ergonomic, sanitary, focusing scientific research on regional, national characteristics. The prospect of real participation in the process of students of a real level will open, accelerating their qualification formation

Going from good to better in any area of activity comes with increased costs of implementation, including the financing of risks. In our view, the analyzed transition to the new economic policy should justify the expectations - lead to a reduction in costs, losses, environmental impact, but the result will largely be determined by the construction of scientific, technical and educational policy. Good intentions often end up with worse results due to poor management.

The time has come again to temporarily disconnect from the production of goods and, following the example of K. Marx, focus on the cell of the modern economic organism - the goods, but, unlike the author of Capital, put the goods not into production, but try to fit it into the subsystem of market relations. Capital without circulation is not capital. Capital is a process. The process of reproduction of capital is a characteristic way of its implementation. The market ensures the reproduction of capital, creating conditions for the sale of marketable products. For production, initial capital in financial form is required, for implementation, as a condition for reproduction, the demand for goods is required, which the market must provide - the conditions that connect the producer with the consumer. Everything, as we see, rests not even on the characteristics of the goods, but on the organization of the market. Of course and the properties of the product are important here. The Doctor is able to revive a dying man, but he is unable to revive a corpse. The same can be said about the market.

The transition to production oriented by the market to the structure of specific consumption can be

seen as a way to resolve the growing contradiction between growing socio-cultural needs and natural sources. And in this sense, there is sufficient reason to speak of the objective completeness of the development of reproduction. The center of concentration of activity is shifting to the territory of the market, its scientific potential is being updated. Question number 1 lean production - is the market ready for an increase in funding for research on the structure of the needs of the mass buyer? Individual examples are not difficult to find. At the end of June 2019, Google conducted a survey of the culinary preferences of Russians in order to rank the basic 20 products and the same number of dishes. The taste of Russian consumers reassured marketers and horrified nutritionists. However, experts are convinced that there will be no changes in two or three years. The production that provides the food market received the necessary information to think about the directions of investment in production. Now it is important to avoid a rush restructuring, to agree on quotas within the relevant unions, banknotes and other associations of producers.

"Priority" from an advertising category is transformed into an economic one, more precisely, into a market brand. Theoretically and even methodologically, "Priority" refers to "cross-cutting" concepts that characterize the activity and its products. It is unlikely that there will be opponents of this statement. The essence of the consideration of "priority" in the light of our problems is not in the definition of "priority" as such, but in its concrete historical manifestation. Activity is a way of implementing an idea; outside of practical activity, the idea will not go beyond the element of consciousness, remains knowledge and most likely will lose its meaning after some time. The relevance, meanwhile, lies not in the activity itself, but in the way the idea is realized, the way temporal coordinates, revealing and limiting the relevance of the mode of action. History is made up of actual historical periods - actual stories. A historical phenomenon, regardless of its nature - material or ideal, becomes not when it is accomplished, but only when it is included in the historical chain of events. In dialectics, social development is therefore described by a pair of categories "historical - logical", and historical phenomena can "fall out" of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history. when included in the historical chain of events. In dialectics, social development is therefore described by a pair of categories "historical - logical", and historical phenomena can "fall out" of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history. when included in the historical chain of events. In dialectics, social

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development is therefore described by a pair of categories “historical - logical”, and historical phenomena can “fall out” of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history.

"Priority" in a broad context has always stimulated activity. In recent history, this concept has acquired a new meaning and, accordingly, a new meaning. It was at the center of economic controversy in the market. It is actively exploited in their own interests by all those for whom the market is the main source of speculation, they will go to "all serious". It is seen as the salvation of consumers by those who have retained the honor of a professional manufacturer.

The concept of "priority of the product" is partially disclosed in the concept of "product value". In the special literature, "the value of a product" is defined as "a set of parameters expected by the consumer of the quality of the product he needs and their values that satisfy the needs of the consumer." The product value breakdown is called the "customer satisfaction tree".

In order for the value of the product to cause consumer satisfaction, it is important not only to be concerned about the quality of the product, but also to remember that the consumer's consciousness is not constant, it moves, it matures. The expression "customer is ripe" characterizes the process of interaction between the producer and the consumer. The consumer in such interaction is represented by mental activity, first of all. The sources of mental readiness to accept the manufacturer's proposal as coinciding with one's own idea of the attractiveness of the product are heterogeneous. Usually they include:

- manufacturer authority;
- information from reliable sources;
- consumer communication, informal communication;
- the presence of goods in the past experience of the buyer;
- the relevance of this purchase for the buyer.

If the "buyer" is considered outside the socio-economic context, then the answer to the second question looks very clear. The market is waiting for a buyer with high solvency. There are also buyers in

Russia, but their share does not exceed 7 percent, and they rarely go to the market that is profitable for the masses, more by chance than by necessity. The mass consumer is extremely economical and it is difficult to “shake” him to buy. It requires a certain type of product that can charm, and the presentation of the product, "cultural packaging." It is necessary to attract a buyer, to bewitch. As a reflection of the desire to comprehend the specifics of the status of demand for goods on the market, one should consider the revival of interest in the concept of "priority of goods". It is significantly more specific in content in comparison with the close and more scientific concept of “the market demand for a product”.

If psychologically the image of the product as a priority has been formed, then the relations from the phase of abstract possibility pass into a real possibility. The next step - the transformation of a real opportunity into the reality of acquiring the product you like will depend on the ratio of the costs of the producer and the consumer:

for the first, we are talking about the ratio of cost and price;

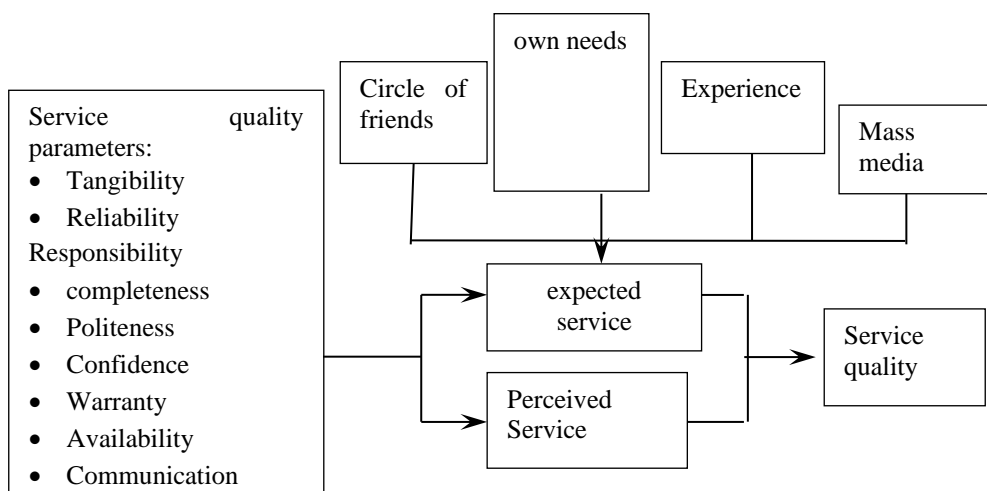
for the second - the price and quality of the product.

In all modern quality management systems under the conditions of the provisions on prestigious awards (EFUK, UOK, IAQ, TQM, etc.), such an indicator as the degree of consumer satisfaction with the product is higher than all others, occupying in a weight ratio from 1/5 to 1/3 total points. This indicator has the least points - 180 (out of 1000) in the Regulations on the Prize of the Government of the Russian Federation in the field of quality. We have an understanding that customer satisfaction with a product should not reduce the consumer priority of the product. The priority of the product is superimposed on satisfaction, while remaining part of the attractiveness. There are goods that initially, perhaps, did not belong to a number of priorities, for example, gifts or something acquired "on the occasion", forcedly. Priority was opened later, as it was used for its intended purpose. But the comparison of satisfaction and priority is quite correct and revealing. Moreover, at the junction of these concepts there is a test zone for characterizing the degree of development of production. Figure 1 shows the architecture of consumer expectations.



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**Figure 1. Architecture of consumer expectations**

An analysis of the results of a survey of respondents on the impact of the criterion "Priority of goods" confirmed the importance of rehabilitating this criterion in marketing activities to create a sustainable demand not only for light industry products, but also for all consumer goods (Table 1).

What is interesting is the fact that is due to the coincidence of the studies performed by the authors on the formation of the customer satisfaction architecture based on the criterion - Priority of the product - as one of the main ones on demand and the results of a priori ranking on its impact on the sale of

consumer goods, for participation in which commodity students, students - experts in the field of certification and standardization, students - technologists, constructors and designers, teachers of these specialties and graduates of the same specialties, who are currently the leading specialists in enterprises engaged in the production of this very product, were involved for consumers in the regions of the Southern Federal District and the North Caucasus Federal District.

**Table 1 - Results of a survey of respondents on the influence of the criterion "Priority of goods" on the demand for demanded and competitive products**

No.	Factors	Expert opinions	All respondents	Teachers and specialists	students	Agreed
1	Feeling the need to buy a product		2	2	2	2
2	Product reliability		12	12	12	12
3	Manufacturer's responsibility for product quality		1	1	1	1
4	Product completion		3	3	3	3
5	Service courtesy		21	8	21	21
6	Trust in the seller, manufacturer		8	21	8	8
7	Impressive warranty period		4	4	4	4
8	Product availability		17	6	24	17
9	Communication with the seller		24	16	17	24
10	Mutual understanding with the seller, his interest in selling products		6	17	7	6
11	Service culture		16	19	13	13
12	Affordability		7	26	5	7
13	Customer Satisfaction		13	24	20	5
14	The level of readiness of the consumer to make a purchase		20	7	16	16
15	The level of interest of the manufacturer in the formation of "Product Priority"		5	23	6	23
16	Consumer buying power		23	13	23	20

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17	Manufacturer authority	26	20	26	26
18	Consumer Communication	11	5	27	14
19	The consumer's opinion about an earlier purchase of an identical product	14	11	14	11
20	The consumer's need to purchase a "Priority Good"	15	10	11	27
21	Relevance of this purchase for the buyer	27	14	15	19
22	Possibility of subsequent exchange of goods	19	15	22	15
23	The presence of several necessary functions for the product	10	18	10	10
24	Modern design	25	9	25	18
25	Purchase payment method	22	27	18	25
26	Ease of product operation	18	25	19	22
27	Organization and availability of service support of the purchased goods	9	22	9	9

If customer satisfaction is formed at the expense of the level of the manufacturer, i.e. its test level is formed by the affordability of the product, which is offered by the assortment range, of course, by quality, and at the expense of the level of the consumer, i.e. its test level implies the existence of a culture of customer service, product priority, customer satisfaction, and, of course, the solvency of the consumers themselves, then the respondents who took part in the survey believe that consumer satisfaction will be provided with the reliability of the product, its affordability, the availability of buyers make purchases, i.e. their ability to pay. The natural quality of products, the diversity of the product range, the priority of the design decision, i.e. fit the fashion products must have a sufficiently long warranty period, and interestingly, all respondents are unanimous that manufacturers should fight for the respectful attitude of buyers towards them, win their trust and desire to buy the products of these enterprises, i.e. the brand and image are always in demand, which together solves the main problem - provides consumers with domestic products in the framework of import substitution.

The criteria for assessing the competitiveness of a light industry enterprise using the software developed by the authors for the first time made it possible to formalize the role of experts - respondents on the basis of their competence in the problem under consideration. The need for such an approach is due to the desire to have an objective assessment of competence, taking into account not only the opinion of the invited party of expert respondents to participate in the survey, but also with the help of an evaluation criterion - the concordance coefficient (W) - the value of which varies from 0 to 1. And if  $W = 0-0.5$  - this is their lack of agreement with the opinion of those experts whose concordance coefficient (W) tends to 1, which confirms their high competence and the possibility of their further participation as expert respondents. The results of a survey of experts on assessing the competitive potential of light industry enterprises, although they received a value of the

concordance coefficient (W) in the range of 0.4-0.6, but excluding heretics, that is, those respondents whose opinions do not coincide with the opinion of most other experts, we found It is a pleasant fact that the opinion of those respondents whose authority is not in doubt, and those whom the program classified as heretics, have an unambiguous or close opinion that the factors characterizing the impact of competitive potential on the competitiveness of an enterprise are identical, and they can be used in further research in assessment of this very competitiveness of enterprises, assuming that it is capable of manufacturing import-substituting products for consumers in the regions of the Southern Federal District and the North Caucasus Federal District. At the same time, manufacturers have every reason to these criteria, namely: the ratio of the quality of the product and the costs of its production and marketing; sales growth rates; innovation costs; labor productivity; the level of partnerships between interested participants in the production of import-substituting products; costs per 1 ruble of sold products, and the main criterion; the weighted average competitiveness of the product range is considered to be in demand.

But at the same time, all experts - respondents were unanimous that the competitiveness of the enterprise will be more stable over time if the share of the enterprise in the demand market is stable. In any case, it will not decrease over time if it is guaranteed a return on investment and, of course, a stable profitability of the total assets of the light industry engaged in the production of import-substituting products is ensured. The opinion of all experts is justified that the competitiveness of an enterprise is also affected by a stable turnover on the basis of direct contractual relations with the distributors of the products of these same enterprises.

We also agree with them on the issue of the role of highly qualified personnel, which, of course, although it was reflected in the questionnaire in the form of one criterion - the staff turnover rate - but

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unfortunately did not cause concern among experts due to the liquidation of lyceums, colleges, on the basis of which highly qualified workers and middle managers were trained - foremen, technicians, mechanics, technologists, engaged in servicing not only the innovative technological process, but also innovative equipment. And it is quite sad that the training of engineering and technical personnel has practically ceased, motivating all this by the lack of demand for them, although the heads of enterprises themselves are at a loss. There is also a downside to this situation, namely, that the leaders avoided the training of these most highly qualified specialists through targeted training in colleges and universities, not wanting to bear the costs of this very training, forgetting the Russian proverb: "The miser pays twice". It is also disappointing that the majority of enterprise managers believe that everything will resolve itself, but if a shoemaker, a seamstress, a furrier can be trained at the workplace, then it is unlikely to train a leading engineer - manager and production organizer for filled technological processes with an effective innovative solution.

Again, I would like to recall another Russian proverb: "That until the thunder breaks out, the peasant will not cross himself." Is it really necessary to step on a rake, get a tangible blow to the forehead and scream - "Fu, I remembered the name of this tool, that it is a rake." It's funny and sad, and yet we believe in common sense that the truth is more expensive and the truth will triumph - we will be able to revive this the light industry, which was confirmed by the experts - respondents, showing unanimity, according to the main criteria for assessing the competitiveness of light industry enterprises. Summing up the results of the analysis of the concept of "priority of goods", its relationship with the nearest economic concepts, it is methodologically expedient to arrange the relations of these concepts systematically. Table 2 shows the results of a survey of all respondents on the formation of the image of the goods of its priority. ensuring competitiveness and demand among consumers.

Unfortunately, the respondents, when filling out the questionnaires proposed to them, did not pay due attention to communication with sellers, payment methods for the purchase, the possibility of exchanging the purchase made if necessary: the level of service and other factors, and only because our consumer is not spoiled by all this list of services service and the manufacturer and the trade still has a lot of room for improvement in interaction with consumers in order to guarantee a steady demand.

Thus, the criteria "Priority of goods" has the right to life and is more significant for both the manufacturer and the buyer to ensure sustainable demand for products manufactured in the regions of the Southern Federal District and the North Caucasus Federal District, and this is the most important and dominant wish to meet the needs, which the

consumers of these regions would like to realize. The scale, content, forms and significance of competition have put it among the global problems of human development with one important clarification: it is not humanity itself that wins from achievements in the competitive struggle, but individual subjects of human activity, starting with the personality of the performer and head of the enterprise, and up to those states in whose interests they work. Therefore, the organization of effective participation in competition should be considered as a leading indicator of professional competence, spiritual maturity and political consciousness, bearing in mind, of course, economic policy. We all wish ourselves and our neighbor success in life, and we associate this with happiness. We explain this state more often - by external factors: luck, luck, support. Less often - internal - personal qualities.

Judging by the interest in various types of testing, expert assessments, the question generally remains open: what determines success in life?

Often, subconsciously, we feel our inefficiency, but, not understanding the origins, we react to this in different ways: some with even greater frenzy pounce on the hateful work, others, with no less zeal, begin to conflict with others, blaming them for their failures. Success is usually associated with the fact that the more you produce, the more you do, the higher your efficiency, your success. They are very often confused (and sometimes even consciously) with performance, forgetting or not knowing that that result will be effective if it is not commensurate with costs.

Production, thoughts and things in the positive interaction of a person with the world obey the general law of Nature: existence is possible only on the condition that the inflow of energy must be greater than its consumption. True efficiency is a function of its two constituent elements: the achieved result (P), as well as the resources and means (PC) that allow it to be obtained: let's remember the fable about the peasant and the goose that lays golden eggs .... Efficiency lies in the balance of its components, i.e. " $P / PC = \text{MEASURE}$ ". Indeed, if you adopt a behavior pattern that focuses only on the golden eggs and neglects the goose, you will soon be left without the resources that produce these golden eggs. On the other hand, if you only care about the goose, forgetting about the golden eggs, you will soon be unable to feed yourself and the goose.

So, the effectiveness of the activity lies in the commensurability of the result with the resources and means: " $P / PC = \text{MEASURE}$ ".

The resource of an enterprising person is the whole world around him, but first of all he himself.

The personal resources of a person in his mind and character, in the skills and abilities of interacting with the world.

There is a Pareto rule: 20/80. If we try to use it in our case, we get the following. In relation to an

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individual, this is: 20% of actions and thoughts give 80% of a positive result. It is amazing the persistence with which a person, who has been dissatisfied with the result for decades, repeats monotonous actions, but at the same time he never has the thought: "But am I doing something wrong!? Or is something wrong!?" It is very easy for a person to get used to performing dull, hard physical or monotonous intellectual work, and it is very difficult for him to look at himself through the eyes of a researcher, through the eyes of a Master.

They say: "situations change a person", but only the Master in them deeply experiences what is happening, is their active participant. The situation for the Master is filled not only with novelty, but also with meaning, in it he finds differences, changes, points of growth. He sees his purpose in her. The problem arouses in him a sense of rivalry, a sense of readiness and mobilizes all his forces, which, with such an attitude, only multiply with each positive decision. We learn from mistakes, but he doesn't have any mistakes, he only has experience, positive experience.

It is the Masters who make up those 20% of people who account for 80% of success. And so our eternal problem looks like a dilemma: either you become a Master, or you spend your whole life chasing the ghost of twenty percent success in the "collective" of the eighty percent crowd. And the question sounds justified: will we become the master of our destiny with the internal resource of the Master?

The developed strategies and lines of behavior can be evaluated as productive or unproductive, depending on their relevance to the situation: let us recall the tale of the fool, the peasant and the goose that lays golden eggs.

The technical term for thinking styles is query modes. Query modes are a basic set of purposeful methods for compiling a picture of the world. They are built on previously acquired preferences, learned values and views of the world - concepts of the world and the nature of reality, which are related to the map as a system of landmarks used in movement.

To succeed in learning, it is enough just to start working with the material, try it without any prejudice, and reinforce its assimilation with appropriate exercises.

In any "masterful" skill or action, we can find a certain "strategy". His strategy of the Master includes a series of thoughts and actions leading steadily to success.

The cherished goals are the measure of success. The choice and achievement of a goal (dreams, hopes, desires, and specific goals can be considered among them) can be considered the most important components of the human experience. In addition to feeling satisfied with the success achieved, choosing the right goal can literally change our lives. Usually the desired is achieved due to personal qualities. It is individuals who turn clear goals into motivation, self-

confidence, perseverance and other human qualities that steadily lead to success. One of these qualities is undoubtedly ambition.

The activity of the imagination and the development of the will are undoubtedly far more beneficial than overtime work.

Behavior has a purpose because it must lead to a certain outcome, and we interpret our actions as aimed at a certain outcome. We ourselves attach importance to them, although sometimes we do this only after, "in retrospect."

Even in those cases when we act without being aware, we still have a fundamental motivation - an unarticulated goal.

Consciously and accurately formulating our own goals, that is, a "well-defined result", increases the chances of turning our desires into appropriate actions on the path to success.

Let's analyze this in the context of a general movement towards excellence, namely:

1. Decide what you want (formulate and set a goal).
2. Do something.
3. See what happens.
4. If necessary, change the approach until you achieve what you want.

Setting the right goals means being able to "correctly formulate the result."

The main principles for the formation and selection of their goals are:

1. Choosing goals that deserve to be achieved.
2. Choosing a goal that you can achieve on your own.
3. Formulate your goal in affirmative terms.
4. Express your goal accurately, in sensory terms.
5. Match your goal to the situation.
6. Soberly assess the consequences of achieving your goal.

Perhaps we have begun to understand that if we want to change something, then we must begin the change with ourselves. And in order to change ourselves effectively, we must first change our perception.

### Main part

The transition to a market economy in Russia posed a number of problems for light industry enterprises, the main of which are adaptation to unusual conditions for them of increasing competition, a reduction in the sales market due to high prices for manufactured products and the problem of non-payments, the difficulty of finding suppliers of raw materials, materials and limited financial resources. At the same time, in order to ensure the survival of an enterprise, modern production facilities must have a number of special qualities: great flexibility, the ability to quickly change the assortment.

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Production, unable to readjust, adapt to the demands of real conditions, often small groups of consumers, is doomed to bankruptcy; technology becomes so complicated that it requires the introduction of new forms of control, organization and division of labor. The current planning based on the principle "from what has been achieved" is unacceptable, since a sharp increase in the competitiveness of products is necessary; the structure of the cost of production changes, while due to difficulties with suppliers of raw materials, materials, the share of material costs associated with the sale increases; a big problem is to increase the efficiency of the enterprise marketing products. Particular attention should be paid to accelerating the turnover of working capital, reducing excess stocks, and selling products as quickly as possible.

The Russian economy should be able to develop dynamically on the basis of its own internal resources. For such a restructuring of Russia's industry, investments are needed, which are currently sorely lacking. One of the most common ways to raise additional funds is to obtain a bank loan. However, this form is not the only one. Leasing is one of the alternative financing options.

Leasing is a form of investment on a return basis, i.e. provision for a certain period of funds that the lessor receives back at a specified time. At the same time, the lessor receives remuneration in the form of a commission for his service.

The lessor provides the lessee with a financial service by acquiring property from the manufacturer (seller) for the full cost of ownership, and the lessee reimburses this cost with periodic installments with interest on the loan.

Leasing is a loan that differs from a traditional bank loan in that it is provided by the lessor to the lessee in the form of property transferred for use, i.e. a kind of trade credit.

In this regard, below is a comparative analysis of the acquisition of equipment through a loan or by leasing it.

The bank begins the procedure for obtaining a loan by reviewing the application, and most banks will definitely require the property already owned by the enterprise as collateral. In this case, the amount of the loan will depend on the value of this property. The bank evaluates the property of the enterprise not at market value, but at the one for which it will be possible to sell the pledge in the shortest possible time. Accordingly, the value of collateral will be greatly underestimated.

In leasing, the lessee receives the equipment it needs and begins to operate it, but at the same time it remains the property of the leasing company. At the same time, the lessee undertakes the obligation to gradually buy out new property from the enterprise, i.e. like renting equipment. That is why, in the case of leasing, no collateral or excellent credit reputation is

required - the equipment acquired under leasing remains the property of the lessor until the lessee pays for it in full.

In addition, unlike banks that issue loans (especially to small businesses) for a period of about five years, leasing companies can significantly increase the repayment period. Depending on the purchase, companies allow themselves to expand the scope up to 10 years.

Leasing provides the lessee with the opportunity to use the property in the implementation of entrepreneurial activities and subsequently acquire ownership of it. Leasing agreements may provide for the accounting of property both on the balance sheet of the lessor and the lessee.

The buyer of equipment on credit has the opportunity to transfer the value of the property to the cost price through depreciation, however, interest on the loan accrued after the capitalization of the property is not included in the cost of the property, therefore, cannot be transferred to the cost price. Lessees, in the case of accounting for property on the balance sheet of the lessor, have the opportunity to include leasing payments in the cost price, which ensures the transfer of the cost of property to the cost price in a much shorter time compared to the purchase of equipment at the expense of borrowed funds. This option, unlike the purchase, also allows you to include in the cost of interest on borrowed funds, which are included in the amount of the lease payment.

The leasing option, taking into account the property on the balance sheet of the lessee, also allows you to transfer the cost of equipment to the cost price through depreciation in a shorter period of time due to the use of a multiplying coefficient to the depreciation rate, as well as to include the cost of interest on attracted funds in the cost price.

The costs of construction and installation works for any method of acquiring equipment could be transferred to the cost, however, in the case of leasing, this could be done in a shorter time (in the case of accounting for property on the balance sheet of the lessor - during the leasing period, when accounting on the balance sheet of the lessee - during the depreciation period of equipment, taking into account the multiplying factor).

The costs of construction and installation works in the event of the acquisition of property at the expense of a loan are subject to inclusion in the cost of fixed assets and are transferred to the cost through depreciation. However, similar expenses in the case of leasing, most likely, cannot be taken into account in determining profit.

In terms of value added tax, there is no fundamental difference between the options under consideration, since the tax paid both in the case of leasing and in the case of purchasing equipment is deductible. However, leasing provides an opportunity for a fairly even deduction of VAT paid as part of the

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lease payment, while when acquiring fixed assets under a supply agreement, the entire amount of tax paid is deductible at the time the property is entered on the balance sheet of the buyer.

The obligation to pay property tax rests with the person on whose balance sheet the property is located. Thus, the tax on the value of the property is paid by the buyer after the transfer of ownership to it, as well as by the lessee, who takes into account the property in accordance with the terms of the leasing agreement on his balance sheet.

With leasing, a flexible payment schedule is possible in accordance with production cycles and cash flows. When calculating leasing payments, the leasing company usually takes into account the financial condition of the lessee. If it is a small or newly formed enterprise, or it takes a long time to put the equipment into operation, then the parties to the leasing transaction are likely to set payments in increasing amounts. That is, the amount of individual

payments under the leasing agreement will increase over time, which will allow the lessee to fulfill their obligations to repay them, even if the cash inflow at the initial stage of using the equipment turns out to be small.

Another advantage of leasing is that if the leasing company is a wholesale buyer of equipment (which is almost always the case), it receives a corresponding discount. And since the price is lower, the payments for leasing this equipment are also lower. Naturally, an enterprise that buys equipment only once cannot receive such discounts. In addition, the lessor is interested in finding the right equipment at the lowest possible price, as this will give him an advantage over competitors.

Distinctive features of the use of credit and leasing mechanisms by the manufacturer are shown in Table 2.

**Table 2 - Distinctive features of the use of credit and lease payments**

Credit	Leasing
Investments are directed to any entrepreneurial activity	Investments are directed to the activation of production activities, the development and modernization of capacities
Control over the intended use of funds is difficult due to the lack of effective tools	Guaranteed control over the intended use of funds, as specifically specified property is leased
100% guarantee of loan repayment and interest for its use is required	The amount of guarantees is reduced by the value of the leased property, which itself is a guarantee
Acquired property is reflected in the balance sheet of the enterprise, depreciation is charged on it	The property is reflected on the balance sheet of the lessor or the lessee; accrued accelerated depreciation
The loan fee is covered by the income received by the company, on which all prescribed taxes are charged	Leasing payments (included in the cost of production) reduce the tax base and stimulate the development of production

Thus, in a state where many enterprises are not able to invest large financial resources in the technical renovation and intensification of production, leasing is the most appropriate way to organize their activities.

A large number of leasing companies or branches of leasing companies operate on the territory of the Southern Federal District and the North Caucasus Federal District (Table 3).

**Table 3 - List of operating leasing organizations in the Southern Federal District and the North Caucasus Federal District**

The name of the company	Volume of new business in million rubles without VAT	Quantity lessees
LLC "Gaztechleasing"	2452.21	6
LK URALSIB LLC	3791.92449	87
Europlan	2279.00	1011
CARCADE Leasing	1481.22	1376
Element Leasing LLC	1147.41	466
OOO Raiffeisen-Leasing	1046.68	9
JSC "GLAVLEASING"	1006.13	27
Interleasing LLC	789.90	89

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OOO Scania Leasing	740.00	n.a.
GK "KAMAZ-LEASING"	728.59	42
RMB-LEASING LLC	626.16	19
ZAO Leasing Company Medved	421.05	32
CJSC "Client Leasing Company"	367.89	29
UniCredit Leasing LLC	350.52	15
OOO FB-LEASING	309.72	84
GC "NOMOS-leasing"	296.38	81
JSC "GRUZOMOBIL-LEASING"	223.08	48
JSC "Halyk-Leasing"	204.10	1
Leasing-maximum LLC	202.53	47
OOO LK Volzhanin	188.75	10
GC "Absolute"	163.34	24
OOO Globus-Leasing	153.67	19
LC ONZA (ZAO Atlant-M Leasing)	108.85	45
CJSC United Leasing Company CENTER-CAPITAL	106.00	10
GC "Northern Venice"	63.54	2
ZAO RG Leasing	58.37	5
ZAO DeltaLeasing	56.75	16
ZAO INVEST-SVYAZ-HOLDING	55.00	3
RB Leasing LLC	47.73	3
CJSC Capital Leasing	38.67	13
GC "TransCreditLeasing"	38.19	3
LLC "BusinessCarLeasing"	37.51	5

The main volume of leasing transactions is accounted for by CARCADE Leasing, located in Volgograd, and Europlan. Representative offices of this company are located in Krasnodar, Rostov-on-Don, Stavropol.

In general, in the territory of the Southern Federal District and the North Caucasus Federal District, there should be no significant difficulties for shoe industry enterprises in attracting leasing financing for the development of their production.

For the production of women's shoes, while implementing the development strategy for the production of competitive leather goods in the Southern Federal District and the North Caucasus Federal District, the enterprise needs to purchase new, high-performance equipment that meets the latest requirements. The equipment will be purchased on lease. The list of equipment is presented in table 4.

**Table 4 - Equipment purchased under leasing**

Name of equipment, office equipment	Performance	Manufacturer of equipment, office equipment	Installed capacity of equipment, kW	Quantity	Price per piece of equipment, rub.	Equipment cost, rub.
1	2	3	4	5	6	7
Sewing single-needle machine with a flat platform 441 cl.	-	pfaff, Germany	0.27	7	75000	525000
Sewing single-needle core machine 591-900 class.	-	pfaff, Germany	0.27	6	79400	476400
Two-needle sewing machine with a flat platform	-	pfaff, Germany	0.27	4	78100	312400

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for stitching with a two-row seam 244 class. Pfaff						
Sewing two-needle core machine 574-900 cells. Pfaff	-	pfaff, Germany	0.27	3	79600	238800
630 DG	150 pairs/h	"Shen" Germany	4.5	1	341000	341000
640C	250 pairs/h	"Shen" Germany	3.25	1	362100	362100
333E	250 pairs/h	"Shen" Germany	13.0	1	87000	87000
RS2400	120 pairs/h	IROX FOX Italy	7.0	1	29000	29000
755PC	100 pairs/h	"Sigma" Italy	2.2	1	520000	520000
FR4500	150 pairs/h	IROX FOX Italy	7.5	1	42500	42500
173226/P1	-	"Svit" Czech Republic	1.1	1	125000	125000
Total				27		3059200

Condition of the leasing agreement between the enterprise and the leasing company:

1) the cost of technological equipment - the subject of leasing - 3,059,200 rubles;

2) the interest rate on the loan used by the lessor to purchase equipment (accrued on the balance of the loan at the beginning of the year) is 15% per annum. Leasing period 5 years;

3) depreciation rate of technological equipment supplied on lease with a useful life of 10 years - 10% per annum;

4) increasing factor to depreciation - 3;

5) loan repayment evenly. Annually 611,840 rubles;

6) commission fee to the lessor for technological equipment provided under the leasing agreement - 12% of the total expenses of the lessor;

7) additional services (installation of equipment, training of personnel in the use of equipment) (50,000 rubles) are distributed evenly during the leasing period (10,000 for 5 years);

8) VAT rate - 18%.

The leasing payment is determined by the following formula:

$$LP = AM + NI + PC + PDU + CV + VAT, \quad (1)$$

$$1 \text{ год } НИ = \frac{(3059200 - 917760) \cdot 2,2}{100} = 47111,68 \text{ rub.}$$

$$2 \text{ год } НИ = \frac{(3059200 - 917760 \cdot 2) \cdot 2,2}{100} = 26920,96 \text{ rub.}$$

$$3 \text{ год } НИ = \frac{(3059200 - 917760 \cdot 3) \cdot 2,2}{100} = 6730,24 \text{ rub.}$$

4 год НИ = нет.

5 год НИ = нет.

where AM - property depreciation; NI - property tax (2.2%); PC - loan fee; PDU - payment for additional services; KV - commission; VAT - rate 18%.

1. The amount of depreciation deductions as part of lease payments is calculated by the formula:

$$AM = \frac{\Pi_{\text{ИМ}} \cdot N_{\text{ам}} \cdot K_p}{100}, \quad (2)$$

where  $\Pi_{\text{ИМ}}$  - the price of the subject of leasing;

$N_{\text{ам}}$  - depreciation rate;

$K_p$  - increasing factor.

$$1 \text{ год } AM = \frac{3059200 \cdot 10 \cdot 3}{100} = 917760 \text{ rub.}$$

$$2 \text{ год } AM = 917760 \text{ rub.}$$

$$3 \text{ год } AM = 917760 \text{ rub.}$$

$$4 \text{ год } AM = 3059200 - 2753280 = 305920 \text{ rub.}$$

$$5 \text{ год } AM = \text{нет.}$$

2. Calculate the property tax:

$$НИ = \frac{\Pi_{\text{ост}} \cdot CH_{\text{ИМ}}}{100}, \quad (3)$$

where  $\Pi_{\text{ост}}$  - the residual value of the leased asset;

$SN_{\text{им}}$  - property tax rate.



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3. The loan fee is determined as follows:

$$\text{ПК} = \frac{S_{\text{ok}} \cdot K_{\text{кп}}}{100}, \quad (4)$$

where  $S_{\text{ok}}$  - the balance of the loan;

$To_{\text{кр}}$  - Interest on the loan.

The results of calculating the loan fee are presented in Table 5.

**Table 5 - Calculation of the loan fee by years**

Year	Return loan	Remainder for the beginning of the year	Pay for credit resources at a rate of 15%	Total payments bank, rub.
one	611840	3059200	458 880	1070720
2	611840	2447360	367104	978944
3	611840	1835520	275328	887168
4	611840	1223680	183552	795392
5	611840	611840	91776	703616
Total:	3059200	-	1376640	4435840

We will also present the calculation of the final lease payment in tabular form (Table 6).

**Table 6 - Calculation of the lease payment by years**

Year	Depreciation, rub.	Tax on property, rub.	Pay per loan, rub.	Pay for additional services, rub.	Komis. remuneration	Leasing-your payment without VAT	VAT	Leasing payment VAT included
1	917760	47111.68	458880	10000	172050.2	1605801.882	289044.3	1894846.2
2	917760	26920.96	367104	10000	158614.2	1480399.155	26471.8	1746871.0
3	917760	6730.24	275328	10000	145178.2	1354996.429	243899.4	1598895.8
4	305920	-	183552	10000	59936.6	559408.64	100693.6	660102.2
5	-	-	91776	10000	12213.1	113989.12	20518.04	134507.2
Total	3059200	80762.88	1376640	50000	547992.4	5114595.226	920627.1	6035222.4

Thus, over 5 years, the company will pay the leasing company 6,035,222.4 rubles. These payments will be included in the cost of manufactured products and reduce the tax base. The financial well-being and stability of the enterprise largely depends on the inflow of funds to cover its obligations. The absence of the minimum required cash reserve may indicate financial difficulties. In turn, an excess of cash can be a sign that the company is suffering losses. The reason for these losses can be related both to inflation and the depreciation of money, and to the missed opportunity for their profitable placement and additional income. In any case, it is the analysis of cash flows that will allow you to establish the real financial condition of the enterprise.

Cash flow is the difference between the amounts of cash inflows and outflows of a company over a given period of time. It characterizes the degree of self-financing of the enterprise, its financial strength, financial potential, profitability.

Cash flow is characterized by:

- an inflow equal to the amount of cash receipts (or results in value terms) at this step;
- an outflow equal to payments at this step;

- balance equal to the difference between inflow and outflow.

Cash flow usually consists of partial flows from individual activities:

- cash flow from the investment activity of the enterprise;
- cash flow from operating activities;
- cash flow from financing activities.

Effective cash flow management increases the degree of financial and operational flexibility of the company, as it leads to:

- to improve operational management, especially in terms of balancing receipts and expenditures of funds;
- increase in sales volumes and optimization of costs due to the large opportunities for maneuvering the resources of the enterprise;
- improving the efficiency of managing debt obligations and the cost of servicing them, improving the terms of negotiations with creditors and suppliers;
- creation of a reliable base for evaluating the performance of each of the company's divisions, its financial condition as a whole;

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- increase the liquidity of the enterprise.

All three types of activity take place in every enterprise.

The cash flow from investing activities includes as an outflow, first of all, the costs distributed over the steps of the billing period for the creation and commissioning of new fixed assets and the liquidation, replacement or compensation of retired fixed assets. In addition, cash flow from investing activities includes changes in working capital (an increase is treated as an outflow of cash, a decrease is treated as an inflow). The outflow also includes own funds invested in the deposit, as well as the costs of purchasing securities of other economic entities intended to finance the project.

As an inflow, cash flow from investing activities includes income from the sale of assets being disposed of (sale of shoes or sale of obsolete equipment).

Cash flows from operating activities take into account all types of income and expenses at the corresponding calculation step related to the production of products, and taxes paid on these incomes.

The main inflows at the same time are income from the sale of products and other income. Production volumes should be indicated in physical and cost terms. The initial information for determining the proceeds from the sale of products is given by calculation steps for each type of product.

In addition to the proceeds from sales, inflows and outflows of real money, it is necessary to take into account income and expenses from non-sales operations that are not directly related to the production of products. These include, in particular:

- income from property rental or leasing;
- receipt of funds upon closing of deposit accounts and on purchased securities;
- return of loans granted to other participants.

1. Sales volume (data are entered manually and depend on the model being produced);
2. Product unit price (data entered manually);
3. Revenue =  $1 \cdot \underline{2}$ ;
4. Algorithm for calculating variable costs:

4.1. Raw materials and basic materials =  $\sum_{i=1}^n$  Consumption rate of the i-th base material · Price of the i-th material;

4.2.1. Ktr - coefficient taking into account transportation costs (data are entered manually (0.15));

4.2. Raw materials and basic materials, including transportation costs =  $4.1 \cdot 4.2.1 + 4.1$ ;

4.3. Auxiliary materials =  $\sum_{i=1}^n$  Consumption rate of the i-th auxiliary material · Price of the i-th material;

4.4. Auxiliary materials including transport costs =  $4.3 \cdot 4.2.1 + 4.3$ ;

4.5.1. The total capacity of the installed equipment (data is entered manually);

4.5.2. Equipment load factor (data entered manually);

4.5.3. Tsm – shift duration (data are entered manually (Tsm = 8));

4.5.4. Dr – the number of working days per year (data are entered manually (Dr = 249));

Cash flows from operating activities are generated from the cost of production and distribution of products, which usually consist of production costs and taxes.

Financial activities include operations with funds external to the investment project, i.e. coming not at the expense of the project. They consist of own (share) capital and borrowed funds.

Cash flows from financial activities as inflows include investments of equity capital and borrowed funds: subsidies and subsidies, borrowed funds, including through the issue of the company's own debt securities; as outflows - the costs of repayment and servicing of loans and debt securities issued by the enterprise, as well as, if necessary, the payment of dividends on the shares of the enterprise.

Cash flows from financial activities are formed to a large extent in the development of a financing scheme and in the process of calculating the effectiveness of an investment project.

If the manufactured shoes are not fully sold, the company loses part of the profit, which is necessary for the further development of production. To reduce losses, the manufacturer must have daily information about the sale of products and make decisions on timely price changes for specific shoe models.

A basis has been prepared for the development of a software product that allows calculating cash receipts from operating activities. This program will become a tool for a sales manager or marketer who controls the sales process of a particular model being produced. As a result of the proposed calculation, we obtain a net inflow from operating activities. A decrease in sales results in 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 of the advisability of further production of this model.

**Impact Factor:**

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<b>ISI (Dubai, UAE)</b>	<b>= 1.582</b>	<b>ПИИЦ (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>= 8.771</b>	<b>IBI (India)</b>	<b>= 4.260</b>
<b>JIF</b>	<b>= 1.500</b>	<b>SJIF (Morocco)</b>	<b>= 7.184</b>	<b>OAJI (USA)</b>	<b>= 0.350</b>

4.5.5. Energy losses during transmission (data entered manually (0.85));

$$4.5. \text{ Annual amount of electricity consumed for technological purposes} = \frac{4.5.1 \cdot 4.5.2 \cdot 4.5.3 \cdot 4.5.4}{4.5.5};$$

4.6.1. Price 1 kW (data are entered manually);

$$4.6. \text{ Fuel and energy costs} = 4.5 \cdot 4.6.1;$$

4.7.1. The number of working days during which the i-th model is produced (data are entered manually);

4.7.2. Release of products per shift (data are entered manually);

$$4.7. \text{ Issue per year} = 4.7.1 \cdot 4.7.2;$$

4.8.1. The coefficient of labor intensity, taking into account the output (data are entered manually);

$$4.8. \text{ Fuel and energy costs per cost unit} = \frac{4.6 \cdot 100 \cdot 4.8.1}{4.7};$$

5. Payroll;

5.1. Hourly rate of the first category of pieceworkers (data entered manually);

5.2. Average tariff coefficient of piecework workers (data entered manually);

5.3. Production program in labor hours, calculated for a year (data are entered manually);

$$5.4. \text{ Direct wage bill for pieceworkers} = 5.1 \cdot 5.2 \cdot 5.3;$$

5.5.1. Number of main time workers of the i-th category (data are entered manually);

5.5.2. The number of auxiliary workers of the i-th category (data are entered manually);

5.5.3. Hourly rate of the main time workers of the i-th category (data are entered manually);

5.5.4. Hourly wage rate for auxiliary time workers of the i-th category (data are entered manually);

$$5.5.5. \text{ Tariff wage fund of the main temporary workers} = \sum_{i=1}^n \underline{5.5.1} \cdot 5.5.3 \cdot 4.5.3;$$

$$5.5.6. \text{ Tariff fund of wages of auxiliary time workers} = \sum_{i=1}^n \underline{5.5.2} \cdot 5.5.4 \cdot 4.5.3;$$

5.6. Number of reserve workers (data entered manually);

5.7. Average tariff coefficient of reserve workers (data entered manually);

5.8.1. Percentage of additional payments to reserve workers (data entered manually);

5.8.2. Daily tariff rate of piecework workers of the first category (data are entered manually);

$$5.8. \text{ Bonuses for reserve workers for qualifications} = \frac{5.8.1}{100} \cdot 5.8.2 \cdot 5.7 \cdot 5.6;$$

$$5.9. \text{ Additional payments to reserve workers for performing work on operations} = 5.8.2 \cdot (5.7 - 5.2) \cdot 5.6;$$

$$5.10. \text{ Hourly wage bill for pieceworkers} = 5.4 + (5.8 + 5.9) \cdot 4.5.4;$$

5.11.1. Percentage of surcharges to daily costs for hours not worked within the working day (data entered manually (0.25));

$$5.11. \text{ Daily wage bill for pieceworkers} = \underline{5.10} + \frac{5.10 \cdot 5.11.1}{100};$$

$$5.12. \text{ Daily payroll for time workers} = \underline{5.5.5} + \frac{5.5.5 \cdot 5.11.1}{100};$$

$$5.22. \text{ Daily wage bill for support workers} = \underline{5.5.6} + \frac{5.5.6 \cdot 5.11.1}{100};$$

5.13.1. Percentage of additional payments to the monthly fund (data are entered manually (9.64));

$$5.13. \text{ Monthly payroll of pieceworkers} = \underline{5.11} + \frac{5.11 \cdot 5.13.1}{100};$$

$$5.14. \text{ Monthly payroll of time workers} = \underline{5.12} + \frac{5.12 \cdot 5.13.1}{100};$$

$$5.23. \text{ Auxiliary workers monthly payroll} = \underline{5.22} + \frac{5.22 \cdot 5.13.1}{100};$$

5.20. Annual wage bill for pieceworkers = 5.13;

$$5.21. \text{ Annual wage bill for time workers} = 5.14 \cdot 4.5.4;$$

$$5.24. \text{ Auxiliary workers annual payroll} = 5.23 \cdot 4.5.4;$$

$$5.15. \text{ Basic wage of production workers} = 5.10 + 5.5.5 \cdot 4.5.4;$$

$$5.16. \text{ Additional wages of production workers} = (5.13 + 5.14 \cdot 4.5.4) - 5.15;$$

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	<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 8.771</b>	<b>IBI (India) = 4.260</b>
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5.17.1. Single social tax rate (data are entered manually (UST = 0.26));

5.17. The amount of contributions to the UST = (5.15 + 5.16) · 5.17.1;

5.18. The cost of basic and additional wages per calculation unit, including deductions for UST =  $\frac{5.15 + 5.16 + 5.17}{4.7.1 \cdot 4.7.2} \cdot 100 \cdot 4.8.1$ ;

5.19. Basic payroll cost per cost unit =  $\frac{5.15}{4.7.1 \cdot 4.7.2} \cdot 100 \cdot 4.8.1$ ;

5.20. Variable costs = 4.2 + 4.4 + 4.8 + 5.18;

Algorithm for calculating fixed costs:

6.1. Coefficient taking into account the costs of preparing and mastering production (data are entered manually);

6. Costs for preparation and development of production = 5.19 · 6.1;

7. Calculation of expenses for the maintenance and operation of equipment:

7.1. Basic and additional wages of auxiliary workers =  $5.24 + \frac{5.24 \cdot 5.17.1}{100}$ ;

7.2.1. Process equipment cost =  $\sum_{i=1}^n$  Number of i-th technological equipment · Price of the i-th equipment;

7.2.2.1. Coefficient taking into account installation costs (data entered manually (0.1));

7.2.2. The cost of technological equipment, taking into account installation costs = 7.2.1 · 7.2.2.1 + 7.2.1;

7.2.3. Cost of other equipment = 7.2.2 · 7.2.2.1;

7.2.4. Total equipment costs = 7.2.2 + 7.2.3;

7.2.5. Percentage of deductions for the repair fund (data are entered manually (8%));

7.2. Equipment repair fund costs = 7.2.4 · 7.2.5;

7.3.1. Depreciation rate of technological equipment (data are entered manually (10%));

7.3.2. Depreciation rate for other equipment (data entered manually (7.7%));

7.3. Depreciation deductions for the repair fund = 7.2.2 · 7.3.1 + 7.2.3 · 7.3.2;

7.4.1.1. Percentage of deductions for low-value and high-wear tools (data are entered manually (0.05));

7.4.1. Cost of low value and wear tools = 7.2.2 · 7.4.1.1;

7.4.2.1. Percentage of deductions for the restoration of low-value and high-wear tools (data are entered manually (20%));

7.4.2. The cost of restoring low-value and high-wear tools = 7.4.1 · 7.4.2.1;

7.4. Costs for low-value and high-wear tools = 7.4.1 + 7.4.2;

7.5.1. The cost of the product of the i-th model (data are entered manually);

7.5.2. Annual output =  $\sum_{i=1}^n \frac{7.5.1}{4.7}$ ;

7.5.3. Percentage of deductions for intra-production transfer (data are entered manually (0.82%));

7.5. Intra-production transfer costs = 7.5.2 · 7.5.3;

7.6. Equipment maintenance and operation costs = 7.1 + 7.2 + 7.3 + 7.4 + 7.5;

7.7.1. Percentage of deductions for other expenses (data are entered manually (10%));

7.7. Other expenses = 7.6 · 7.7.1;

7.8. Total costs for the maintenance and operation of equipment = 7.6 + 7.7;

7. The cost of maintaining and operating equipment per calculation unit =  $\frac{7.8 \cdot 100}{4.7.1 \cdot 4.7.2} \cdot 4.8.1$ ;

8. Calculation of overhead costs:

8.1.1. Number of managers, specialists, employees of the i-th position (data are entered manually);

8.1.2. Monthly salary of the i-th position (data entered manually);

8.1.3. Annual payroll of managers, specialists, employees =  $\sum_{i=1}^n (8.1.1 \cdot 8.1.2) \cdot 12$ , where 12 is the number of months in a year;

8.1. Basic and additional wages of managers, specialists, employees =  $8.1.3 + \frac{8.1.3 \cdot 5.17.1}{100}$ ;

8.2.1. Price per 1 m<sup>2</sup> of the building (data are entered manually);

8.2.2. Production area of the building (data are entered manually);

8.2.3. Capital investment per building = 8.2.1 · 8.2.2;

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	<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 8.771</b>	<b>IBI (India) = 4.260</b>
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8.2. Depreciation of buildings and structures for full restoration =  $8.2.3 \cdot 0.012$ , where 1.2 is the depreciation rate of buildings and structures for full restoration;

8.3.3.1. Conditional coefficient characterizing fuel consumption in kg for heating 1 m<sup>2</sup> per day with a temperature difference of one degree (data are entered manually (0.02));

8.3.3.2. The volume of the production building (data are entered manually);

8.3.3.3. Duration of the heating period, days (data are entered manually (186));

8.3.3.4. Indoor temperature (data entered manually (18));

8.3.3.5. The outside air temperature is average for the heating period (data are entered manually (6));

8.3.3.6. Price per unit of fuel (data entered manually);

$$8.3.3. \text{ Heating costs} = \frac{8.3.3.1 \cdot 8.3.3.2 \cdot 8.3.3.3 \cdot (8.3.3.4 + 8.3.3.5) \cdot 8.3.3.6}{1000};$$

8.3.4. Number of fixtures (data entered manually);

8.3.5. Price for 1 kW·h (data entered manually);

8.3.6.1. Luminaire power (data entered manually (75));

$$8.3.6. \text{ Local lighting costs} = \frac{8.3.6.1 \cdot 8.3.4 \cdot 4.5.4 \cdot 4.5.3 \cdot 8.3.5}{1000};$$

8.3.7. Illumination rate 1 m<sup>2</sup> of production area (data are entered manually);

$$8.3.8. \text{ General lighting costs} = \frac{8.3.7 \cdot 8.2.2 \cdot 4.5.3 \cdot 4.5.4 \cdot 8.3.5}{1000};$$

8.3.9. Total lighting costs =  $8.3.6 + 8.3.8$ ;

8.3. Building maintenance costs =  $8.3.3 + 8.3.9$ ;

8.4.1. Percentage of deductions for the repair fund of the building (data are entered manually (3%));

8.4. Costs for the repair fund of buildings and structures =  $8.2.3 \cdot 8.4.1$ ;

8.5. Labor protection costs =  $8.5.1 \cdot (8.5.3 + 8.5.4)$ ;

8.6. General production costs =  $8.1 + 8.2 + 8.3 + 8.4 + 8.5$ ;

8.7. Other expenses =  $8.6 \cdot 0.1$ ;

8.8. Total overhead costs =  $8.6 + 8.7$ ;

$$8. \text{ Cost of overhead costs per calculation unit} = \frac{8.8 \cdot 100}{4.7.1 \cdot 4.7.2} \cdot 4.8.1;$$

9.1. Percentage of deductions for general business expenses (data are entered manually (290%));

9. General expenses =  $5.19 \cdot 9.1$ ;

10. Fixed costs =  $6 + 7 + 8 + 9$ ;

11. Production cost =  $4 + 10$ ;

12.1. Percentage of deductions for commercial expenses (data are entered manually (1%));

12. Selling expenses =  $11 \cdot 12.1$ ;

13. Full cost =  $11 + 12$ ;

14. Interest on loans included in the cost (data entered manually);

15. Profit before taxes =  $3 - 4 - 10 - 8.2 - 7.3 - 14$ ;

16.1. Income tax rate (data entered manually (20%));

16. Taxes and fees =  $15 \cdot 16.1$ ;

17. Net income =  $15 - 16$ ;

18. Depreciation =  $8.2 + 7.3$ ;

19. Net inflow from operating activities =  $17 + 18$ .

This algorithm can be implemented using the Microsoft Excel software product 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 manufactured model, the initial data are fixed and variable costs that depend on the production equipment, the composition of the main and auxiliary materials, the number of employees, etc. In the Excel calculation table, the cells in 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 corrected.

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 input data 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 selected time range, while setting only the sales

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volume and unit price for a certain period, we will receive an increment in cash flow for this period. The

algorithm for calculating cash receipts from operating activities is presented in Table 7.

**Table 7- Algorithm for calculating cash receipts from operating activities**

Наименование показателя	Ед. измерения	Величина показателя
Объем продаж	пар	12656
Цена единицы изделия	руб.	974,58
Выручка	руб.	=D5*D6
Расчет переменных затрат		=D13+D16+D29+D61
Сырье и основные материалы	руб.	42224
Коэффициент, учитывающий транспортные расходы	%	0,15
Сырье и основные материалы с учетом транспортных расходов	руб.	=D11*D12+D11
Вспомогательные материалы	руб.	3594,37
Коэффициент, учитывающий транспортные расходы	%	0,1
Вспомогательные материалы с учетом транспортных расходов	руб.	=D14*D15+D14
Суммарная мощность установленного оборудования	кВт	76,27
Коэффициент загрузки оборудования		0,89
Продолжительность смены	час	8
Количество рабочих дней в году	дни	249
Потери энергии при передаче		0,85
Годовое количество потребленной электроэнергии на технологические цели	кВт*ч	=(D17*D18*D19*D20)/D21
Цена 1 кВт	руб.	3,6
Затраты на топливо и энергию	руб.	=D22*D23
Количество рабочих дней, в течение которых выпускается модель	дни	56
Выпуск изделий в смену	пар	678
Выпуск изделий в год	пар	=D25*D26
Коэффициент трудоемкости с учетом выпуска		0,224
Затраты на топливо и энергию на калькуляционную единицу	руб.	=(D24*100*D28)/D27
Расчет заработной платы		

Continued table 7

Затраты на основную заработную плату на калькуляционную единицу	руб.	=D57*(D25*D26)*100*D28
Расчет постоянных затрат		=D67+D93+D126+D128
Коэффициент учитывающий затраты на подготовку и освоение производства	%	0,02
Затраты на подготовку и освоение производства	руб.	=D62*D66
Расчет расходов на содержание и эксплуатацию оборудования		
Основная и дополнительная заработная плата вспомогательных рабочих	руб.	=D56+D56*D59
Стоимость технологического оборудования	руб.	3772900
Коэффициент, учитывающий затраты на монтаж	%	0,1
Стоимость технологического оборудования с учетом затрат на монтаж	руб.	=D70*D71+D70
Стоимость прочего оборудования	руб.	=D72*D71
Итого затрат на оборудование	руб.	=D72+D73
Процент отчислений на ремонтный фонд	%	0,08
Затраты на ремонтный фонд оборудования	руб.	=D74*D75
Норма амортизации технологического оборудования	%	0,1
Норма амортизации прочего оборудования	%	0,077
Амортизационные отчисления на ремонтный фонд	руб.	=D72*D77+D73*D78
Процент отчислений на малоченные и быстроизнашивающиеся инструменты	%	0,05
Стоимость малоченных и быстроизнашивающихся инструментов	руб.	=D72*D80
% отчислений на восстановление малоченных и быстроиз-ся инструментов	%	0,2
Расходы на восстановление малоченных и быстроизнашивающихся инструментов	руб.	=D81*D82
Расходы на малоченные и быстроизнашивающиеся инструменты	руб.	=D81+D83
Стоимость изделия	руб.	=G81
Годовой объем выпуска	руб.	=G86
Процент отчислений на внутрипроизводственное перемещение	%	0,0082
Затраты на внутрипроизводственное перемещение	руб.	=D86*D87
Расходы на содержание и эксплуатацию оборудования	руб.	=D69+D76+D79+D84+D88
Процент отчислений на прочие расходы	%	0,1
Прочие расходы	руб.	=D89*D90
Всего затрат на содержание и эксплуатацию оборудования	руб.	=D89+D91

Table 7 continued

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A	B	C	D
92	Всего затрат на содержание и эксплуатацию оборудования	руб.	=D89+D91
93	Затраты на содержание и эксплуатацию оборудования на калькуляционную единицу	руб.	=(D92*100)/(D25*D26)*D28
94			
95	<b>Расчет общепроизводственных расходов</b>		
96			
97	Годовой фонд заработной платы руководителей, специалистов, служащих	руб.	=Годовой фонд ЗП*С22
98	Основная и дополнительная заработная плата руководителей, специалистов, служащих	руб.	=D97+(D97*D59)
99	Цена за 1 м <sup>2</sup> здания	руб.	1800
100	Производственная площадь здания	м2	861,72
101	Капитальные вложения на здание	руб.	=D99*D100
102	Норма амортизации зданий и сооружений на полное восстановление	%	0,012
103	Амортизация зданий и сооружений на полное восстановление	руб.	=D101*D102
104	Условный коэффициент, характеризующий расход топлива в кг на отопление 1 м <sup>2</sup> в сутки при разности температур в один градус		0,02
105	Объем производственного здания, занимаемого производственными потоками	м3	2757,504
106	Длительность отопительного периода	дни	186
107	Температура внутри помещения	градусы	18
108	Температура наружного воздуха средняя за отопительный период	градусы	6
109	Цена за единицу топлива	руб.	595
110	Затраты на отопление	руб.	=D104*D105*D106*(D107+D108)*D109/1000
111	Количество светильников	шт.	70
112	Цена за 1 кВт * ч.	руб.	3,6
113	Мощность светильников	Вт	75
114	Затраты на местное освещение	руб.	=(D113*D111*D19*D20*D112)/1000
115	Норма освещенности 1 м2 производственной площади	Вт	13
116	Затраты на общее освещение	руб.	=(D115*D100*D19*D20*D112)/1000
117	Итого затрат на освещение	руб.	=D114+D116
118	Затраты на содержание здания	руб.	=D110+D117

Table 7 continued

A	B	C	D
116	Затраты на общее освещение	руб.	=(D115*D100*D19*D20*D112)/1000
117	Итого затрат на освещение	руб.	=D114+D116
118	Затраты на содержание здания	руб.	=D110+D117
119	Процент отчислений на ремонтный фонд здания	%	0,03
120	Затраты на ремонтный фонд зданий и сооружений	руб.	=D101*D119
121	Затраты по охране труда	руб.	31500
122	Общепроизводственные расходы	руб.	=D98+D103+D118+D120+D121
123	Процент отчислений на ремонтный фонд	%	0,1
124	Прочие расходы	руб.	=D122*D123
125	Всего затраты на общепроизводственные расходы	руб.	=D122+D124
126	Затраты на общепроизводственные расходы на калькуляционную единицу	руб.	=(D125*100)/(D25*D26)*D28
127	Процент отчислений на общехозяйственные расходы	%	2,9
128	Общехозяйственные расходы	руб.	=D62*D127
129	Производственная себестоимость	руб.	=D9+D64
130	Процент отчислений на коммерческие расходы	%	0,01
131	Коммерческие расходы	руб.	=D129*D130
132	Полная себестоимость	руб.	=D129+D131
133	Проценты по кредитам, включаемые в себестоимость	руб.	
134	Прибыль до вычета налогов	руб.	=D7-D9-D64-D103-D79-D133
135	Ставка налога на прибыль	%	0,2
136	Налоги и сборы	руб.	=D134*D135
137	Чистый доход	руб.	=D134-D136
138	Амортизация	руб.	=D103+D79
139	Чистый приток от операционной деятельности	руб.	=D137+D138
140			
141			
142			
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144			
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148			
149			

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**Table 8 - Calculation of the annual payroll fund for managers, specialists, employees**

1	A	B	C	Строка формул	D	E
2	Расчет годового фонда заработной платы руководителей, специалистов, служащих					
3						
4		Должность	Количество, чел.		Оклад в месяц, руб.	
5		Начальник цеха	1		24200	
6		Зам. Начальника цеха	1		22000	
7		Мастер раскройно-вырубочного участка и участка сборки заготовки верха обуви	1		19500	
8		Мастер участка сборки, отделки и упаковки обуви	1		19500	
9		Кладовщик	1		16000	
10		Уборщицы	2		8000	
11-21						
22		Годовой фонд заработной платы руководителей, специалистов, служащих		=СУММПРОИЗВ(С5:С20;D5:Д20)*12		

**Table 9 - Calculation of average tariff coefficients and tariff wage funds**

A	B	C	D	E	F	G	H	I	J	K
5	Кол-во осн рабочих-сдельщиков		Тарифный коэффициент				Количество резервных рабочих		Тарифный коэффициент	
6	1 разряда						1 разряда			
7	2 разряда	24	1,096				2 разряда			
8	3 разряда	18	1,212				3 разряда			
9	4 разряда	18	1,346				4 разряда	7	1,346	
10	5 разряда	4	1,558				5 разряда	2	1,558	
11	6 разряда	12	1,808				6 разряда	2	1,808	
12	Среднетарифный коэф-т рабочих-сдельщиков			=СУММПРОИЗВ(С6:С11;D6:Д11)/СУММ(С6:С11)			Среднетарифный коэф-т резервных рабочих:			=СУММПРОИЗВ(И6:И11;J6:J11)/СУММ(И6:И11)
13							Количество резервных рабочих			
15	Кол-во осн. рабочих-повременщиков		Тарифный коэффициент	Часовая тарифная ставка	Дневная тарифная ставка					
16	1 разряда				=E16*8					
17	2 разряда				=E17*8					
18	3 разряда				=E18*8					
19	4 разряда				=E19*8					
20	5 разряда	1	1,531	70,55	=E20*8					
21	6 разряда				=E21*8					
22	Тарифный фонд ЗП основных рабочих-повременщиков					=СУММПРОИЗВ(С16:С21;F16:F21)				
25	Количество вспомогательных рабочих		Тарифный коэффициент	Часовая тарифная ставка	Дневная тарифная ставка					
26	1 разряда				=D26*8					
27	2 разряда				=D27*8					
28	3 разряда				=D28*8					
29	4 разряда				=D29*8					
30	5 разряда				=D30*8					
31	6 разряда	2	83,33	1,736	=D31*8					
32	Тарифный фонд ЗП вспомогательных рабочих					=СУММПРОИЗВ(С26:С31;F26:F31)				



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**Table 10 - Algorithm for calculating the receipt of funds from operating activities**

Name of indicator	Unit measurements	Indicator value
1	2	3
Volume of sales	steam	12656
Unit price	rub.	974.58
Revenue	rub.	=D5·D6
Calculation of variable costs		=D13+D16+D29+D61
Raw materials and basic materials	rub.	42224
Coefficient taking into account transportation costs	%	0.15
Raw materials and basic materials, including transportation costs	rub.	=D11·D12+D11
Auxiliary materials	rub.	3594.37
Coefficient taking into account transportation costs	%	0.1
Auxiliary materials including transport costs	rub.	=D14·D15+D14
Total capacity of installed equipment	kW	76.27
Equipment load factor		0.89
Shift duration	hour	8
Number of working days per year	days	249
Transmission energy loss		0.85
Annual amount of electricity consumed for technological purposes	kWh	=(D17·D18·D19·D20)/D21
Price 1 kW	rub.	4.6
Fuel and energy costs	rub.	=D22·D23
The number of working days during which the model is released	days	56
Release of products in shift	steam	678
Output per year	steam	=D25·D26
The coefficient of labor intensity, taking into account the output		0.224
Fuel and energy costs per cost unit	rub.	=(D24·100·D28)/D27
Payroll preparation		
Hourly tariff rate of the 1st category of pieceworkers	rub.	50
Average tariff coefficient of pieceworkers		=Average tar.coefficients and Tar. fund ZP!E12
Production program in labor hours, calculated for a year	hour	153339.19
Direct payroll for pieceworkers	rub.	=D33·D34·D35
Tariff fund of wages of the main time workers	rub.	=Average tar.coefficients and Tar. fund ZP!F22
Tariff fund of wages of auxiliary time workers	rub.	=Average tar.coefficients and Tar. fund ZP!F32
Number of reserve workers	people	11
Average rate of reserve workers		1.469

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Percentage of additional payments to reserve workers	%	0.15
Daily wage rate for pieceworkers of the first category	rub.	400
Bonuses for reserve workers for qualifications	rub.	=D41·D42·D39·D40
Additional payments to reserve workers for performing work on operations	rub.	=D42·(D40-D34)·D39
Hourly payroll for pieceworkers	rub.	=D36+(D43+D44)*D20
Percentage of additional payments to daily costs for hours not worked within the working day	%	0.25
Daily payroll for pieceworkers	rub.	=D45+(D45·D46)/100
Daily payroll for time workers	rub.	=D37+(D37·D46)/100
Auxiliary workers' daily wage bill	rub.	=D38+(D38·D46)/100
Percentage of additional payments to the monthly fund	%	9.64
Monthly payroll for pieceworkers	rub.	=D47+(D47·D50)/100
Monthly payroll for time workers	rub.	=D48+(D48·D50)/100
Auxiliary workers monthly payroll	rub.	=D49+(D49·D50)/100
Annual payroll for pieceworkers	rub.	=D51
Annual payroll for time workers	rub.	=D52·D20
Ancillary workers annual wage bill	rub.	=D53·D20
Basic salary of production workers	rub.	=D45+D37·D20
Additional wages for production workers	rub.	=(D51+D52·D20)-D57
Single social tax rate	%	0.26
The amount of contributions to the UST	rub.	=(D57+D58)·D59
Costs for the main and additional wages per calculation unit, including deductions for the UST	rub.	=(D57+D58+D60)/(D25·D26)·100·D28
Basic payroll costs per cost unit	rub.	=D57/(D25·D26)·100·D28
Calculation of fixed costs		=D67+D93+D126+D128
Coefficient taking into account the costs of preparation and development of production	%	0.02
Costs for preparation and development of production	rub.	=D62·D66
Calculation of expenses for the maintenance and operation of equipment		
Basic and additional wages of auxiliary workers	rub.	=D56+D56·D59
The cost of technological equipment	rub.	3772900
Installation cost factor	%	0.1
The cost of technological equipment, taking into account the cost of installation	rub.	=D70·D71+D70
Cost of other equipment	rub.	=D72·D71
Total equipment costs	rub.	=D72+D73
Percentage of deductions for the repair fund	%	0.08
Equipment repair fund costs	rub.	=D74·D75
Depreciation rate of technological equipment	%	0.1

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Depreciation rate for other equipment	%	0.077
Depreciation deductions for the repair fund	rub.	=D72·D77+D73·D78
Percentage of deductions for low-value and high-wear tools	%	0.05
The cost of low-value and high-wear tools	rub.	=D72·D80
% deductions for the restoration of low-value and quickly depreciated instruments	%	0.2
Costs for the restoration of low-value and high-wear tools	rub.	=D81·D82
Costs for low-value and high-wear tools	rub.	=D81+D83
Product cost	rub.	=G81
Annual output	rub.	=G86
Percentage of deductions for intra-production transfer	%	0.0082
Intra-production transfer costs	rub.	=D86·D87
Costs for the maintenance and operation of equipment	rub.	=D69+D76+D79+D84+D88
Percentage of deductions for other expenses	%	0.1
other expenses	rub.	=D89·D90
Total costs for the maintenance and operation of equipment	rub.	=D89+D91
Costs of maintenance and operation of equipment per cost unit	rub.	=(D92·100)/(D25·D26)·D28
<u>Calculation of overhead costs</u>		
Annual payroll for managers, specialists, employees	rub.	= 'Annual RFP Fund'!C22
Basic and additional wages of managers, specialists, employees	rub.	=D97+(D97·D59)
Price per 1 m2 of the building	rub.	1800
Production area of the building	m <sup>2</sup>	861.72
Capital investment per building	rub.	=D99·D100
Depreciation rate of buildings and structures for full restoration	%	0.012
Depreciation of buildings and structures for full restoration	rub.	=D101·D102
The volume of the production building occupied by production flows	m <sup>3</sup>	2757.504
Duration of the heating period	days	186
Indoor temperature	degrees	18
Outside air temperature average for the heating period	degrees	6
Price per unit of fuel	rub.	595
heating costs	rub.	=D104·D105·D106·(D107+D108)·D109/1000

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Number of fixtures	PCS.	70
Price for 1 kW·h	rub.	3.6
Luminaire power	Tue	75
Local lighting costs	rub.	$=(D113 \cdot D111 \cdot D19 \cdot D20 \cdot D112)/1000$
Illumination rate 1 m2 of production area	Tue	13
General lighting costs	rub.	$=(D115 \cdot D100 \cdot D19 \cdot D20 \cdot D112)/1000$
Total lighting costs	rub.	$=D114+D116$
Building maintenance costs	rub.	$=D110+D117$
Percentage of deductions for the repair fund of the building	%	0.03
Expenses for the repair fund of buildings and structures	rub.	$=D101 \cdot D119$
Labor protection costs	rub.	31500
overhead costs	rub.	$=D98+D103+D118+D120+D121$
Percentage of deductions for the repair fund	%	0.1
other expenses	rub.	$=D122 \cdot D123$
Total general production costs	rub.	$=D122+D124$
General production costs per cost unit	rub.	$=(D125 \cdot 100)/(D25 \cdot D26) \cdot D28$
Percentage of deductions for general business expenses	%	2.9
General running costs	rub.	$=D62 \cdot D127$
Production cost	rub.	$=D9+D64$
Selling expenses	rub.	$=D129 \cdot D130$
Full cost	rub.	$=D129+D131$
Interest on loans included in the cost	rub.	
Profit before taxes	rub.	$=D7-D9-D64-D103-D79-D133$
Income tax rate	%	0.2
Taxes and fees	rub.	$=D134 \cdot D135$
net income	rub.	$=D134-D136$
Depreciation	rub.	$=D103+D79$
Net inflow from operating activities	rub.	$=D137+D138$

Of great importance in the management of output is the assessment of the actual output and sales within the limits of production capacity, i.e. within the limits of "minimum - maximum" volume of production. Comparison with a minimum, break-even volume allows you to determine the degree, or zone,

of the "security" of the organization and, with a negative value of "security", withdraw certain types of products from production, change production conditions and thereby reduce costs or stop production.

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Comparison of the achieved output with the maximum volume determined by the production potential of the organization allows you to assess the possibility of increasing profits with an increase in production volumes if demand or market share of the organization increases.

For a shoe company seeking a strong market position, pricing is key to the success of the chosen strategy. The price is a tool to stimulate demand and at the same time is the main factor in long-term profitability.

Getting the maximum profit is possible with the optimal combination of sales volume and prices for products. However, it is not possible to sell an unlimited number of units of shoes at 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, it will be necessary to reduce the price.

When developing a pricing strategy, goals related to both profit and sales volume 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 the conditions under which the payback of all costs is achieved (break-even point). The price charged for a commodity directly determines the level of demand and, consequently, the volume of sales under elastic demand. The shoe industry is a material-intensive industry, so the relative value of fixed costs in the total cost of footwear will be small, therefore, the price

elasticity of demand is high. This means that a decrease in price must be accompanied by a significant increase in demand for shoes. Too high or low price can undermine the success of the product.

In this regard, it is necessary to carry out a break-even analysis.

The break-even point is the volume of production at the sale of which the sales proceeds cover the total costs. At this point, the revenue does not allow the company to make a profit, but there are no losses either.

Consider the various ratios of sales volumes and prices for manufactured products. Price reduction occurs when a company uses a discount system to increase sales. This event 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 reduction.

The formula for determining the break-even point is:

$$B_{kp} = \frac{Z_{post}}{C - Z_{nep}^{ly}}, \quad (1)$$

where  $Z_{post}$  - total fixed costs;

$C$  - the selling price of a unit of production;

$Z_{nep}^{ly}$  - variable costs per unit of output.

**Table 11 - Initial data for building a break-even point**

Price products, rub.	Revenue from sales, rub.	Fixed costs, rub.	Variable costs, rub.	Fixed costs per unit of production, rub.	Variable costs per unit of production, rub.
1150	5821300	2868860	3116100	226.67	615.586
1145	6520775	2868860	3505840	226.67	615.599
1140	7213920	2868860	3895390	226.67	615.579
1135	7900735	2868860	4284920	226.67	615.560
1125	8543250	2868860	4674710	226.67	615.579
1115	9171990	2868860	5064010	226.67	615.61
1100	9744900	2868860	5453546	226.67	615.59
1090	10346280	2868860	5843090	226.67	615.58
1075	10884 375	2868860	6232750	226.67	615.58
1060	11403480	2868860	6622160	226.67	615.56
1040	11845600	2868860	7011700	226.67	615.60
1010	12143230	2868860	7401240	226.67	615.59
975	12326944	2868860	7790780	226.67	615.579
950	12624550	2868860	8180340	226.67	615.572
790	10998380	2868860	8569840	226.67	615.56

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**Table 12 - Analysis of the break-even conditions of the shoe enterprises**

Monthly sales volume, pairs	Product price, rub.	General costs, rub.	Profit Loss) from product sales, rub.	Dot break even
5062	1150	5984960	-163200	5368.4
5695	1145	6374700	146075	5419.07
6328	1140	6764250	449670	5470.53
6961	1135	7153780	746955	5522.98
7594	1125	7543570	999680	5631.6
8226	1115	7932870	1239120	5744.6
8859	1100	8322406	1422494	5922.38
9492	1090	8711950	1634330	6047.1
10125	1075	9101610	1782765	6244.5
10758	1060	9491020	1912460	6454.9
11390	1040	9880560	1965040	6759.8
12023	1010	10270100	1873130	7273.8
12656	975	10659640	1667304	8004.2
13289	950	11049200	1575350	8578.4
13922	790	11438700	-440320	16446.1

The behavior of total costs is most strongly influenced by variable costs, which 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 price reduction. The minimum allowable price per unit of production, providing coverage of total costs, will correspond to the second break-even point; the maximum allowable - the first breakeven point.

Calculations show that the transition from unprofitable to profitable production takes place with a production volume of women's summer shoes of 5368.4 units - this is the first break-even point, the second break-even point occurs with a production and sales volume of 16446.1 units.

On the field between the 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 received when selling products at a price of 1040 rubles, while the sales volume will be 12023 units.

For the break-even 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 cost price does not overlap, and immediately there are losses.

When evaluating the consequences of a price reduction on a change in the break-even point, it is necessary to additionally evaluate the effect of a price reduction on an increase in sales volumes. In other words, an increase in prices can affect the decrease in sales in such a way that the additional profit per unit received as a result of the impact of the price factor will be offset by the amount of losses from the decrease in sales. Conversely, the decrease in the sum of the difference between revenue and variable costs per unit of output caused by a decrease in prices can be fully offset by the profit from selling additional volume of production at lower prices.

Thus, the calculated threshold values of production set the area of production volume and sales of products, within which the break-even activity of the enterprise is ensured. To assess the effectiveness of the production activities of a shoe enterprise, it is necessary to analyze the annual results of the enterprise's work on the production of men's and women's footwear assortment.

Table 13 shows the results of the shoe enterprise for the production of a summer range of shoes.

**Table 13 - Generalized results of the work of a shoe company for the production of a summer assortment of shoes**

Indicators	The value of the indicator for different sales volumes per month, %			
	100	80	60	40
Sales volume, pairs	28168	22534	16901	11266
Sales proceeds, thousand rubles	24033.9	19226.86	14420.58	9612.56
Unit cost of production, rub.	726.7	726.7	726.7	726.7
Full cost, thousand rubles	20373.34	17265.01	14156.57	11047.32
Including raw materials and basic materials, thousand rubles	12628.89	10102.96	7577.45	4402.8

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Profit from sales, thousand rubles	3660.56	1961.85	264.01	-1434.8
Income tax, thousand rubles	732.112	392.37	52.802	-
Net profit, thousand rubles	2928.448	1569.48	211.208	-
Product profitability, %	15.2	10.2	1.8	-

From the analysis of table 13 it can be seen that in the event of a decline in sales and sales of shoes, less than 60% of the production volume brings losses to the enterprise.

Table 14 shows the results of the work of a shoe company for the production of an autumn assortment of shoes.

**Table 14 - Generalized results of the work of a shoe company for the production of an autumn assortment of shoes**

Indicators	The value of the indicator for different sales volumes per month, %			
	100	80	60	40
Sales volume, pairs	25358	20286.4	15214.8	10143.2
Sales proceeds, thousand rubles	30640.47	24512.37	18384.27	12256.19
Unit cost of production, rub.	1024.58	1024.58	1024.58	1024.58
Full cost, thousand rubles	25747.78	21683.33	17618.45	13554.44
Including raw materials and basic materials, thousand rubles	17105.57	13661.88	10263.34	6842.22
Profit from sales, thousand rubles	4892.69	2829.04	765.82	-1298.25
Income tax, thousand rubles	978.5	565.8	153.16	-
Net profit, thousand rubles	3914.19	2263.23	612.66	-
Product profitability, %	15.9	11.5	4.2	-

Table 15 shows the results of the work of a shoe company for the production of a winter range of footwear.

**Table 15 - Generalized results of the work of a shoe company for the production of a winter assortment of shoes**

Indicators	The value of the indicator for different sales volumes per month, %			
	100	80	60	40
Sales volume, pairs	26114	20891	15668	10445
Sales proceeds, thousand rubles	45032.84	36025.56	27019.46	18012.69
Unit cost of production, rub.	1435.54	1435.54	1435.54	1435.54
Full cost, thousand rubles	37487.78	31183.45	24878.18	18573.85
Including raw materials and basic materials, thousand rubles	28072.03	22457.8	16842.75	11228.5
Profit from sales, thousand rubles	7545.06	4842.11	2141.28	-561.16
Income tax, thousand rubles	1509	968.42	428.26	-
Net profit, thousand rubles	6036	3873.69	1713	-
Product profitability, %	16.8	13.4	7.9	-

Table 16 shows the results of the shoe enterprise for the production of a spring assortment of shoes.

**Table 16 - Generalized results of the work of a shoe company for the production of a spring assortment of shoes**

Indicators	The value of the indicator for different sales volumes per month, %		
	100	80	60
Sales volume, pairs	29661	23728.8	17796.6
Sales proceeds, thousand rubles	31026.82	24821.45	18616.09

**Impact Factor:**

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<b>ISI (Dubai, UAE) = 1.582</b>	<b>ПИИИ (Russia) = 3.939</b>	<b>PIF (India) = 1.940</b>
<b>GIF (Australia) = 0.564</b>	<b>ESJI (KZ) = 8.771</b>	<b>IBI (India) = 4.260</b>
<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

Unit cost of production, rub.	890.2	890.2	890.2
Full cost, thousand rubles	26405.04	21576.03	18400.86
including raw materials and basic materials, thousand rubles	17648.54	14118.8	10589.1
Profit from sales, thousand rubles	4621.78	3245.42	215.23
Income tax, thousand rubles	924.36	649.1	43
Net profit, thousand rubles	3697.4	2596.3	172.23
Product profitability, %	14.9	thirteen	1.1

These calculations indicate that with 100% of the sale of men's and women's shoes in the specified period of time, not only the costs of production and sale of products are covered, but there is also a profit in the amount of 3697.4 thousand rubles. This indicates the effective operation of the enterprise, as well as the correct marketing and assortment policy. Product profitability is 14.9%.

With the implementation of 60% of shoes, the activity of the enterprise brings insignificant income. Basically, this income is achieved through the sale of

men's shoes, since losses are observed in the women's assortment with these volumes. A further decrease in sales volumes will lead to an increase in losses. To solve this problem, the conditions for the sale of shoes within a specified period of time, as well as the sales volume of at least 50%, are necessary. In the event of such a situation, it is necessary to attract borrowed funds to cover the costs and subsequent output.

Table 17 presents the annual results of the shoe enterprise for the production of men's and women's footwear assortment.

**Table 17- Annual results of the shoe enterprise for production of men's and women's shoes**

Indicators	Jan.	Feb.	March	Apr.	May	June	July	Aug.	Sen.	Oct.	Nov.	Dec.
1	2	3	4	5	6	7	8	9	10	11	12	13
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
Unit cost of production, 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, 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	732.12	732.12	732.12	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



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

In this case, if the footwear is in demand and is sold in full, then the company receives money on time, which is also needed to pay salaries, purchase working capital and other expenses to ensure the development of production.

During the year, the company produces 327,903 pairs of shoes. With 100% sales of these products, the company will receive revenue in the amount of 392202.1 thousand rubles. However, this situation is not always the case.

For example, with the sale of autumn low shoes in the amount of 80% of the production volume, the profit is reduced by 43.15% and amounts to only 1178 thousand rubles, while the sale of shoes less than 47.4% of the production volume brings losses to the enterprise. Due to the lack of funds, it is necessary to reduce the volume of production, delay the payment of wages to workers, for which at present the heads of the enterprise are liable, sometimes even criminally. If such a situation arises, it is necessary to attract borrowed funds to cover costs and organize subsequent production, which is currently associated with certain difficulties: the interest on the loan has been significantly increased (up to 18%), the loan repayment period has been reduced, etc., leading to an even greater increase in 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 the means of production at the enterprise, the growth of labor productivity, the reduction of production costs, the increase in profits and profitability. This is due to the fact that marketing activity is not only the sale of finished shoes, but also the orientation of production to meet the effective demand of buyers and active work in the market to maintain and form demand for the company's products, and the organization of effective channels for the distribution and promotion of goods.

In a dynamically changing market environment, the performance of an enterprise, including a shoe company, largely depends on the effective results of the production, sales, financial and marketing policies of the enterprise itself, which creates the basis for bankruptcy protection and a stable position in the domestic market.

Thus, shoe companies should focus on both external (consumer enterprises, competition, market conditions, etc.) and internal factors, such as sales volume, profitability, covering basic costs, etc. However, it is impossible to take into account and foresee all situations that may arise during the sale of 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 shoes,

even without taking into account market requirements, have already been produced, then they must be sold. For this purpose, in order to respond to lower prices of competitors, it is necessary to reduce too large stocks, get rid of damaged, defective shoes, liquidate leftovers, attract a large number of consumers, stimulate shoe consumption, using discounts. There are about twenty types of discounts, but for shoes the most common are those types of discounts that are used at various levels of the enterprise, sales organizations, and trade. In addition to using discounts, an enterprise can go for an initiative price reduction 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, helps to increase the competitiveness of certain types of leather products and the enterprise as a whole. In addition, the greater the number of footwear products produced, the more production costs are reduced, which leads to lower prices, and most importantly, creates such conditions for the functioning of the market that would not allow other competing enterprises to enter it and would cause a positive reaction from consumers.

With the transition to a new economy, improving the quality and competitiveness of leather products has become a strategic task for all leather and footwear enterprises in the country and the region as a whole, it becomes necessary to take into account the laws and market requirements, master a new type of economic behavior, and adapt all aspects of their activities to a changing situation. , changes in consumer demand should be taken into account with defending the interests of consumers before industry. The fulfillment of these tasks is possible only on the basis of an in-depth study by manufacturers of domestic footwear products, the needs of hotel groups (consumer segments), methods for examining the quality and competitiveness of footwear. The current situation in the shoe industry of the Southern Federal District and the North Caucasus Federal District is not least the result of the inability of many managers of shoe enterprises in the Southern Federal District and the North Caucasian Federal District to quickly adapt to the new requirements put forward by the market, to the competition that has arisen from Russian and foreign manufacturers. Therefore, the current situation led to the development of a development strategy for the production of competitive leather goods in the Southern Federal District and the North Caucasus Federal District.

In the graduation project written by us, issues related to the development of domestic shoe

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production in the Southern Federal District and the North Caucasus Federal District were considered. As a result of the work carried out, favorable conditions for the implementation of the strategy were identified:

- a large concentration of skilled labor;
- coordinated specialization of producers;
- long-term traditions of shoe craft;
- a small number of local suppliers of high-quality raw materials, component materials;
- high demand in the Southern Federal District and the North Caucasus Federal District for high-quality footwear.

We believe that for the development of domestic manufacturers of competitive products it is necessary:

- increasing the investment priority of the industry;
- creation of conditions conducive to improving the provision of the industry with material and raw materials;
- protection of the internal market from illegal circulation of goods;
- export promotion;
- legalization of preferential taxation of producers;
- development of an interconnected system of supply and marketing, production, technology and innovation, pricing, financial, personnel policy and personnel management;
- improving the quality and design of products;
- uniting the efforts of all manufacturers to promote the footwear of the region;
- development of a set of measures of regional significance aimed at improving the socio-economic situation by creating new jobs;
- studying the life cycle of products and the use of advertising and media;
- strengthening control and introduction of modern ISO quality management systems, development of a dealer and distribution network;
- concessional lending under targeted federal and regional programs ("Family", "Children", "Maternity");
- expanding the practice of leasing schemes;
- with increased commercial risk and in conditions of uncertainty, it is advisable to use outsourcing.

In the technological part, a competitive assortment of men's, women's and children's shoes has been developed, taking into account factors affecting consumer demand: compliance with the main fashion trends, economic, social and climatic features of the regions of the Southern Federal District and the North Caucasus Federal District. Within the framework of the developed strategy, the production of competitive products will be organized using modern mechanized innovative technical processes, as well as to meet the demand of an elite consumer, using manual labor.

Innovative technological processes have been developed for the production of men's, women's and children's shoes using modern technological equipment with advanced nanotechnologies, which form the basis for reducing the cost of footwear and thereby increasing its competitiveness, produced by the world's leading companies, with the possibility of a wide range of footwear production not only for types, but also by methods of fastening.

The layout of technological equipment is proposed, on the basis of which it is possible to form a technological process for the production of men's and women's, as well as children's shoes with optimal power, regardless of the production area and the form of production organization.

In the economic part, an algorithm for calculating the receipt of funds from the operating activities of shoe enterprises is given. 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 the turnover of products and reducing losses, which will achieve a significant economic effect.

Models for the sale of shoes within a month at 100%, 80%, 50% are proposed. As a result, calculations show that with 100% of the sale of shoes, compensation is provided not only for the production and sale of shoes, but also a net profit of 1900.54 thousand rubles remains, which indicates 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 shoes from the volume of production, the enterprise incurs losses. To solve this problem, the conditions for the sale of shoes within 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 subsequent production through the use of a bank loan, factoring, and leasing.

Based on the current situation in the economy of our country, in our opinion, an equally significant problem in the development of the regional consumer market is the lack of a full-fledged regulatory framework that ensures the functioning of the mechanism of state regulation of the consumer market in the regions. Based on 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 competitive leather goods production.

From the analysis made, we single out the following trends in the development of shoe

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production in the Southern Federal District and the North Caucasus Federal District:

1. Due to the high level of migration of the able-bodied population of the Southern and North Caucasian Federal Districts to developing industries, the footwear industry of our districts can rightfully be called developing.

2. In the Southern and North Caucasian federal districts, close attention is justified to the issues of high-quality provision of the industry with qualified specialists employed in the field of leather and footwear (a large number of specialized educational institutions for training personnel). An important factor is the increase in the investment attractiveness of the industry, especially from the side of regional authorities, and the creation of conditions for increasing its competitiveness. It is necessary to impose high duties on imported finished footwear and low duties on imported basic and auxiliary materials and equipment, and it is also necessary to regulate the level of prices and tariffs that would guarantee the manufacturer and trade as a whole the reimbursement of costs and the accumulation of funds for the improvement and further development of production.

Thus, the prerequisites for the development of competitive production in our region are significant and relevant.

In conclusion, we propose a set of the following measures:

1. Creation of a regional program for the development and support of domestic footwear manufacturers in the Southern Federal District and the North Caucasus Federal District (loans, investments, leasing, outsourcing).

2. Development of a modern raw material base of the domestic industry.

3. Stimulation of the tax system for the modernization and reconstruction of existing footwear production and the creation of new competitive production.

4. Improvement of financial condition and re-equipment of 50% of fixed assets.

5. Taking measures to reduce the import of imported shoes into the region and improve the quality of products with bringing exports up to 35%, which will ensure the suppression of the trade in smuggled shoes.

6. Recognition from the Government of the Russian Federation of light industry as a priority among other industries and the adoption of a program for the "breakthrough" development of the industry for the period 2015–2020. and until 2025

7. To ensure doubling by 2025 of industrial production and the production of footwear to 115 million pairs.

8. Competent development of a marketing policy for regional shoe industries to better promote domestic footwear products in local markets and

intensify media work at the federal and regional levels to raise the image of Russian footwear.

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

In our opinion, for the successful implementation of all of the above measures, the interest of regional authorities in the development of leather goods production, lower prices for components and energy costs, and, most importantly, convenient transportation are most necessary. Thus, all this together will provide our recommendations with a bright future and stable positions both in the domestic and in the markets of near and far abroad. All that is needed is the coherence and interest of all the participants in these regions.

### Conclusion

To revive the role and importance of a quality-oriented strategy, since only in this case, business leaders will subjectively and objectively be forced to improve their production using nanotechnologies, innovative processes and digital production so that competitive and import-substituting materials and products fully meet the needs of domestic consumers. At the same time, our assertion is substantiated that the consumption of domestic materials and products is regulated by the market. In this case, the requirements of the market should shape the role of the state and consumers in the production of sustainable demand for domestic materials and products, namely:

maintain the range of goods, regulating it with federal, regional and municipal orders;

encourage price stability; increase consumer ability and gradually improve their quality.

The implementation of these tasks will create a basis for the consumer to realize the need to pay for the benefits of quality materials and products, and the manufacturer to realize that improving the quality of materials and products cannot be associated only with rising prices, but also through technical innovations in digital production aimed at on the application of new technological and engineering solutions.

It is equally important to understand the role and significance of quality activity, that is, to what extent leaders have penetrated into the essence of things, learned to manage things, change their properties (range), form, forcing them to serve a person without significant damage to nature, for the benefit and in the name of a person.

Both political leaders and the government have recently begun to talk about the need for a competent industrial policy. However, if we carefully consider the normative, methodological documents on the structural restructuring of industry, then the thought

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arises whether we are stepping on the same rake that has been stepped on all the years of reforms.

What is the essence of economic reforms and the significance of industrial policy in them, which are theoretically substantiated and tested in practice by a number of developed countries?

This is the fight against inflation, the strengthening of the national currency and financial stabilization. This is a change in the forms of ownership in various sectors of the economy through the process of privatization. This is a structural restructuring of the economy under the conditions of market relations.

At the same time, structural adjustment should be placed at the basis of all these fundamental processes of economic reform. Both financial stabilization and privatization should be subject to the process of structural adjustment, since it is structural adjustment that determines the final result of reforms and the effectiveness of adapting various forms of production to civilized market relations.

The final result should also be taken as the basis for the structural restructuring of the economy. And these are products, services - their competitiveness in the domestic and world markets.

What happened in the Russian reforms? All three basic processes (financial stabilization, privatization and structural adjustments) proceeded on their own, without any interconnection between them. Therefore, the methods used by the government and the Central Bank to combat inflation and other economic indicators often ran counter to the objectives of structural adjustment.

As for the process of structural adjustment, the government's position is expressed by the following statement: "the market itself will put everything in its place." With such a position towards structural adjustment, it is not surprising that in the national economic policy at that time there was no place for the words quality, competitiveness, import substitution

This is, unfortunately, the reality of the reforms carried out today. In this regard, I would like to refer to well-known world experience.

A world-famous quality specialist E. Deming, who at one time was a scientific consultant to the Japanese government and led Japan out of the economic crisis, in his book "Out of the Crisis" says: "... managing paper money, not a long-term strategy for digital production - the path to the abyss.

Regarding whether the state should pursue an industrial policy, one can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants." It's like today is about us and about our situation in the economy.

What are the results of economic activity today, what are the achievements in this area? The growth of gold and foreign exchange reserves, the decline in inflation, the budget surplus and other financial and economic achievements. And what, is this the end result of public administration? And not the quantity and quality of goods and services sold in the domestic and foreign markets, and not the solvency of the population to purchase these goods and services? And, ultimately, not the quality of life of the population of the country???

Therefore, it is quite natural today that the task is set for all levels of the executive and legislative authorities - to improve the quality of life of Russian citizens.

Let us carry out an enlarged factorial analysis of the problem of "quality of life". The quality of life of citizens depends on the quality of goods and services consumed in the full range - from birth to ritual services, as well as on the solvency of citizens, which allows them to purchase quality goods and services. These two factors (quality and solvency) depend on the state of the country's economy, which in turn depends on the efficiency of enterprises in various sectors of the economy, including light industry. The effectiveness of the work of enterprises depends on the state of management, on the level of application of modern management methods.

The existing world practice of wide application of modern methods is based on standardization and certification. Standardization makes it possible to generalize best practices, formalize them in an accessible and understandable form, and make them available to everyone who wants to apply these best practices. Certification makes it possible to assess the level of implementation of the requirements of the standards into practice and provide an appropriate guarantee for the consumer. At present, no more efficient mechanism has been devised to disseminate advanced experience in solving various problems, and the corresponding international structures for standardization and certification have been created in the world.

An analysis of existing international standards that are aimed at improving the level of enterprise management shows the following areas of their action:

- quality management systems (a series of international standards ISO 9000 and industry supplements);
- environmental management systems (a series of international standards ISO 14000);
- safety and labor protection systems (OHSAS 18001);
- social responsibility systems (SA 8000)

The structure of the problem "quality of life" and a set of international standards aimed at its solution.

At the same time, international standards for quality management have the most significant and global character. The use of modern methods in them

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allows us to solve not only the problem of improving quality, but also the problems of economy and productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

Thus, solving the problem of increasing the efficiency and competitiveness of the economy, and ultimately the quality of life, is impossible without the implementation of a well-thought-out and competent industrial policy, in which innovation based on digital production and quality should become priority areas of the state's economic policy.

The problems of improving the quality, competitiveness of materials and products at the present stage of development of the Russian economy are becoming increasingly important. As the experience of advanced countries, which at one time came out of such crises (the United States in the 30s, Japan, Germany - in the post-war period, later - South Korea and some other countries) shows, in all cases, the basis for industrial policy and the rise economy was put a strategy to improve the quality, competitiveness of products that would be able to win both domestic and foreign markets. All other components of the reform - economic, financial and credit, administrative were subordinated to this main goal.

The developed software for the formation of the technological process for the production of import-substituting products and the determination of specific reduced costs, which are the sum of current costs (cost) and capital investments, measured using the standard efficiency coefficient, taking into account the production program, allows you to calculate the static parameters of the technological process for the production of import-substituting products with various forms of organization of production. The developed software for calculating cash receipts from the operating activities of light industry enterprises based on 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 are aimed at accelerating turnover products and reduce losses, which guarantees light industry enterprises to obtain stable TEP and prevents them from bankruptcy.

Models for the sale of products within a month at 100%, 80%, 50% are proposed. Calculations show that with 100% of the sale of footwear, compensation is provided not only for the production and sale of footwear, but also a net profit of 1900.54 thousand rubles remains, which indicates the effective operation of the enterprise, as well as the correct marketing assortment enterprise policy. It also provides a profit when selling 80% of men's, women's and children's shoes. When selling less than 50% of shoes from the volume of production, the company

will incur losses. To solve this problem, the conditions for the sale of shoes within a specified period of time and the volume of sales of at least 50% are necessary.

Based on the current situation in the economy of our country, in our opinion, an equally significant problem in the development of the regional consumer market is the lack of a full-fledged legal framework that ensures the functioning of the mechanism of state regulation of the consumer market in the regions. Based on this, it is the state and regional intervention that should correct the situation on the market for domestic products of light industry enterprises in the regions, and thus there will be an opportunity for the development of competitive and import-substituting products.

The implementation of the planned measures will lead to covering the deficit for all types of products, increase labor mobility in the Southern Federal District and the North Caucasian Federal District and reduce negative processes in the labor market, as well as a stable balance of interests of consumers, employers and municipal, regional and federal branches of government. For the successful implementation of all of the above activities, the interest of regional authorities in the development of production of competitive and import-substituting products, lower prices for components and energy costs, and benefits for transportation produced by enterprises of the regions of the Southern Federal District and the North Caucasus Federal District are most necessary for the regional authorities.

Therefore, only the emphasis on innovation, quality, competitiveness of products and services should be the basis of the industrial policy pursued at all levels yesterday, today and, even more so, tomorrow.

Other economic effect of the results of work is limited, which consists in increasing labor productivity, the level of mechanization of production, lowering work in progress and the cost of digital production. An accessible tool for digital production technologists to rationalize the design of technological processes is proposed, which allows the enterprise to form a competitive assortment and predict the maximum income from the production of import-substituting products.

An assortment policy has been developed for the formation of competitive products, taking into account factors affecting consumer demand: compliance with the main fashion trends, taking into account the 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 technical processes, as well as to meet the demand of an elite consumer, with the use of manual labor create the basis for meeting the demand for shoes for buyers in these regions.

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Innovative technological processes have been developed for the production of import-substituting products using modern technological equipment with advanced nanotechnologies, which form the basis for reducing the cost of import-substituting products and providing them with increased competitiveness with the products of leading foreign companies, with the possibility of a wide range of products not only by type, but also by sex and age. groups, which guarantees its demand in full.

Layouts of technological equipment are proposed, on the basis of which it is possible to form a technological process for the production of import-substituting products with an optimal output volume, taking into account the production area and the form of organization of digital production.

Software has been developed for calculating cash receipts from the operating activities of light industry enterprises based on 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 are aimed at accelerating turnover. products and reduce losses, which guarantees enterprises to obtain stable TEP and prevents them from bankruptcy.

Software has been developed to form the technological process of digital production and determine the cost of production of import-substituting products. A computer simulation model has been implemented that describes the dynamics of the process of production of import-substituting products. The proposed methodology and the software implemented on this basis make it possible to reduce the duration of technological preparation for production and increase, thanks to the rationalization of the technological process, the specific consumer effect of import-substituting products.

Complex indicators of the effectiveness of innovative technological processes for the manufacture of footwear, similar to other types of import-substituting products, have been calculated. Taking into account the production program,

promising options for technology and equipment have been formed, the most effective one has been selected; the possibilities of streamlining the flow have been identified, which allow eliminating bottlenecks, minimizing equipment downtime, which is one of the conditions for designing innovative technological processes. The reliability of the calculations carried out to assess the effectiveness of technological processes using targeted programming methods for various technological and organizational solutions is confirmed by calculations of economic efficiency indicators: cost, profit and profitability and other indicators.

The proposed technique allows to reduce the duration of technological preparation of digital production and reduce the time for expert work while maintaining the required depth and validity of engineering conclusions. The economic effect of the conducted research is expressed in the intellectualization of the work of a technologist with a reduction in time spent on developing a range of manufactured import-substituting products and evaluating the effectiveness of technological processes in comparison with a typical economic calculation of the full cost of manufacturing such products.

The analysis of the influence of forms of organization of digital production and manufacturing technology on the cost of import-substituting products is carried out using the example of the technological process of manufacturing children's, women's and men's shoes, taking into account the shift program. Theoretical dependencies are obtained to assess the influence of the factor "organization of production" on individual costing items in general and other technical and economic indicators in order to prevent enterprises from bankruptcy.

Thus, all this together will provide light industry enterprises in the regions of the Southern Federal District and the North Caucasus Federal District with a stable financial position both in the domestic and in the markets of near and far abroad. All that is needed is the good will and interest of all participants in this process.

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SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)  
International Scientific Journal  
**Theoretical & Applied Science**  
p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)  
Year: 2022 Issue: 05 Volume: 109  
Published: 05.05.2022 <http://T-Science.org>

Issue

Article



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## BIOECOLOGICAL FEATURES OF EUROPEAN PEAR VARIETIES IN THE CONDITIONS OF THE REPUBLIC OF KARAKALPAKSTAN

**Abstract:** *The transition of agriculture to a market economy, to new production relations led to a restructuring of the existing land use with a tendency to expand arable land by reducing the area occupied by gardens. In such conditions, the problem of using unproductive lands, traditionally excluded from intensive circulation, which includes pebbles, becomes important.*

**Key words:** *biology, ecology, pear variety, Karakalpakstan, land use, trend.*

**Language:** *English*

**Citation:** *Safarova, G. K., & Kamalova, G. R. (2022). Bioecological features of european pear varieties in the conditions of the Republic of Karakalpakstan. ISJ Theoretical & Applied Science, 05 (109), 35-37.*

**Soi:** <http://s-o-i.org/1.1/TAS-05-109-2> **Doi:**  <https://dx.doi.org/10.15863/TAS.2022.05.109.2>

**Scopus ASCC:** *1100.*

### Introduction

One of the radical ways to solve the problem of providing the population with fresh fruits, and the processing industry with raw materials, along with an increase in production, is the development and implementation of measures to increase safety, prevent losses and waste-free processing technologies.

Among the fruit crops grown in Karakalpakstan, the pear takes the second place after the apple tree. The best pear varieties, due to the high requirements for climatic conditions, are concentrated in the southern regions, designed to provide the population of industrial centers with fresh fruits [1. p 85].

Pear fruits are valuable dietary products. They contain organic and mineral compounds. They are used fresh and processed. The fruit consumption system contributes to the prevention and treatment of cardiovascular, gastrointestinal and other diseases.

The transition of agriculture to a market economy, to new production relations, has led to a significant restructuring of the existing land use with

a tendency to expand arable land by reducing the area occupied by gardens [2. p 122]. In such conditions, the problem of using unproductive and traditionally excluded from intensive circulation lands, which include pebble lands, becomes of great importance.

The pear assortment as a whole is subordinated to the task of producing fruits for fresh consumption, storage and processing. At the same time, gardens with a specific purpose are practically not laid, in which the fruits are grown in compliance with the technology aimed at the formation of high commercial qualities, keeping quality and suitability for various types of processing [3. p 224]. Many cultivated varieties do not meet international standards and are not suitable for long-term storage. This leads to seasonal supply of the population with fresh fruits. Product losses are 30-40%, most of which occurs at the last stage, i.e. during storage. Losses of products are associated not only with the level of the material base of storage, insufficient organization at this stage, but in many respects, due to the low quality of the harvested products. To exclude them, it is necessary



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to observe the agrotechnics of cultivation, the timing of harvesting and storage, as well as strictly observe storage regimes. The cost of fruit production is increasing every year,

The climatic conditions of the Republic of Karakalpakstan are characterized by a variety of factors that create a kind of microzone that is of interest for the rational distribution of varieties [4. p 19]. In general, the climate is characterized by a temperate continental regime without sharp seasonal fluctuations.

Phenological features of the annual cycle of development. The studied pear varieties begin their vegetation on average in late March - early April, and finish their vegetation in the third decade of November. The timing of the passage of phenophases is determined mainly by the thermal regime of the winter-spring period and the biological characteristics of the varieties [5. p 74].

Pear blossoming begins at the end of April - beginning of May, with an average daily air temperature of 9.0-16 °C. The dates of the beginning of flowering vary more by years than by variety. The early flowering period was noted from April 10-15, the late date from April 10 -May 13. Early flowering is not always a decisive sign of the onset of fruit ripening. Thus, the winter variety Cure blooms earlier than many summer varieties. The leading role in the fruit ripening period belongs to the biological characteristics of the variety and climatic conditions. Delayed flowering and cool summers lengthened the period ripening for several days. Conversely, early flowering and hot summers contributed to the acceleration of ripening.

The greatest danger to fruit formations is temperature fluctuations, accompanied by prolonged thaws in the second half of winter [6. p 239]. An assessment of the general condition of trees after unfavorable winters showed the degree of adaptation of varieties to the natural conditions of the area.

Drought resistance - refers to the most important indicators and is of the same importance as the wintering period. The response of varieties to dry conditions was studied (moisture deficiency and high

air temperature in July-August (HTC-0.38, 0.53; 0.60; 0.69) adversely affected the condition of the trees. The effect of air drought was manifested in such indicators, such as wilting of leaves, yellowing and falling off. In the varieties of Bore Bosk, Kure, Krasny Kavkaz and others, darkening of the leaves is noted, which emphasizes their specific reaction to air drought. Pear varieties with a strong "burn" of the leaves are not recommended for growing on pebbles, as well as in intensive plantings.

Resistance to diseases and pests. The resistance of pear varieties to scab was relatively high, with the exception of the Cure variety, the leaves and fruits of which were affected by (1.5 and 2.0 points) [7. p 158]. The remaining varieties were not affected by scab or very weakly.

A more severe damage to pear varieties was tinnitus and codling moth. The fruits affected by the sucker lost their marketable appearance due to sooty plaque. Many varieties of pear were affected by tinnitus from 0.5 to 1.5 points. No lesions were noted in varieties: Yubileynaya Samarkand, Talgar beauty. Miracle of Ribe, Mellin, Golden Moldavia, Kabardinka, Smuglyanka.

Fertility and productivity. Precocity and yield of varieties are important. In a comparative assessment of early fruiting, two indicators were taken into account: the period of obtaining the first harvest of fruits and the rate of growth of the crop at a young age.

The decisive indicator of the value of a variety is its yield, which depends on the biological characteristics of the variety, environmental conditions of cultivation, the level of agricultural technology, and protective measures. The experience of growing pear on pebbles showed that it is quite productive. In the group of summer varieties, the Yubileynaya Samarkandskaya variety turned out to be the most productive, regularly yielding a high yield, exceeding the control variety by 58%. Yielding were also Nalchik Kostyka and Krasny Kavkaz, which had an excess over the control variety by 32 and 26%, respectively. Other varieties were also productive. Less productive in the first years of fruiting were trees of the William variety.

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OAJI (USA) = 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

## International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2022 Issue: 05 Volume: 109

Published: 06.05.2022 <http://T-Science.org>

Issue

Article



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## INTELLECTUAL LIBERALISM: A THEORETICAL WAY BASED ON THE LEGACY OF TURKIC THOUGHT

**Abstract:** In the context of growing inequalities, the root cause of legitimacy issues that are created by the crisis of capitalism for liberal democracy are sought in the theoretical structure of this ideology. An imbalance between economic immunity and other values makes material capital the criterion of the social system, generating socialism, which is the opposite of capitalism. This makes social relations a battle between the two paradigms. Reform should follow the basic principles of liberalism, in accordance with the principle of the "perfect human" from the Turkic system of thought. This system is presented as intellectual liberalism. Its fundamental axiom is perfection, which expresses the unity of the intellect and morality. The axioms, characteristics, principles, and supportive subjects of intellectual liberalism are explained.

**Key words:** Liberal democracy, inequality, capitalism, intellectual liberalism, perfect human

**Language:** English

**Citation:** Hajiyeva, V. (2022). Intellectual liberalism: a theoretical way based on the legacy of Turkic thought. *ISJ Theoretical & Applied Science*, 05 (109), 38-49.

**Soi:** <http://s-o-i.org/1.1/TAS-05-109-3> **Doi:**  <https://dx.doi.org/10.15863/TAS.2022.05.109.3>

**Scopus ASCC:** 3301.

### Introduction

The complex topics in social sciences are those that challenge theoretical axioms that were first cultivated academically, then politically, and then became an academic taboo. The cultivated theoretical principles in natural sciences can be a subject of controversy based on the vast amount of information gained from experience and the maturation of an important scientific historical stage. It can face serious academic resistance, specially initially. However, the situation in the social sciences is more complicated. This is because the experience requirements and the maturity of historical evolution are insufficient. There are strong interest groups that make these cultivated theoretical principles taboo and defend their viewpoints. Due to the dominant position of these principles, which are accepted as axioms, these interest groups control the scene, turning political philosophy into a battlefield between the same-scale polars of power (capitalism) and opposition (socialism); thus, the phenomena of politics and power exists in their field and within the framework of their rules. Another issue is the stereotypes created

by these taboos in social groups, especially among academic circles, which occur outside the scene and do not belong to the powerful interest groups or the ideology that these stereotypes feed and shape.

The growing inequality associated with the crisis of capitalism and the actualization of socialism have led to the reactivation of political philosophy. Inequality has become a key topic in this sphere. The level of development achieved by capitalism in the second half of the last century, such as a free and just society presented by capitalism, in combination with human (liberal, social, democratic) values, address inequality and social cataclysms 30 years after the collapse of the socialist bloc. This dynamic proves that the threshold of evolution 30 years ago was neither the result of an internal regularity of a linear development of capitalism nor of its ideological supporters (liberal democracies). However, the necessary consensus was achieved in when competing with its opposition (socialism). With the current breakdown of this consensus and the deepening of contradictions, it becomes clear that non-systemic consensus, (i.e., the cosmetic addition of social values to the liberal system

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values or, at best, hybridization) is unsustainable. Restoring this model is unlikely to solve deepening inequality. Inequality is an inherent attribute of capitalism and has an inviolable place in the foundation of liberal democracy. This is not inequality as a law of nature or generated by natural potential, but about unnatural, artificial inequality that arises between classes in societies, classified by capital, and therefore inherited. Most interestingly, socialism also creates a fight between classes who are divided by capital, for the distribution of capital and centralized power over capital. To win this struggle, socialism unhesitatingly clashes with the laws of nature and individual freedoms.

Therefore, in the approach to the current paradigm crisis, this study examines the problem fundamentally and assume that the growing dynamics of inequality are related to the internal structure of liberal democracy. The claim is not to reform the liberal democracy with a theoretical structure and basic principles, which are formed by Western thinkers based on Western culture [5] and historical processes. The motive is a critical scientific approach to liberal democracy, the father of paradigms, which are exported globally and proposed for application in the social system of Azerbaijan, which goes against Azerbaijanis cultural system and is in crisis in its own home region. This approach is aimed at studying the theoretical origins of the paradigmatic crisis for a theoretical solution, rather than a critical discussion of modern liberalism. The aim is to find a modern path based on the progressive normative results achieved by humankind, including Western civilization, and the lessons learned from existing practice, which is rooted in Turkic culture. For this reason, the first part of this study is devoted to a critical discussion of the basic principle and characteristics of the theoretical structure of liberal democracy. However, the second part of the research is devoted to the presentation of a new theoretical structure, which begins with the change in the principle of the system of relations between the basic values of liberal democracy, and accordingly generates changes to its characteristics and supportive subjects. The study proposes a theoretical framework which is adequate to the foundations of modern liberal values, but with reference to the heritage of Turkic thought, worldviews, traditions of statehood, and the cultural system, which are historically developed according to the principle of “insan-i kamil” (in modern Azerbaijani: “kamil insan”, i.e., the “perfect human” who has reached moral and intellectual perfection). The research argues the need to change the principle of economic liberalism, which is fundamental and superior to other values in the theoretical structure of liberal democracy, and to propose its reform. It also contributes to the development of the main attributes of the proposed theoretical structure, by examining the theoretical solution to this problem. The fundamental

axiom of this theoretical system, called intellectual liberalism, is perfection, and the system-building axiom elements are human rights and freedoms, equality, and the rule of law. The relationship between the axiom elements of this theoretical construction are based on three principles of intellectual liberalism: axiom values of equal status, perfection as a criterion and unit of measurement for individual development and social dynamics, and justice and progress. The concept of balance is its system-building characteristic. The creative support subjects of the mechanism of application for the theoretical system are reasoned as follows: an individual who is free because he/she is perfect, an intellectual community, and a perfect society consisting mainly of intellectuals. The study aims to open the theoretical gate for Turks living in a large region (Turkey, Azerbaijan, Kazakhstan and other Turkic republics) to embrace modern liberalism, thereby breaking taboos on the method of globalization of liberal democracy. Its purpose is to contribute to a more fundamental scientific discussion of the current paradigm crisis and the failures of liberal democracy.

### **The crisis of capitalism and the decline of liberal democracy**

The end of the Cold War and the victory of capitalism over socialism opened doors to capitalism and in fact, deepened inequalities in the West. The financial crisis of 2008 has already shown that inequality is not a natural phenomenon that serves the dynamics of developing the capitalist system, but a global problem generated by the social system, who creates interest groups. At the same time, with the opening of the global capitalist circles to the post-socialist space (i.e., new markets) under the ideological banner of liberal democracy, economic liberalization was observed in these regions, which began with urgent reforms. As a result of this process, post-socialist capitalist systems were formed, in which the economic system was ruled by authoritarian regimes and controlled by transnational capitalist circles. Milanovic [23] presents these systems as political capitalism. In these systems, economic inequality became more evident and profound, as other values and norms of Western liberalism (especially political freedoms and the rule of law) were not applied. Therefore, it can be argued that the world has reached a capitalism crisis, with the evolution of capitalism through liberal democracy. Nevertheless, post-socialist systems have not come a long way from the collapse of socialism to the crisis of capitalism, thanks to the single application of inequality that is removed from the liberal framework.

The path for liberal democracy, together with capitalism, has reached an interesting and paradoxical point. Thus, liberal democracy, its core being economic liberalism, initially removed traditional legal barriers (in monarchies and aristocracy) to form

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the leading role of the capitalist class in political decision-making. Thus, it created normative opportunities for reaching consensus with other classes and strata and offered mechanisms that could equalize not only all citizens, but also the minority at the level of rights and freedoms. This ideological system is currently experiencing a crisis greater than capitalism. The problem of inequality, which is the key element that provoked and exacerbated this crisis and made socialism inevitable for large corporations [31], undermines the foundations of liberal democratic systems that have thus far provided theoretical and practical solutions to the problem of inequality at the level of rights and freedoms. Inequality is natural and one of the manifestations of freedom. Therefore, its existence is fair. But inequality is able to violate the boundaries and balances of other freedoms and justice thanks to its feature of action. Inequality is not the root cause of its own dynamism, from the manifestation of freedom to the achievement of the phenomenon that destroys freedom (from thesis to antithesis), and the emerging global results. The elimination of its evil would lead to even greater injustices and a totalitarian system, which, along with all human values, contradict the laws of nature. Should scholars look for reasons for inequalities and the imbalance between liberal values within the fundamental or system-building characteristics [11, p. 38–40] of the liberal system (e.g., in subordination, do they examine the optimal size or absolute position of the elements within the system)? To answer this question, this study focuses on the system-building elements and characteristics that lead to the dynamically increasing dimension of inequality, starting within the liberal system, and their protective actors.

The dominant bloc of basic values in the theoretical system of liberalism is economic liberalism. If the goal of economic liberalism based on freedom of own property is free market and free capital (especially in the era of globalization, when neoliberals, who serve the interests of large corporations, are pursuing a policy of new regions that will provide new and free markets), it must be remembered that inequality is protected in this system and is unequivocally immune in the liberal economic system (i.e., capitalism, which is an economic system, takes its place in the political-ideological system, along with economic liberalism, and the bourgeoisie is the creator and guarantor of this place, which is considered a fundament of liberalism). However, liberal values in other spheres glorify equal freedoms. For this reason, in some countries, political forces representing liberal values and upholding racial, cultural and gender equality are known as the leftists [17] and supporters of “market domination in both thought and practice around the world” [16] are known as neoliberals (e.g., the United States). As the basic element of liberalism and an expression of

capitalism, the principles of free market and economic freedom overcame all obstacles and “market fundamentalism has emerged as the dominant force in national and global economies” [24]. At a result, economic inequality deepened and spread throughout the entire social system. In this dynamism, the free market has turned social inequality into a global problem, first threatening economic freedom (of the middle and lower classes, including their freedom of labor) and then leaking into the framework of economic liberalism, and finally narrowing the boundaries of other liberal values in the upper (liberal) system. Thus, economic liberalism currently eliminates all borders of other liberal values and is losing its internal balance as an instrument of the global hegemony of capitalism, while undermining liberal democracy as an ideological system. Savage [29] argues that the West has been slow to realize how inequality destroys the foundations of liberal democracy, and how economic inequality deepen cultural, social, and political conflicts and call into question the integrity of liberal democratic national states. Unfortunately, Savage’s argument is valid. Thus, the growth of inequality means that the growing injustice, anger, and intolerance imply the growth of radicalism and racism. At the same time, growing inequality implies a growing gap between classes, and the increased economic power of a single class, as well as the growing and uncontrolled political power of this class. Thus, it is the formation of an authoritarian oligarchy. These dynamics are destroying liberal democracy and actualizing the ideals of socialism, which are accompanied by calls for equality by the lower classes and the demands of the upper classes for the socialist order, which contains totalitarian elements for the rule of the angry masses.

### Is it possible to abandon capitalism?

The goal of the liberal system is the free human principle. However, in the bloc of economic freedom, which is the central subsystem of the liberal system, an inviolable fundamental area is free property, which ensures material inequality. Free capital is expressed as free property that is conditioned upon the free market and defined as a basic principle under the auspices of the creative subjects of this system. In this case, since the concept of security is fully related to the security of property [20], human freedom is also conditioned by the freedom of capital and finds its measurement in the subordination of capital. Thus, the theory elevates humans. According to the structure of the theory, humans are associated with capital, and the measure of their freedom varies depending on the amount of capital that they possess. In this case, contrary to claims [16] that capitalism is a condition of democracy, can we say that the main problem of liberal democracy is capitalism? Is it possible today to replace this with socialism and place it in a liberal-

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democratic system? Since a liberal system cannot exist without freedom of property, the absurdity of these claims is obvious [27]. It is demonstrated by the fact that a liberal system cannot exist without freedom of property. However, even if this happens, the essence of the matter will remain the same; that is, human freedom still remains tied to capital, and the state, which controls capital, concentrates control over a citizen through such capital. Thus, societies fleeing from authoritarianism are drawn into totalitarianism. Furthermore, substance is capital under both capitalism and socialism. Both paradigms build their system on the relation to capital, and in both cases, the criterion is capital [22, v. 33, p. 282–283]. In this approach that is based on material capital, capitalism and socialism are expressed by alternating opposites standing at the poles of 0 and 1 on the same plane (between these poles are the United States, Japan, Russia, Germany, Scandinavian countries, China, Cuba, etc.). The historical fundamental role of Confucianism in shaping attitudes towards the family and state institutions is apparent in East Asian systems, and there are different frontier levels for the free market, with different correlations of Confucianism and Legalism [4]. Nevertheless, having achieved its goal of being at the foundation of the system as a criterion, capital acquired as a regulatory power makes Confucianism its servant under the guise of synthesis, with its national philosophy. Neither capitalism nor socialism, which emerged from an approach to capital, are natural phenomena. Instead, they are theoretical devices serving the interests of groups. Thus, it can be deduced that Karl Marx and Adam Smith played equally important roles in the survival of this system, as the greatest figures of the theoretical approach that defends capital as a criterion. The biggest problem facing science and political philosophy today is that scholars do not go beyond a two-century conjuncture, the criterion of which is capital, when looking for ways out of the crisis (and even when looking for a new paradigm).

The above mentioned argument expresses the evolution caused by internal liberal democracy issues in theory. But there is also a historical dialectical aspect to the problem. This includes the laws of formation, survival, and renewal of any theory. Əhmədli explains this in his book, “Theory, Its Types and Functions,” as follows:

Since objects and events of objective reality are in constant change, development, and renewal, in this case, scientific ideas, laws, principles and, therefore, theories, which are their reflection, cannot be in a status of frozen, “petrified” absolute truths. Since they are relative truths that can be assessed situationally, all of them are constantly refined, updated, and subjected to “scientific revision.” This need for dynamism and agility is due to the dynamism and agility of the objective world, the most reality. [11, p. 203]

Therefore, the paradigm of capitalism and the theory of liberalism, which is the philosophical foundation of capitalism and is based on freedom of property, cannot remain absolute truths. The subordination between the basic principles and values of liberalism cannot be eternal and static. Freedom of property (in this case, material property is taken as a basis in the concept of property), which has a superiority in the value system of liberalism, stands on a hierarchical hill, and is perceived as the highest value. This automatically makes material property a criterion for the entire liberal system because of its high and inviolable value status. As a result, capital retained its dominance for nearly three centuries, during which it fathered two paradigms: capitalism and socialism (since the problem of both is material property, this relates to capital and the relationship to capital). The upper class not only completed their theoretical work by making other liberal values as the decorative stones of economic liberalism based on the free market and property inheritance, but also managed to use democracy as a successful tool for centuries to maintain the dominant position of capital within liberal democracy. The historical movement of capitalism today is a result of the transformation of the oligarchy into a widespread structure in the world, a new objective reality created by the natural and moral imperfections of capitalism, and a level of progress achieved by mankind and the world. A prominent and recently acknowledged reality is that capitalism is destroying liberal democracy and the human ideological system. This poses new challenges for science. Unfortunately, the scientific community still associates the reason and fault of this capital trend not with the historical connection of the root principle and basis of liberal democracy (the power element of the bourgeoisie), but with the oligarchic or kleptocratic origins of undemocratic mixed systems and political regimes formed based on capital [23]. However, international support for these regimes (strengthened by globalization) are the power centers of liberal democratic countries. While a change in these regimes is important to prevent the spread of the problem and counter liberal democracies, it does not “cure the disease,” but merely helps to eliminate its complications and derivatives. In authoritarian regimes that ensure economic freedoms, the enrichment of governments with political resources and limiting of political freedoms led to the formation of oligarchies, increasing inequality, and even the led to disappearance of property security. This reverse process has shown the experience that economic freedoms, and in particular the inviolability of property, are the result of political freedoms and do not form the basis of all other freedoms or slavery. Thus, it proves that the existing theoretical framework can only succeed in one regional development dynamic and in a certain historical period, and

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therefore, possesses fundamental issues that does not allow for scientific verification.

In fact, the acceptance and realization of capital as a criterion of the existing socioeconomic system is due to the inaccuracy (or incorrect choice) of the criterion used for determining the authenticity of scientific knowledge (i.e., the credibility of scientific knowledge, a satisfactory measure, must be based not only on logic, but on justice and progressivity). Justice itself expresses balance and is a natural state, a law of nature, and a necessity. In the axiomatic approach, given that capital (as a social criterion) is not a natural phenomenon and has become an axiom that people agreed to [11, p. 213] in the scientific community, it can be argued that capitalism, which has received the status of a paradigm, has a completely subjective origin, and is carried out with a predominance of addressed interests. Despite the scientific nature of other axiomatic elements included in the structure of the paradigm, for the sake of interests, this theoretical device is made (kneaded) based on a subjective criterion, not a scientific one. Over time leads to an increase in entropy (level of disorder) within the social system. Moreover, this element acts as a catalyst for this process serves as a leading criterion in intra-systemic and even extra-systemic relations. This makes it impossible to restore order through reforms in the building without touching the foundation.

Since capitalism is a social paradigm, it cannot be abandoned solely through a new economic model. Despite the effective proposals of several authors [19], it is insufficient to regulate monopolies, markets, and social inequality with the help of certain institutional changes. Instead, it is necessary to have a new political and ideological model. In fact, the demand for any economic model and the need to abandon it is a matter of political origin. It is impossible to transform an economic system with strong political support into an economic system based on a different moral and ethical basis, if this is done with the help of economic proposals alone. This transformation requires absolute political will, public support for that will, and appropriate political mechanisms to implement such political will. Just as socialism attempts to abandon capitalism through its economic model, along with its political and ideological system. However, this model was also based on the stratification and classification of society according to economic criteria; that is, socialism is a theoretical device made with the same non-scientific, subjectively-based capital criteria as capitalism. In socialism, which derives from and is the opposite of liberalism, the initial and even more severe restriction of economic freedom (through the state monopoly on capital) leads to an unjust totalitarian rule. Another reason for the failure was the rigidity and anti-humanism (because any dictatorship is anti-humanistic) of the political and ideological model, as well as the contradiction of this model to the laws of nature and society (the dictatorship of the proletariat,

which is the lowest and most unenlightened class of society). Of course, the economic system also had its drawbacks. Thus, with the models of a modern democratic political system, since the power of the oligarchy and capital are inevitable, either it is impossible to build a welfare state in the full sense of the word, or its stability is unreliable due to the lack of appropriate political support (a strong class must be a permanent guarantor of the political system) after full implementation. This leads to the argument that the abandonment of capitalism and the transition to a new paradigm can only occur by changing the criteria of the social system (or lowering the social status of capital) and introducing a new leading political and ideological model. This means that no new economic model can replace an entire paradigm. Without changing the political model, which is the source of the economic model, and without changing the source of the political model, (i.e., founding will or creative social support of class or community), the path to a new paradigm remains closed. It should be noted that the emergence and application of liberal democracy, with a free market and property inviolability at its core, along with other liberal values being derivatives (in classical liberalism) or principles of support for these core values, formed part of the historical process to strengthen the bourgeoisie. This historical process is also the reason for the formation of the parliament and parliamentarism. In other words, in its historical creation, parliament did not actually apply the principle of the “rule of people,” but fulfilled its mission of representing a wealthy and powerful minority [30]. The source of power for the bourgeoisie (the capitalist class) lies in its capital, construction of the socioeconomic system based on the freedom of capital, and care of the political system for this purpose; therefore, the fact that capital is the core element and the leading criterion of this ideological system for the bourgeoisie contains an axiomatic position for this social class. Considering that the axiomatic position of capital is inevitable for the bourgeoisie as the founders of liberal democracy, their class and academic groups that serve its interests are not expected to make proposals outside of this theoretical system or to reform it. Even if there are proposals to partially reduce this power and protect capitalism from collapsing [18], the relative relinquishment of this power by decisionmakers will be unrealistic. Socialism is incapable of progressive results, not only because it operates within the theoretical framework created by capitalism, but also because it adds basic principles that are contrary to the laws of nature and society. As a result, socialism is doomed to an evolutionary process that will lead to rejection and a return to capitalism as it moves towards a reactionary totalitarian system.

**The free human principle formed by a materialistic criterion of freedom**

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The value of capital and humans are inversely proportional, both in principle and in practice. Therefore, in a society where human labor and human security (i.e., social, political, economic security, rule of law) prevail, the value of capital fades into the background. In practice, we see these examples in Scandinavian countries often, as well as in Denmark. Due to the large and strong middle class and the high level of mass education within the societies of these countries, the middle class also plays a role as the pillar of the political system. The middle class is not interested in unconditional freedom of capital, especially in the inviolability of the free market principle. It thus maintains its position, controlling the balance between economic liberalism and social democracy. The strong position of the middle class serves just order. Although there is inviolability of property in such a society, the element of economic security is limited by other elements of security (i.e., social, political, legal elements). Here the inviolability of property takes place on an equal basis with other elements within the framework of the relative (i.e., limited by the rights of others) inviolability of a person. Its size is regulated by the social balance within the public system. Therefore, in such societies, it is difficult to link neoliberal manipulation (as a reference to the inviolability of property and market freedom) to traditional morality [6], and freedom of property cannot turn into absolute freedom of material capital movement. Therefore, capital cannot be a formal nor informal regulator in the entire system of relations for public life. This implies that the middle class is not only a barrier to the economic power of the upper class, but also a rival political polar. Liberal democracy (a theoretical system in which progressive values are systematized and capital becomes the criterion of the social system due to the superiority of economic freedom with the inviolability of the free market and economic inequality) is the most important ideological weapon of the richest class for achieving noteworthy economic goals (“getting the largest piece of the pie”) and becoming the main subject of political decision-making. With this weapon, the oligarchic class fights the middle class. In such societies who are minorities in the global system, where capital is the criterion, it is difficult for the middle class to maintain their position.

Since the freedom of capital is based on economic liberalism (the fundamental subsystem of liberal democracy), all other rights and freedoms are considered derivatives of economic freedom. At the public level, the economic freedom of citizens are embodied and equated to the freedom of material capital, so that real economic freedom becomes a value inherent to the owners of big capital. In this system, we cannot discuss the economic freedom of those who do not have capital, so they are the economic slaves of the capitalist. Like all other freedoms, political freedoms derive from economic

freedom. Although they are legislated within the legal system, they are a boon that can benefit the wealthy minority with more capital. In such a system, capital is practically the source of all freedom. A human's freedom is adequate to the amount of material capital that he possesses, and a person whose mission is to protect his freedom is burdened with the goal and duty of protecting this capital. Not only does one who has no capital become a slave to the capitalist, but the capitalist also becomes a slave to his own capital. However, material capital is not like intellectual capital, it is easy to lose and fragile. According to the theory of liberalism, a person who loses property is doomed to lose everything, including freedoms and finally, dignity [20]. Therefore, capitalism and socialism, which are paradigms based on economics and material capital, cannot make a human free and worthy, and these paradigms are opposed to each other.

### **The free human is formed according to the criterion of perfection: Human is free because he/she is perfect**

The theory of liberalism is the result of a certain stage in the development of Western thought legacy and political history. It views the freedom and dignity of a human as a dependency on his freedom of property. Conversely, the heritage of Turkic thought sees freedom as a victory over one's own lust. Here, the path to freedom is the path to mental and moral perfection. Although this path was developed theologically and systematically, mainly by medieval Sufi thinkers, it has origins in the pre-Islamic Turkic worldview and has become a broad concept that includes philosophical, theological, and literary currents in Turkic geography. The perfect human was the main aim of all genius thinkers of Azerbaijan's cultural heritage. A perfect human is a person who has overcome selfishness and illiteracy and is systematically trained on the path of cultural and spiritual progress [8]. He/she is free because he/she is perfect, so he/she cannot be unjust. The link between freedom and perfection remains the predominant way of thinking, influencing the entire spectrum of philosophical approaches, from religious to atheistic and even materialistic approaches [10].

Thus, if a perfect human is the golden line between a nation's history and cultural memory, and the basic principle of this concept is victory over one's own selfishness, it is impossible for this nation to build a just society based on a concept with a fundamental element that completely contradicts this principle if they do not undergo cultural and moral degradation. Paradigms such as capitalism, which built on the struggle for material capital because of the industrial revolution and the historical development of the powerful bourgeois class and socialism (which was acquired by capitalism as its antagonistic opposite) could not share a system of cultural and



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spiritual values for this nation. The current practice confirms this philosophy.

In the history of Azerbaijan, the principle of the perfect human even acts as a common dominant criterion that spirals philosophical-theological and socio-political thought systems, with its core of literary, philosophical, religious, and ideological systems, especially those based on an ideal state and a just society. Here, religious movements, as well as philosophical and literary schools were accepted and recognized through the teachings of perfection. The leading value of the religious and ideological systems, which began with Zoroastrianism and continued with the teachings of Islam, such as Hurufism, Sufism, Mashaim, and Ishraqism (these teachings were a means of assimilation of Islam by Azerbaijan's and Turkic culture in general), was the perfect human. This principle became the leading criterion in the writings of writers and scholars, such as Nizami, Nasimi, Bahmanyar, Suhrawardi, Tusi, and later in the works of Akhundov, the harshest critic of the religious tyrannical regime, as well as in the writings of modern enlighteners. Even though the principle of the perfect human is mainly attributed to the head of state, it has become the prism of combating mass illiteracy, especially since the period of Akhundov. In fact, it can be argued that the mentally and spiritually perfect human criterion in Azerbaijan was expressed not only as a common (secular/V.H.) value uniting all religions and sects in the public sphere, but also as Sufism, which unites Muslim Turks in Islam (above the Sharia) at the level of intelligence and freedom. At the heart of all public problems and at the basis of fair governance is the perfect human, and the justice of the head of state depends on how ideologically and morally he is perfect and able to govern. Nizami considered a professionally, spiritually, and culturally perfect human to be the source of a just government, public order, and prosperity [7; 28]. Tusi linked global justice to person's public, moral, and intellectual perfection [25; 36]. Suhrawardi [33] and the Illuminationism (Ishraqi) he discovered states that it is possible to open the door of the supreme mind (the highest goal) at the level of "light" only [38, p. 128–138]; that is, at a moral height. Nasimi [13] and the Hurufism (where he was one of the main figures) equated the perfect human with the embodiment of freedom, truth itself, and the universe [3]. Mirza Fatali Akhundzada [14], who advocated for a democratic and secular state, regarded the perfect human as a prior condition of just order. All these thinkers emphasize the need for a wise head of state and link justice to wisdom and injustice to illiteracy that rules society from top to bottom.

It should be noted that the criterion of the perfect human, which is the golden line in the history of thought in Azerbaijan, was also the leading criterion in the government's culture. Perfection (i.e., cultural and spiritual maturity; being the bearer of a higher

spirit, above the material) and professionalism (as a criterion of order and justice, including the Azerbaijani school of statehood) that has dominated the Turkic management culture, has been active in public administration, bureaucratic systems, and the social order. Thus, there was no power of any social class (e.g., aristocracy, bourgeoisie) in the Turkic states. The criterion was neither land nor capital, but professionalism and moral right. From the Göktürks to the Eldiguzs, from the Ottomans to the Safavids to the Afsharids, this principle always ruled. The principles of "give the job to the owner" [9] and "everyone must earn their name (status/V.H.) through their actions and their morality" (not by inheritance/V.H.), firmly entrenched in the Turkic social thought and at all levels of government practice, were reflected in all sources, from "Kutadgu Bilig" [2] and "Dede Korkut" [12] to "Siyasatnama" [26], vizier of the Great Seljuk Empire Nizam al-Mulk. Thus, professionalism and not nobility was the main factor for gaining a position in management and decision-making [32]. There was no preference for young people who were chosen to train these professionals to be from the noble families. On the contrary, young people who grew up with difficulties, who were intelligent, talented, and courageous, were sought out and trained to fill the most important areas of government. In social life, participation of the mind, experience, and moral truths as leading values, along with an active criterion, are reflected in the institution of eldership (the relationship between elders, youth, and mentor-disciples). In Azerbaijan, an ancient area of Turkic culture and thought, perfection is the leading criterion underlying respect for elders and mentors (one of the cults of Turkic thought), as well as the institution of elders. Perfection is a combination of human qualities, such as knowledge, intelligence, experience, worldviews, respect, and trust in society, as well as spiritual integrity. In other words, perfection, which combines knowledge, experience, and spiritual integrity as a leading element of national thought and culture, has taken a central position in religious, philosophical, and literary heritage, and has a social regulatory character. The institution of elders, a practical reflection of this criterion, was the guarantor of order at all levels of the social system, from every family, village, and tribe to the government.

### **The search for the theoretical path from the perfect human to the perfect society**

Capitalism spawned by the industrial era (which is the historical product of liberalism) creates a historical necessity for a new paradigm, the final stage being the global oligarchy. However, a new paradigm cannot be built on an old hypothesis. Failure to solve fundamental problems (such as the realization of the source of power, fair sustainable dynamics, and social equilibrium), the principles of balance, and the driving

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force of social dynamics, creates more of these problems and requires a new systemic hypothesis that will fundamentally solve them. However, growing inequality and social entropy appear as a sign that the 300-year paradigm is coming to an end, but the revolutionary conditions created by technological and informational development in the field of enlightenment, as well as the mass level of higher education, act as a historical product for the new theoretical paradigm. Based on the hypothesis that knowledge, the cultivator of information, and the technological age cannot have an axiomatic role in this paradigm, it is impossible to respond to the challenges of the time and create sustainable public order. It is interesting to note that the requirements of this historical situation (the dialectical stage of global development) largely corresponds to the ideal of a just order based on the principle of perfection, which is the cult of the Turkic philosophical-ideological-religious heritage, worldview, and culture.

Given the current experience of liberal democracy, and based on the principle of perfection, a theoretical hypothesis of the perfect society can be considered: an ideological system based on intellect and morality, with an equal status for economic, political and social security elements, a balance between values of equality and freedom, and the defining criterion of perfection that governs this balance. This acts as a theoretical device that can prove its scientific nature and sustainability, while being able to respond to the challenges of the time and ensure justice.

Unlike material capital, which has an egoistic [34] nature and thus provides an entropic character to public dynamics, there is a human and public responsibility in the essence of perfection, which is the unity of intellect and morality (these two elements are closely related to each other). There is not a claim that capitalism or socialism are devoid of intellect and morality. Industrialization, which began with the Renaissance, sparked a bourgeois democratic revolution and with the support of the intelligentsia of the time, opened a new era in which the bourgeois class played a leading role. Liberal democracy also contributed to the alliance of the bourgeoisie with the intelligentsia. For this reason, liberal democracy included universal human values, such as human rights and freedoms. This proceeded to form the concept of the rule of law, along with social democratic values. Therefore, it can be deduced that the intellect obeys and serves capital and the intellectual class obeys capitalism, followed by socialism and totalitarianism. Subordination of intelligence for capital means the subordination of morality to material interests and the subordination of public responsibility to individual interests.

### *Fundamental Axiom*

According to the hypothesis brought forward, the axiom underlying the theoretical system is the unity of intelligence and morality. This axiom, with its superiority, becomes the defining criterion of the system. Intellect, the first element of this axiom, is the basis of all public relations. Intelligence here is not equal to an idea, but contains both the idea and interests. Intelligence creates needs in accordance with its limits and capabilities, and interests in accordance with needs. At the same time, it is morality that regulates needs and interests. Thus, the origin of all interests, including material interests, are associated with intelligence and morality and combined in perfection. The means of perfection are training, upbringing, enlightenment, education, experience, and professionalism. The basic unit of perfection in motion is the intellect.

### *System-Building Axiom Elements*

The elements of the theoretical system contain values, such as rights and freedoms, equality, the rule of law. These are the guarantors of economic, political, and social security. These values exist in the theoretical structures of both liberal democracy and social democracy. They are systematized based on various hypotheses and different principles for today's concepts of the rule of law and the welfare state.

### *Principles*

1. One of the main principles in our hypothesis is that none of the system-building elements (values) should be a core element of the system. Placing one value at the core means placing it in a dominant position over other elements. It is a permission to upset the balance between values. Imbalance is the path to disorder.

2. Another principle is that public dynamics are determined by the growth line of perfection, in accordance with the axiomatic requirement of the system. Here the potential and development level of both the individual and society are determined by its perfection. Along with trust and prestige, which are the expression of morality, intelligence, as capital and assets, is a moving and changing indicator (i.e., it indicates the increase or decrease).

3. The theoretical system itself is in accordance with the principles of justice and progress. Thus, unlike choices based on capital, there is no unnatural, artificial (or soft violent) choice of indicator (material capital) that goes beyond human qualities. On the contrary, the choice and dynamics are due to the increasing value of human qualities.

### *System-Building Characteristics*

Balance is a systemic characteristic of a theoretical device that fits the theoretical hypothesis presented above for a perfect society. It is the natural basis of justice, which is a humanitarian factor. Crises are shocks caused by a lack of justice in a political

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organism, and this deficit arises when the law of balance is violated. This balance finds its final expression in the state system of public administration. The polity is an expression of justice, justice is an expression of balance, balance is an expression of a criterion, and a criterion is an expression of intellect and morality. The opposite is contrary to nature and existence; therefore, it is doomed to non-existence. Thus, the opposite cannot exist: a policy that does not express justice, justice that does not represent balance, balance without criteria, and criteria that do not reflect intellect and morality. Thus, the path to justice begins with intelligence and morality and goes through balance.

Balance must be defined as a basic law at all levels of the public system: in politics, the economy, values, and even between values and interests. Balance does not entail an equal distribution in all cases and in every sense of the word. Balance must be a functional division, in which intelligence and morality emerge as an entire phenomenon. Therefore, if the goal is to obtain water (which is a requirement of reason and morality), then the formula for water is  $H_2O$ . However, hydrogen and oxygen having the same number of molecules that are also equal to dehydration.

There must be a balance between the national will (with people as the subject) and the founding will, which expresses the mind of society (where the intellectual community is the subject) at the source of power; between the part and the whole; between mind and spirit; between liberal and socially-oriented ideological principles; between citizen and the state; and between politics and morality.

### *Supportive Subjects in the System*

#### *An Individual Who is Free Because He/She is Perfect*

In general, the concept of the perfect human is a one of individualism. The focus on the individual was perceived as the cornerstone of the Eastern spiritual system and Turkic thought, and in many cases, was seen by its authors as an obstacle to collectivism. Likewise, the individual has been at the center of liberalism (the ideological locomotive of the West) for three centuries. Liberal democracy accepts the free human as a subject of society, and the public system is formed on this principle. It should not be forgotten that a civil society system is based on individual freedom, as explained in Al-Farabi [1] before Western thinkers. Thus, in Turkic social thought, the individual is not an island and does not stand above society, like the sun (Nasimi) in its religious and mystical heritage. On the contrary, the individual is the foundation of society and his perfection (his freedom and hence his happiness) is the goal of society. Therefore, a public system whose goal and subject does not include a free individual cannot be built on Turkic culture. As with the experience of totalitarian socialist system in the

USSR, the alternative system is not digested by Turkic people. Although liberalism corresponds to the Turkic cultural system (with its humanism and individualism), the theoretical system of liberal democracy (with its supremacy of economic immunity to serve the tandem of liberalism through capitalism) leads to a completely different public outcome than the goal (of the perfect human) for Turkic thought heritage. Therefore, according to the requirement of the presented hypothesis, a subject of the system is an individual who is free because he is perfect.

#### *An Intellectual Community or a Perfect Society Where Intellectuals are Plentiful*

Based on the hypothesis presented, it should be noted that the application of the theoretical system in the public system, with its various spheres and completing mechanisms, will require appropriate axiomatic supplements. Əhmədli [11, p. 63] notes that, according to the laws of the theory, "in order for the existing axioms to work effectively, a new axiom can be added to the theoretical system, or one of the axioms can be replaced by a stronger one." Therefore, it is possible to carry out such a theoretical operation in accordance with the laws of theory when applying the intellectual choice to the political system. In the presented system of this study, this axiom must be related to the fact that justice is supported by the actual source of power. The leading subject of power is the strongest stratum of society. In capitalism, the real leading subject of power is a class, stratum, or group that controls most of the capital. Of course, the size of the actual subject of power depends on the distribution of capital. In a monopolistic society, the oligarchic group plays the role of the real subject of power, while in a society with the least monopoly, the coalition of the rich and the middle class becomes the leading subject of political power. Over time, the wealthy class, with its legitimate lobbying groups in the legislature, succeed in passing unjust laws that serve their own interests [18]. Even the left and political forces representing the lower class cannot come into power under capitalism without the consent of the oligarchic group. In socialism, it is also impossible to talk of this progress, since the approach is based on the attitude towards capital, and the motives for decisions are formed based on the approach to capital and the owners of capital. For this reason, in the struggle based on capital and within the framework of the social classification measured by capital (the principle of stratification in society is adequate to material power), capitalism and socialism coexist as two opposites and form part of a symbiotic relationship. By making materiality the source of all public relations, Marx substantiated material interest and capital as the leading criterion of the public system; thus, he provided the greatest support for the

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survival and development of capitalism [21, p. 355-506].

According to a theoretical system based on the principle of perfection, it should be asked: Which stratum or class can be the supportive subject of power? Will this class have the appropriate strength to fulfil this position? In this case, since the criterion is perfection and the unit of expression is intelligence, it must be focused on the stratum to which intelligence most belongs. It should be noted that intelligence has a certain scope, in accordance with the level of development of society, which usually exceeds one class. The bulk of the intelligentsia are within the great middle of the pyramidal society, but at the same time, there is an intellectual base both in the upper and, to some extent, lower stratum. Therefore, it is a community that exists in different proportions for all classes and strata. Since this spread of intellectual units along the pyramid of society does not allow for gaps, such as those that exist between classes in a materialist society, an honest, progressive, and balanced intellectual community prevails. This becomes the guarantor of democracy. Thus, the axiom strengthened in our theoretical system must be related to intellectual selection. Certain derived principles can be adopted to reinforce this axiom. Such derivative principles are necessary for the mobility of the hypothesis in the public system. In the words of Əhmədli [11, p. 221], “inconsistencies arise with the knowledge underlying the theory, which are acquired in previous scientific and practical activities.” In overcoming these inconsistencies, the new theory either adopts an additional system-building axiom or applies derivative principles. These derivative principles occur in different models, depending on the traditions of democracy, indicators of political culture, and the level of education of the masses. For example, such a derivative principle can take the form of stage elections based on the criterion of perfection: the mechanism of the initial selection of the intellectual jury (i.e., the selection of candidates for the final stage) can be entrusted to a multimillion or multimillion intellectual jury, formed based on an intellectual unit (depending on the scope of the intellectual community). Another example of a derivative principle is the differentiation of the voter's vote. Mechanisms for differentiating votes and balancing results in decision-making eliminate possible inconsistencies between the basic principle of democracy (i.e., the rule of the people) and the principle of the theoretical system that is proposed (i.e., acceptance of the intellectual community as a supportive and active subject). However, the application of this principle provides powerful impetus to the activation of political culture.

### Intellectual liberalism

In a public system where the criterion of relations is perfection, in contrast to feudalism (where

the basic element and criterion is land ownership) and capitalism (where the basic element and criterion is material capital), human intelligence as its basic and reliable property is the pillar, condition, and dam of all other properties, including freedoms, and is the guarantor of their existence and constancy. The value system that ensures this form of public relations is a liberal system with its own content and mission (individual freedom). This is liberalism. However, since the cumulation of this liberal system is perfection, and its main variable is intelligence, this theoretical system can be seen as intellectual liberalism.

The application of the philosophy and theoretical requirements of intellectual liberalism, as with any ideology, is focused on the problem of state building and power. It should be noted that the democracy that must serve the purpose of intellectual liberalism is neither technocracy nor meritocracy. The concretization of intellectual liberalism does not imply technocracy, which provides for the participation of non-political professionals in government, or meritocracy, which ensures the political legitimacy of the existing capitalist conjuncture through decent persons in government. Intellectual liberalism is a public order from which intelligence, as with all liberal values, is the basic requirement for everyone's security. Thus, it is reachable for everyone and the leading criterion of all public relations, comprised of a valid unit of value. Intellectual liberalism does not intend to use intellectual value only in the formation of the elite or the participation of a professional group in government. It realizes the bottom-up movement (therefore it must be at a mass level) of the intellect as a liberal value. The goal of intellectual liberalism is to improve the quality and responsibility of representatives and, more importantly, of the electorate. This is to achieve a high quality of the phenomenon of power and establish a fair order. In fact, this means that honorable work itself becomes a dominant public criterion over money that can be earned by any act or any mode of inheritance, from labor to fraud. Intelligence is the only value that, unlike land and capital, cannot be acquired without effort (i.e., by inheritance, chance, crime, or corruption). Technocracy does not have intelligence as a criterion. Instead, it is a servant of the dominant criterion (land in feudalism, money in capitalism) and an instrument of the elite (oligarchic group), which thanks to capital has become a powerful subject.

Intellectual liberalism, which is the only ideological path to a perfect society, does not promise freedoms or equality (like religion), but makes humans a source and creator of freedoms and all values. In a society where intelligence can be the leading criterion of the public system, the human who possesses it becomes the source of all types of power; he/she is not an adversary fighting for freedom, but a

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source of freedom itself. This is because a society that possesses high intellectual and cultural levels permanently solves issues with rights and freedoms, and also reaches a position that creates its own rights and freedoms, setting criteria and measures for them.

### Conclusion

This study links the origins of the growing inequality issue that has led to the current paradigm crisis with the criterion of capital. It focuses on the theoretical system of liberal democracy that makes this possible. The root cause of the problem is explained by the fact that the bloc of economic freedoms, within the liberal system has taken a fundamental position, received a special status and superiority in relation to other values.

The study argues that the blocs of economic, political, and social freedom and security, which are axiomatic elements within a progressive theoretical system, must be protected on an equal status. The unity of intelligence and morality should be the regulatory criterion that will control the protection of these freedoms, security blocs, and equality in equal status and ensure the balance between them. A reform

of liberal democracy is proposed, referring to the principle of the perfect human, which is inherent in the heritage of Turkic thought and connects the levels of human freedom with perfection.

If perfection is the fundamental axiom of a theoretical system that leads to perfect society by the perfect human, then intellectualism acts as a measurable, variable, growing unit of perfection. The system-building axiomatic elements are values that are included in the content of liberalism and the conception of the rule of law. The system-building characteristic is balance here. Perfection, which is a fundamental axiom, implements control where the axioms have the same status and the balance between values is protected. The process takes place through mechanisms where intelligence and trust (as a social expression of morality), which are elements of excellence, operate from the bottom-up approach, throughout the public system. The second supportive subject of such a liberal system (the goal of which is individual freedom based on intelligence and morality) is the intellectual community. In essence, this entails intellectual liberalism, the cumulation of which is perfection. Its variable unit is intellect.

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SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

### International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2022 Issue: 05 Volume: 109

Published: 06.05.2022 <http://T-Science.org>

Issue

Article



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## STUDYING THE OBJECTS OF ENVIRONMENT PCB ANALYSIS IN NATURAL OBJECTS BY GAS CHROMATOGRAPHY WITH ECD

**Abstract:** Twenty six samples for PCBs pollution in the central Region of Samarkand and Tashkent Region were investigated. Soil samples were collected from around of electricity supply of the Samarkand region and around Chirchik Transformer plant of the Tashkent region. The soil samples were extracted with chloroform mixture (1:1 v/v) for 4 hours. The final extract of 2.0 ml was analyzed for PCBs using a gas chromatograph equipped with 10 mCi  $^{63}\text{Ni}$  electron capture detector GC - ECD model 86/30. The retention time for the PCBs standard C=1mg/L were PCB 2,4,4', 3.683 min; PCB 2,2',5,5', 3.963min; PCB 2,2'3,4,4'5,5', 4,697 min; PCB2,2,3,4,5,5' 5.237 min; PCB 2,3'4'4'5, 5.427min; PCB 2,2'4,4'5,5' 5.67 min; and PCB 2,2'3,4,4',5' 6.290 min. Calibration curves for PCB 7 congeners were obtained, and the detection limits were estimated. We have used the standard solutions C=1mg/L and 10mg/L of PCB in iso-octane for receiving calibration curves and identification for PCB 7 congeners.

The variations of the microelements in soil around Chirchik Transformer plant were analyzed by the method of atomic absorption spectrometer "Saturn". The mean concentration (in mg/kg) of the metals were Ca (416± 19,1) > Na (222 ± 13,6) > Cu(100±3,9) > Ni (87±5,1) > Pb(57,1±2,9) > Zn (40.0 ±2.5) > Co (29.0±1,9) > Cd(21.3±1,5) > Fe (18.0±1,3) > Mn (10.0±1,2) > Cl-(0,32±0,02). The variations in the levels of the microelements were in the order Ca > Na > Cu > Ni > Pb > Zn > Co > Cd > Fe > Mn > Cl-. Very few sites were found to be contaminated with metals, but the level of metal contamination was very low. There was no significant correlation between the PCBs and any of the metals. The sources of the PCBs and metal were anthropogenic.

**Key words:** the atmospheric aerosols, laser resonans-ionization spectroscopy, atom-ionization, cavity ring-down, polychlorinated biphenyl.

**Language:** English

**Citation:** Khalmanov, A., Nasimov, A., & Toshkuvatova, N. (2022). Studying the objects of environment PCB analysis in natural objects by gas chromatography with ECD. *ISJ Theoretical & Applied Science*, 05 (109), 50-59.

**Soi:** <http://s-o-i.org/1.1/TAS-05-109-4> **Doi:**  <https://dx.doi.org/10.15863/TAS.2022.05.109.4>

**Scopus ASCC:** 1600.

### Introduction

Development of laser equipment led to emergence of a number of methods of supersensitive

detecting of the maintenance of various conditions of atoms. Among them the most perspective and developed for practical applications are the laser

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resonant- ionization spectroscopy (RIS) in vacuum, atom ionization (AI) spectroscopy in a flame and cavity ring down laser absorption spectroscopy (CRLAS). Prospects of methods are defined by great opportunities for research of ultra-small concentration of atoms in various phase conditions of substance, and also for research of processes of excitation and ionization of atoms [1-3, 16-20].

Gas chromatographic method with electron capture detector was used for identification of polychlorinated biphenyls.

Global environmental pollution and adverse ecological situation in industrial regions cause need of continuous ecologic-analytical control (EAC) of air pollution, quality of water and accumulation of dangerous compounds in soil and ground deposits. According to various international agreements about 60 chemicals (priority pollutants) entered lists, their distributions providing restriction. 12 chlorinated organic compounds are called the persistent organic pollutants (POP). These are following nine organochlorine pesticides: aldrin, endrin, dieldrin, mirex, DDT, toxaphene, hexachlorobenzene, heptachlor, chlordane, industrial products: the polychlorinated biphenyls (PCB); and also products inadvertent production: the polychlorinated dibenzo-p-dioxine (PHDD) and polychlorinated dibenzofurans (PHDF) called usually dioxine [4-15].

In this regard, the adoption of the Law of the Republic of Uzbekistan "On ratification of the Stockholm Convention on Persistent Organic Pollutants (Stockholm, May 22, 2001)" (№ ZRU-535, 08.05.2019) is a clear demonstration of the state's responsible attitude to the protection of the environment, its preservation for future generations. One of the main objectives of the agreement is to protect the health of the population and the environment from the effects of persistent organic pollutants (POPs). Uzbekistan's participation in the Convention will improve the environmental situation related to POP and prevent possible negative consequences for the population, the environment, flora and fauna. PCBs are a group of chlorinated organic compounds with the general title "persistent organic pollutants" (POPs). Republic of Uzbekistan was carried on State List of Persistent Organic Pollutants (POPs). At present time certain hazardous chemicals and pesticides registered by Rotterdam Convention and Stockholm Convention came in state list [4]. Our aim is the study of PCBs pollutants around Chirchik transformer plant and electricity supply of the Samarkand region.

Objectives of the study were organization and discussion of sampling with representatives Samarkand and Chirchik State Committee for Nature Protection of the Republic of Uzbekistan. Representatives of Committee for Nature Protection of the Samarkand Region and engineer-ecologist of Chirchik Transformer plant took part in organization

of sampling around of Transformer plant (Chirchik city of Tashkent region) from soil, water sediment and food-stuffs.

The Soil samples were collected from the immediate surroundings of Electricity supply of the Samarkand region in four districts (south, north, western, eastern sides) in the Central City of Samarkand. Samples of soil were taken around of Chirchik Transformer plant of Tashkent region.

**Materials and methods of sampling.** Soil samples were collected from four different locations in the south, north, western, eastern districts. At each sample were collected at depth of 0-30 cm. Each composite sample weighed between 400-500 g. The samples were placed in labeled polythene bags and sent to the laboratory. Samples of the soil exempt from roots, stones and any inclusions. Large units pound in a mortar. Pass through netting with openings 1-1,5 mm. At a studying of the damp soil in a parallel sample define humidity.

For the analysis 50g the air-dry soil pounded in a mortar. The soil samples were extracted with chloroform mixture (1:1 v/v) for 4 hours. A preparation from the soil is extracted by chloroform three times on 50 ml, each time stirring up a flask on 10-15 ml on the device for stirring and let's to test settle a little. Extract merge through waterless sulfate of sodium in a cup for distillation of a solution. Water extracts carefully merge in a long funnel, add three times on 30-50 ml, stirring up in a long funnel on 5-10 ml. Chloroformed extracts merge through sodium sulfate in a flask for solvent. Distillation conduct under vacuum of 10-15 mm of mercury at bath temperature no more than 40 °C. Solvent drive away to small volume (2 ml). **From average test take 10 g of a vork and place in a conic flask on 250 ml.** In a flask add 100 ml of acetone and stir up during 1 h on the device for stirring. Then extract filter in a round-bottomed flask on 500 ml through a funnel with the fat-free cotton wool. The rest in a flask wash out in the small portions of acetone (2 x 15 ml) and merge through a funnel in the same flask. From the integrated extracts drive away acetone in the rotor evaporator at a temperature of bath of 20 - 25 °C. From the liquid phase PCB and POP which has remained in a flask extract in two portions hexane on 20 ml, stirring up each time a flask within 5 min. and dividing layers by means of a divider funnel. The integrated hexane extract transfer to a divider funnel and add carefully 20 ml of sulfuric acid, then a vitriolic layer reject and in a divider funnel flow a new portion of sulfuric acid. Operation of cleaning repeat until sulfuric acid doesn't become colorless, and at the subsequent stages hashing in a divider funnel of layers of hexane extract and sulfuric acid is necessary. The cleared hexane extract wash out the distilled water before neutral reaction of washing waters and transfer to a chemical glass for drying by waterless sulfate of sodium. The dried extract transfer to a round-bottomed flask,



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sulfate of sodium wash out hexane (2 x 10 ml) and washouts unite in a round-bottomed flask. Hexane evaporates on the rotor evaporator to 2 - 3 ml, quantitatively by means of a pipette transfer to the graduated test tube and bring to a tag 4 ml (N 1 extract). Then carry out processing by spirit alkali. For this purpose 2 ml of N 1 extract place in the conic flask with a capacity of 10 ml supplied with the return water refrigerator, add 0,4 - 0,5 (four flat cakes) caustic potash, 2 ml of ethyl alcohol and mix heat within 30 min. from the moment of dissolution of caustic potash at a temperature of 55 - 58 °C and hashing on a magnetic mixer. After cooling mix quantitatively transfer to a divider funnel and add 4 ml of water for division of layers. Aqueous-alcoholic layer reject, and hexane is washed out by 2 ml of 1 percent sulfuric acid, water before neutral reaction of washing waters, dry, filtering in the graduated test tube through a funnel from 3 g previously the sodium moistened hexane sulfate. After a filtration sulfate of sodium is washed out by 2 ml hexane and wring out a glass stopper. Hexane extract evaporates to 2 ml (N 2 extract).

**The sediment (50g) is centrifuged to remove excess water, wetted with 40 ml acetone**, extracted with 80 ml hexane, re-wetted with 20 ml acetone, and extracted again with hexane. Between each solvent addition, the sample is shaken 20 min on a wrist-action shaker. The extraction should be repeated until at least 75% of the added solvent is recovered. PCB recoveries were 100% after 3 extractions. The final extract of 2.0 ml was analyzed for PCBs using a gas chromatograph equipped with 10 mCi <sup>63</sup>Ni electron capture detector GC - ECD model 86/30, type Gas Chromatograph MASTER (DANI instruments S.p.A., Italy). The capillary column used was DN5 10 m × 0.15 mm id × 0.1 μm film thickness. The GC conditions were as follows: injection point temperature: 50°C, 600°C/min, 320°C(2min); oven temperature programmed: 120°C,35°C/min, 200°C, 30°C/min, 300°C, (2min). Temperature of detector was 320°C; carrier gas (He)-nitrogen at flow rate: 0,5 ml/min; make-up gas flow rate - 29.0 ml/min. The PCB standards were obtained from laboratory of instrumental analysis, University of Florida, USA. Suggested instrument conditions for PCB analysis are given in the table 1.

**Table 1. Suggested Instrument Conditions for PCB Analysis**

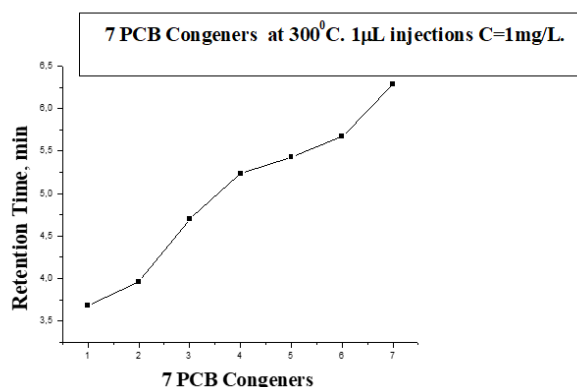
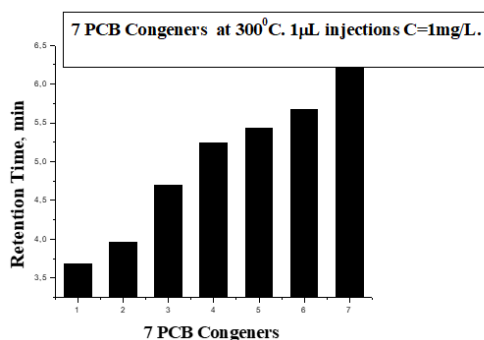
Name	Parameters GC Master
Column	DN 5=10mx0,1mm, 0,1μm
Oven	120°C,35°C/min, 200°C, 30°C/min, 300°C, (2min)
PTV injector	50°C,600°C/min,320°C(2min)
Carrier gas (He), flow rate	0,5mL/min
Split Ratio	1:10
ECD Detector temperature	320°C
Signal:Min.Half Peak width	0,60 S
Digital Acq.Rate	100 Hz
Flows: Aux Type N <sub>2</sub>	25 ml/min
Injection Volume	1 μL
Total registration time	10,2 min

**Results and discussion.** The total runtime was 10.2 min. The retention time for the PCBs standard C=1mg/L were PCB 2,4,4', 3.683 min; PCB 2,2',5,5', 3.963min; PCB 2,2'3,4,4'5,5', 4,697 min; PCB2,2,3,4,5,5' 5.237 min; PCB 2,3'4'4'5, 5.427min; PCB 2,2'4,4'5,5' 5.67 min; and PCB 2,2'3,4,4',5' 6.290 min. The retention time for the PCBs standard C=10mg/L were PCB 2,4,4', 3.68 min; PCB 2,2',5,5', 3.96min; PCB 2,2'3,4,4'5,5', 4,7 min; PCB2,2,3,4,5,5' 5.24 min; PCB 2,3'4'4'5, 5.43min;

PCB 2,2'4,4'5,5' 5.68 min; and PCB 2,2'3,4,4',5' 6.25 min. The identification of PCBs congeners in the sample was conducted by comparing the retention times of the PCBs congeners in sample to that of the PCB standards (Fig. 1). The concentrations of the individual PCBs congeners in mg/kg were calculated on dry weight basis, and the total PCBs concentration (ΣPCB) calculated by summing up the concentrations of individual PCB congeners.

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JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350



**Figure 1. Dependence of retention times with PCB congeners**

Theoretically, there can be 209 isomers (congeners) of PCB. 7 congeners of PCB are given in the table 2.

Chromatographic spectra of PCB 7 congeners and calibration curves are shown in Fig. 2. Calibration curves for PCB 7 congeners were obtained, linear 1-2 orders of magnitude with respect to concentration, and

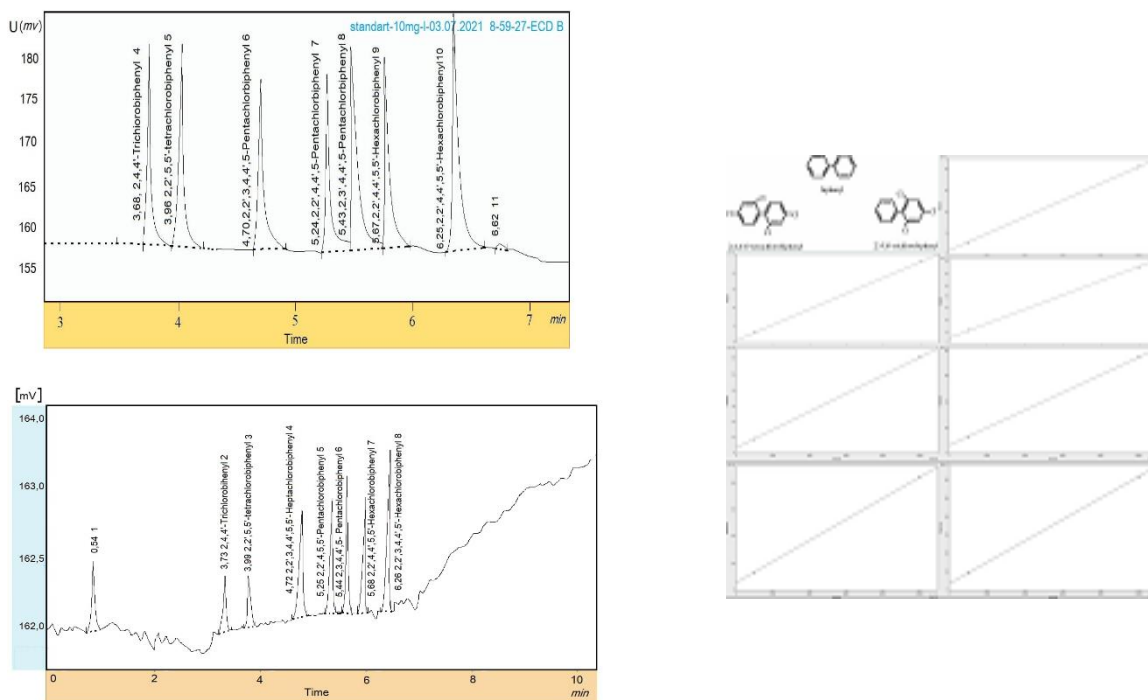
the detection limits were estimated. We have used the standard solutions C=1mg/L and 10mg/L of PCB in isooctane for receiving calibration curves and identification for PCB 7 congeners.

**Table 2. PCB Empirical formulas, molecular weight, and number of corresponding isomers**

PCB	Empirical Formula Chlorbiphenyls	Molecular Weight	Average Molecular Weight	Percent Chlorine	Number of Isomers
Chlorobiphenyl	C <sub>12</sub> H <sub>9</sub> Cl	188.0	188,7	19	3
2,4,4'-trichlorobiphenyl	C <sub>12</sub> H <sub>7</sub> Cl <sub>3</sub>	256.0	257,6	41	28
2,2'5,5'-tetrachlorobiphenyl	C <sub>12</sub> H <sub>6</sub> Cl <sub>4</sub>	289.9	292.0	49	52
2,2'3,4,4'5,5'-heptachlorobiphenyl	C <sub>12</sub> H <sub>3</sub> Cl <sub>7</sub>	391.8	395.3	63	24
2,3'4,4'5,5'-pentachlorobiphenyl	C <sub>12</sub> H <sub>5</sub> Cl <sub>5</sub>	323.9	326.4	54	46
2,3'4,4'5-pentachlorobiphenyl	C <sub>12</sub> H <sub>5</sub> Cl <sub>5</sub>	323.9	326.4	54	46
2,2'4,4'5,5'-hexachlorobiphenyl	C <sub>12</sub> H <sub>4</sub> Cl <sub>6</sub>	357.8	360.9	59	42
2,2'4,4',5'-hexachlorobiphenyl	C <sub>12</sub> H <sub>4</sub> Cl <sub>6</sub>	357.8	360.9	59	42

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**Figure 2. Chromatographic spectra of PCB (polychlorinated biphenyls) using GC-ECD, Concentration of the standard solutions C=1mg/L and 10mg/L. Calibration curves for PCB 7 congeners.**

We used PCB Congener Standard, 100  $\mu\text{g/mL}$  in isooctane, 1mL/ampul. The extraction solution of the samples around of electricity supply of the Samarkand region were analyzed in Gas Chromatography of DANI MASTER GC. A standard mixture of 7 PCB congeners in isooctane was analyzed. The sampling sites are shown in figure 3. The results of determination of PCB in soil samples are given in Table 3. In the case of liquid solutions,

the standard addition and calibration curve methods were used to study the effect of the matrix on the analytical signal from PCB and on the background. We have used the standard solutions C=200 $\mu\text{g/L}$  and 300 $\mu\text{g/L}$  of PCB in isooctane for studying the effect of the matrix. The results obtained show that the extraction solution from soil does not effect the PCB signal so that calibration can be performed with isooctane standard solution.



**Figure 3. Map of sampling soil around of electricity supply of the Samarkand region**

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

**Table 3. Results of determination of PCB in soil samples**

Analyte	Introduced, $\mu\text{g/mL}$	MATRIX 1			MATRIX 2		
		Found, $\mu\text{g/mL}$ (n=6)	$\delta$ , %	$S_r$ , %	Found, $\mu\text{g/mL}$ (n=6)	$\delta$ , %	$S_r$ , %
<b>PCB 28</b>	<b>200</b>	213,036	9,8	6	210,12	10,8	6,5
<b>PCB 52</b>	<b>200</b>	230,446	7,9	5,9	225,216	9,9	6
<b>PCB 24</b>	<b>200</b>	236,438	10	7,3	230,238	10,8	7,9
<b>PCB 46</b>	<b>200</b>	208,489	8	6,1	204,489	9,9	7,1
<b>PCB 46</b>	<b>200</b>	248,842	11	8,2	235,75	12	7,2
<b>PCB 42</b>	<b>200</b>	236,973	12	8,1	226,873	10,5	6,1
<b>PCB 42</b>	<b>200</b>	188,689	9	6,2	198,589	9,8	7,2

Relative error ( $\delta$ ) of definition of analytes and the standard deviation ( $S_r$ ) in the majority cases doesn't exceed 12% and 10% respectively that it agrees with requirements to correctness and reproducibility of quantitative analysis.

Then, the content of PCB in the soil samples was determined. Detection limit of PCB in soil of the immediate surroundings of Electricity supply of the Samarkand region was much lower than the  $800 \cdot 10^{-9}$  g/kg.

Samples (№1, №2, №3) of soil were taken north, south, western, eastern sides of Chirchik Transformer

plant of Tashkent region in September. We have injected  $V=1\text{mL}$  sample solution in chromatographic column. Time of all experiments is 10 minute. The sampling sites are shown in figure 4. The experimental results obtained are given in Fig.5. We have used the standard solutions  $C=10\text{mg/L}$  of PCB in isoctane for soil analysis. The results obtained were given in table 4 that the extraction solution from soil was taken south, north, eastern sides of Chirchik Transformer plant of Tashkent region.

**Table 4. Results of investigations of PCB in different samples**

	Reten. Time [min]	Response	Amount [mkg/l], $C_{Amount}$	$C = c_{Amount} \cdot V/m$ mg/kg	Compound Name
<b>Sample №1</b>					
2	4,747	59,228	9793,149	$195,8604 \cdot 10^{-6}$	2,2'3,4,4'5,5'-heptachlorobiphenyl
4	5,233	53,992	9021,628	$180,404 \cdot 10^{-6}$	2,3'4,4'5,5'-pentachlorobiphenyl
5	5,463	70,856	9569,436	$191,692 \cdot 10^{-6}$	2,3'4,4'5-pentachlorobiphenyl
6	5,667	45,492	6886,836	$137,7 \cdot 10^{-6}$	2,2'4,4'5,5'-hexachlorobiphenyl
8	6,253	58,956	4429,865	$88,536 \cdot 10^{-6}$	2,2'4,4',5'-hexachlorobiphenyl
	Total		36640,84	$794,172 \cdot 10^{-6}$	
<b>Sample №2</b>					
2	4,747	90,718	14999,89	$299,959 \cdot 10^{-6}$	2,2'3,4,4'5,5'-heptachlorobiphenyl
3	5,240	151,29	25267,44	$505,314 \cdot 10^{-6}$	2,3'4,4'5,5'-pentachlorobiphenyl
	Total		40267,335	$805,27 \cdot 10^{-6}$	
<b>Sample №3</b>					
2	4,747	121,92	14684,54	$293,684 \cdot 10^{-6}$	2,2'3,4,4'5,5'-heptachlorobiphenyl
3	5,240	184,52	25858,9	$517,168 \cdot 10^{-6}$	2,3'4,4'5,5'-pentachlorobiphenyl
	Total		40543,45	$810,85 \cdot 10^{-6}$	

The retention time for the PCBs standard  $C=10\text{mg/L}$  were PCB 2,4,4', 3.69 min; PCB 2,2',5,5', 3.97min; PCB 2,2'3,4,4'5,5', 4,70 min;

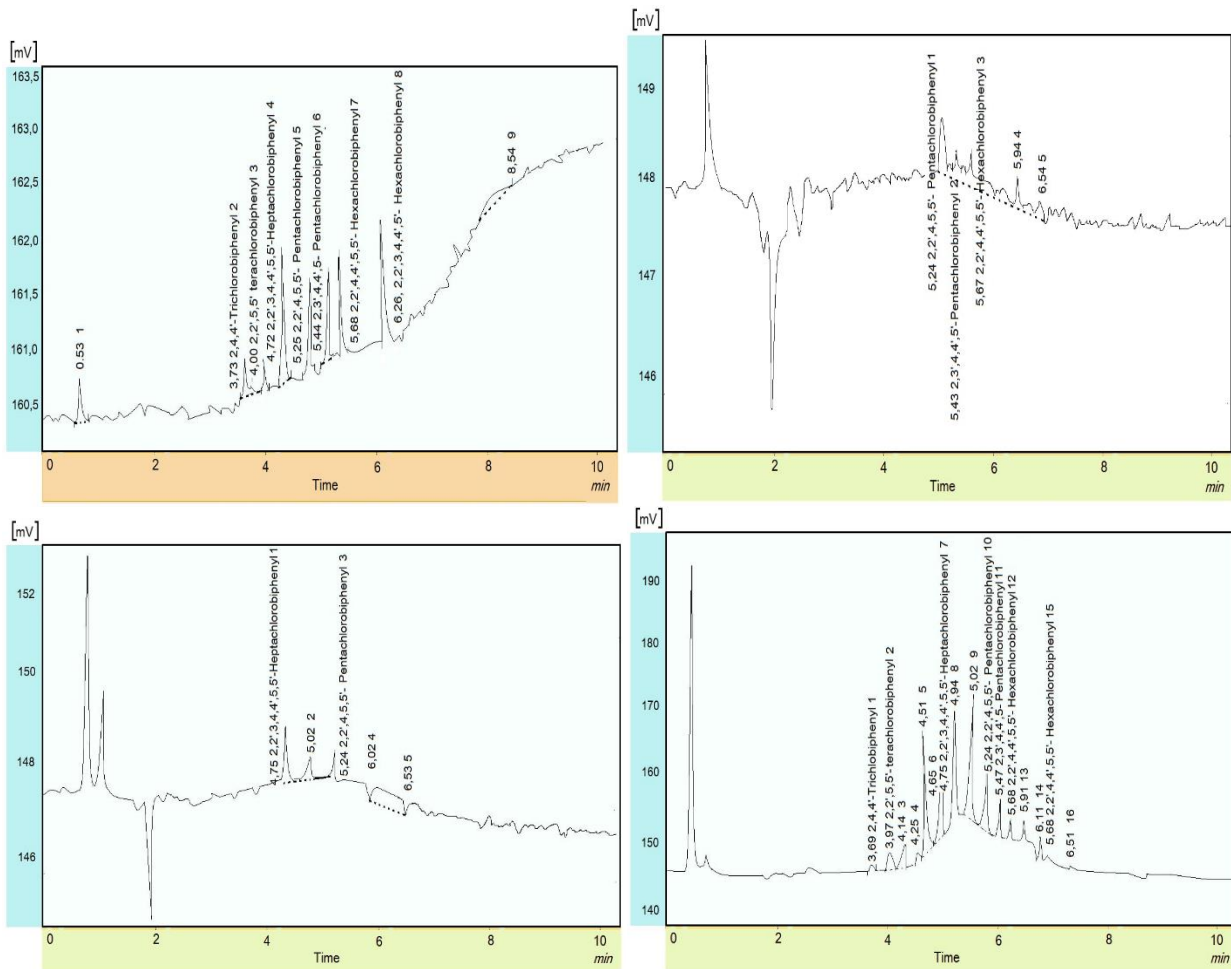
PCB2,2,3,4,5,5' 5.24 min; PCB 2,3'4'4'5, 5.43min; PCB 2,2'4,4'5,5' 5.68 min; and PCB 2,2'3,4,4',5' 6.26 min.

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**Figure 4. Map of sampling soil and food stuffs around Chirchik transformer plant in city Chirchik of Tashkent region**



**Figure 5. Chromatographic spectra of PCB (polychlorinated biphenyls) using GC-ECD, Concentration C=10mg/L; GC-ECD chromatograms of soil extract.**

Samples of soil were taken north, south, western, eastern sides of Chirchik Transformer plant of Tashkent region in October. Objects of research were seaweed, leaves of a tree of a nut, corn leaves, chicken

egg and cow milk. Detection limit of PCB in these objects of the immediate surroundings of Chirchik transformer plant in city Chirchik of Tashkent region was much lower than the  $800 \cdot 10^{-9}$ g/kg. A total of

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twenty six (26) composite soil samples were collected from ten different locations. At one site three (3) composite samples were collected at depth of 0 - 10 cm, 10-20 cm and 20-30 cm. The sampling sites are shown in figure 4. The results obtained were given in

table 5 that the extraction solution from soil was taken western sides (WS) of Chirchik Transformer plant of Tashkent region. Every numbered sample consists of five taken samples.

**Table 5. Concentration of PCB in soils around Chirchik transformer plant in city Chirchik of Tashkent region**

	Reten. Time [min]	Response	Amount [mkg/l], C <sub>Amount</sub>	Amount [%]	C= c <sub>Amount</sub> *V/m mg/kg	Compound Name
1	3,687	0,848	82,411	0,1	1,648*10 <sup>-6</sup>	2,4,4'-trichlorobiphenyl
2	3,970	14,096	6778,904	12	135,578*10 <sup>-6</sup>	2,2'5,5'-tetrachlorobiphenyl
7	4,747	87,560	14477,751	25,6	289,555*10 <sup>-6</sup>	2,2'3,4,4'5,5'-heptachlorobiphenyl
10	5,243	77,746	12990,738	22,9	259,814*10 <sup>-6</sup>	2,3'4,4'5,5'-pentachlorobiphenyl
11	5,470	82,600	11155,563	19,7	223,11*10 <sup>-6</sup>	2,3'4,4'5-pentachlorobiphenyl
12	5,683	67,293	10187,255	18,0	203,745*10 <sup>-6</sup>	2,2'4,4'5,5'-hexachlorobiphenyl
15	6,253	13,152	988,231	1,7	19,7646*10 <sup>-6</sup>	2,2'4,4',5'-hexachlorobiphenyl
	Total		56660,853	100,0	1133,214*10 <sup>-6</sup>	

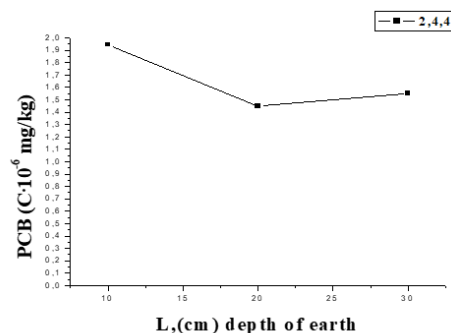
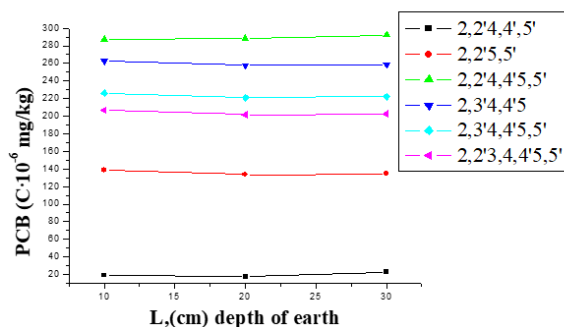
The results obtained were given in table 6. Obtained results show small dependence of concentrations of PCB congeners from depth of soil. The experimental results obtained are given in Fig.6. Injection volume V=1μL was soil analysis of around Chirchik transformer plant

Analysis of the microelements. The soil samples were dried at 100 °C for 48 hours in the oven. The dried samples were passed through standard screen to

remove large particles. For the digestion of the soil sample, one gram of dried and homogenized soil was weighed and placed in an acid washed teflon vessel. The digestion was performed with a mixture HNO<sub>3</sub> and HClO<sub>4</sub> acid. The digested samples were analyzed for metals. The analytical precision and accuracy of the method was accomplished by analyzing a blank and duplicate spike samples. The Saturn AAS was used for the metal analysis.

**Table 6. Variations of concentration of PCB in soils from depth around Chirchik transformer plant in city Chirchik of Tashkent region**

Samle	PCB (c*10 <sup>-6</sup> mg/kg)				Compound name
	0-10cm	10-20cm	20-30cm	mean	
WS	1,945	1,45	1,55	1,648	2,4,4'-trichlorobiphenyl
	138,678	133,478	134,578	135,578	2,2'5,5'-tetrachlorobiphenyl
	287,751	288,359	292,555	289,555	2,2'3,4,4'5,5'-heptachlorobiphenyl
	262,924	257,704	258,814	259,814	2,3'4,4'5,5'-pentachlorobiphenyl
	226,21	221,01	222,11	223,11	2,3'4,4'5-pentachlorobiphenyl
	206,845	201,645	202,745	203,745	2,2'4,4'5,5'-hexachlorobiphenyl
	18,9646	17,5646	22,7646	19,7646	2,2'4,4',5'-hexachlorobiphenyl
Total	1143,32	1121,21	1135,12	1133,21	



**Figure 6. Dependence of concentrations of PCB congeners from depth of soil.**

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The mean concentration (in mg/kg) of the metals were Ca (416±19,1) >Na (222 ±13,6)>Cu(100±3,9)>Ni (87±5,1)>Pb(57,1±2,9)>Zn (40.0 ±2.5) >Co (29.0±1,9) > Cd(21.3±1,5) > Fe (18.0±1,3)> Mn (10.0±1,2)>Cl(0,32±0,02). The

variations in the levels of the microelements were in the order Ca >Na >Cu>Ni >Pb>Zn >Co > Cd > Fe> Mn >Cl. Dependence of concentrations from micro metals and microelements is given in Fig.6.

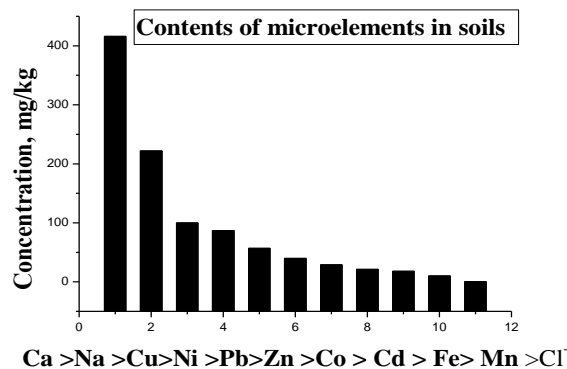
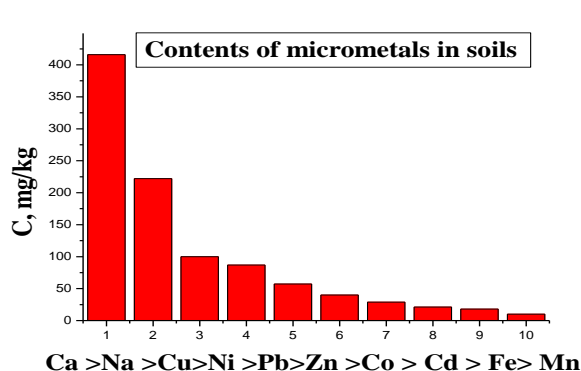


Figure 7. Dependence of concentrations from micro metals and microelements

### Conclusion

Totally 26 samples of soil were organized around the territory of Chirchik transformer Plant. Experiments carried out for determination of 7 congeners of PCB in standard solutions and soil extractions. The identification of PCBs congeners in the sample was conducted by comparing the retention times of the PCBs congeners in sample of the PCB standards.

Gas chromatography-ECD and Analyzer L2000DX were used for identification of polychlorinated biphenyls in soil samples. Capillary gas Chromatography with electron capture detector is a powerful tool for the identification of individual PCB congeners in environmental samples. Calibration curves for PCB 7 congeners were obtained, linear 1-2

orders of magnitude with respect to concentration, and the detection limits were estimated.

Analysis of soil showed that low concentration of PCBs takes place in around of Chirchik transformer plant. This is not dangerous for natural objects of Chirchik city.

### Acknowledgements

The authors would like to thank Dr. O.I.Matveev of the University of Florida Department of Chemistry for providing the standard solutions of PCB and representatives of Committee for Nature Protection of the Samarkand Region for organization of sampling around of Transformer plant. This research was supported by grant SfPN<sub>0</sub> 983931.

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### International Scientific Journal Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2022 Issue: 05 Volume: 109

Published: 07.05.2022 <http://T-Science.org>

Issue

Article



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## ON THE RELATIONSHIP BETWEEN REAL QUALITY AND ADVERTISING QUALITY IN THE PRODUCTION OF PRODUCTS THAT ARE IN DEMAND AND PREFERRED BY BUYERS IN THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT

**Abstract:** In the article, the authors explored the importance of the relationship between real quality and advertising quality for an enterprise in order to ensure satisfaction with the results of such work, to be carried away by it and become its face. For the successful management of the enterprise team, it is necessary to conduct research in order to determine the degree of satisfaction of a person with the results of the work of the enterprise team with their work, i.e. form workaholics. Then these people - people who love to work and strive to work well, and will be those who are able to implement the tasks set for them to the entire team of the enterprise in order to ensure the production of import-substituting products.

**Key words:** specialization, standardization, productivity, workaholics, management, company team, passion, satisfaction, salary, individuality, identity, situation, reward, risks, market, demand, competitiveness, products.

**Language:** English

**Citation:** Rumyantkaya, N. S., et al. (2022). On the relationship between real quality and advertising quality in the production of products that are in demand and preferred by buyers in the regions of the Southern Federal District and the North Caucasus Federal District. *ISJ Theoretical & Applied Science*, 05 (109), 60-91.

**Soi:** <http://s-o-i.org/1.1/TAS-05-109-5> **Doi:** <https://dx.doi.org/10.15863/TAS.2022.05.109.5>

**Scopus ASCC:** 2000.

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### Introduction

UDC685.65: 317.49

The situational characteristics of the group depend little on the behavior of the members of the group and the group as a whole. These characteristics are related to the size of the group, its spatial arrangement, the tasks performed by the group, and the reward system used in the group.

In small groups, it is more difficult to reach an agreement, and a lot of time is spent on clarifying relationships and points of view. Finding information is difficult in large groups, as group members tend to be more reserved and concentrated. It was also noted that in groups with an even number of members, although there is more tension with the decision-making than in groups with an odd number of members, nevertheless, there is less disagreement and antagonism between group members.

Group size also has an impact on job satisfaction. Separate studies show that people are more satisfied when they work in a medium-sized group (5-6 people). Small groups generate a lot of tension in the relationship between its members, and in a large group there is not enough time for each member of the group.

The spatial arrangement of group members has a noticeable effect on their behavior. It is one thing when a person has a permanent location, another thing is when he looks for this place every time. People during work can look at each other, and can be located with their backs to each other. And this will also influence their work and their behavior in the group.

There are three important characteristics of the spatial arrangement of the individual, on which the relationship between the individual and the group depends.

First, it is the presence of a permanent or definite place or territory. A person knows: this is my table, this is my machine, this is my workplace. Lack of clarity on this issue generates many problems and conflicts in interpersonal relationships, and also significantly reduces job satisfaction.

Secondly, this is a personal space, i.e. the space in which the body of only a given person is located. Spatial proximity in the placement of people can give rise to many problems, since people do not perceive the proximity of other people to them, regardless of age, gender, etc.

Thirdly, this is the mutual arrangement of places. It is noted that if the workplaces are fenced off from each other, then this contributes to the development of formal relations. The presence of the workplace of the group leader in a common space contributes to the activation and consolidation of the group. If a person takes a workplace at the head of the table, then this in the eyes of other members of the group automatically puts him in a leadership position. Management, knowing these and other questions of the location of group members, can achieve a significant effect and

increase the effectiveness of the group's work only through the correct placement of jobs.

The influence of the tasks solved by the group on the functioning of the group and on the behavior and interaction of group members is obvious. However, it is very difficult to establish a relationship between the types of tasks and their impact on the life of the group. It is noted that the solution of formal problems, for example, mathematical ones, contributes to the development of relations between group members to a lesser extent than the solution of problems of a humanitarian profile. It is known that the tasks and functions performed by the group affect the style of leadership, as well as the style of communication between people. In the case of loosely structured or unstructured tasks, there is more group pressure on the individual and greater interdependence of actions than in the case of well-structured tasks.

It is possible to point out several characteristics of the problem that are important to pay attention to in order to try to determine how the solution of this problem will affect the group as a whole and the behavior of its members.

First, it is necessary to determine how many interactions will occur between members of the group in the process of solving the problem and how often they will communicate with each other.

Secondly, it is necessary to find out to what extent the actions performed by individuals are interdependent and mutually influence.

Thirdly, it is important to establish how the problem being solved is structured.

Reward systems, considered in isolation from the nature of the relationship in the group, cannot by themselves answer the question of the extent to which this or that system affects the relationship in the group, the behavior of group members, the functioning of the group as a whole. For example, it is not possible to estimate the impact on a group of individual piecework, collective piecework or pay based on a fixed group budget without knowing the nature of the group's activities.

When analyzing the impact of payment, it is important to take into account two sets of factors at the same time:

how interdependent actions of group members;  
How big is the difference in pay? Four combinations of these factors are possible:

- low interdependence - low differentiation in pay;

- low interdependence - high differentiation in pay;

- high interdependence — low pay differentiation;

- high interdependence - high differentiation in pay.

The first and fourth cases give rise to many problems in the relationship between the members of the group. On the contrary, the second and third cases

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can contribute to the successful functioning of the group and the development of favorable relations between group members.

The interaction of a person and a group is always two-way; a person, through his work, through his actions, contributes to the solution of group problems, but the group also has a great influence on a person, helping him to satisfy his needs for security, love, respect, self-expression, personality formation, elimination of worries, etc. It is noted that in groups with good relationships, with an active intra-group life, people have better health and better morals, they are better protected from external influences and work more efficiently than people who are in an isolated state or in "sick" groups affected by insoluble conflicts and instability. The group protects the individual, supports him and teaches both the ability to perform tasks and the norms and rules of behavior in the group.

But the group not only helps a person to survive and improve his professional qualities. It changes his behavior, making the person significantly different from what he was when he was outside the group. These influences of a group on a person have many manifestations. Let us point out some significant changes in human behavior that occur under the influence of the group.

Firstly, under the influence of society, changes occur in such characteristics of a person as perception, motivation, sphere of attention, rating system, etc. A person expands the scope of his attention by increasing attention to the interests of other members of the group. His life is dependent on the actions of his colleagues, and this significantly changes his view of himself, his place in the environment and others.

Secondly, in a group a person receives a certain relative "weight". The group not only distributes tasks and roles, but also determines the relative position of each. Group members can do exactly the same job, but have a different "weight" in the group. And this will be an additional essential characteristic for the individual, which he did not and could not have, being outside the group. For many members of the group, this characteristic may be no less important than their formal position.

Thirdly, the group helps the individual gain a new vision of his "I". A person begins to identify himself with the group, and this leads to significant changes in his worldview, in understanding his place in the world and his destiny.

Fourth, being in a group, participating in discussions and developing solutions, a person can also give out suggestions and ideas that he would never give out if he thought about the problem alone. The effect of brainstorming on a person significantly increases the creative potential of a person.

Fifth, it has been noted that in a group a person is much more inclined to accept risk than in a situation where he acts alone.

In some cases, this feature of changing human behavior is the source of more effective and active behavior of people in a group environment than if they acted alone.

### Main part

It is wrong to think that the group changes the person as it wants. Often a person resists many influences from the group for a long time, he perceives many influences only partially, he denies some completely. The processes of adaptation of a person to a group and adjustment of a group to a person are ambiguous, complex and often quite lengthy. Entering a group, interacting with the group environment, a person not only changes himself, but has an impact on the group, on its other members.

Being in interaction with the group, a person tries in various ways to influence it, to make changes in its functioning so that it is acceptable for him, convenient for him and allows him to cope with his duties. Naturally, both the form of influence and the degree of influence of a person on a group essentially depend both on his personal characteristics, his ability to influence, and on the characteristics of the group. A person usually expresses his attitude towards a group in terms of what he thinks. At the same time, his reasoning always depends on the position that he occupies in the group, on the role he performs, on the task assigned to him and, accordingly, on what goals and interests he personally pursues.

The interaction of a person with a group can be either in the nature of cooperation, or merger, or conflict. For each form of interaction, a different degree of manifestation can be observed. That is, for example, we can talk about a hidden conflict, a weak conflict, or an unresolvable conflict.

In the case of cooperation between a member of the group and the group, a trusting and benevolent relationship is established. A person considers the goals of the group as not contradicting his goals, he is ready to find ways to improve interaction, positively, albeit with a rethinking of his own positions, perceives the decisions of the group and is ready to find ways to maintain relations with the group on a mutually beneficial basis.

When a person merges with a group, there is an establishment of such relations between a person and the rest of the group, when each of the parties considers the other as an integral part of the whole, which is a group. A person builds his goals based on the goals of the group, to a large extent subordinates his interests to the interests of the group and identifies himself with the group. The group, in turn, also tries to look at the individual not as a performer of a certain role, but as a person completely devoted to the group. In this case, the group takes care of the person, considering his problems and difficulties as his own, and tries to assist him in solving not only production problems, but also in solving his personal problems.

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In the event of a conflict, there is a juxtaposition of the interests of the individual and the group, and the struggle between them to resolve this contradiction in their favor.

Conflicts can be generated by two groups of factors:

- organizational factors
- emotional factors.

The first group of factors is associated with a difference in views on goals, structure, relationships, distribution of roles in the group, and the so-called. If the conflict is generated by these factors, then it is relatively easy to resolve.

The second group of factors includes factors such as distrust of a person, a sense of threat, fear, envy, hatred, anger, etc. The conflicts generated by these factors are hardly amenable to complete elimination.

The conflict between a member of a group and the group is wrong to consider only as an unfavorable, negative state of relations in the group. Evaluation of the conflict fundamentally depends on what consequences it leads to for the person and the group. If the conflict turns into an antagonistic contradiction, the resolution of which is destructive for a person or a group, then such a conflict should be classified as undesirable and negative forms of relationship between a person and a group.

But very often the conflict in relations within the group is positive. And this is due to the fact that conflict can lead to favorable consequences.

First, conflict can increase motivation to achieve goals. It can cause additional energy to act, bring the group out of a stable passive state.

Secondly, the conflict can lead to a better understanding of relations and positions in the group \* to an understanding by members of their role and place in the group, to a clearer understanding of the tasks and nature of the group's activities.

Thirdly, conflict can play a creative role in finding new ways for the group to function, in finding new approaches to solving group problems, in generating new ideas and considerations on how to build relationships between group members, and so on.

Fourthly, the conflict can lead to the manifestation of interpersonal relations, to the identification of relations between individual members of the group, which in turn can prevent a possible negative aggravation of relations in the future.

One of the main results of the interaction between a person and an organization is that a person, analyzing and evaluating the results of his work in an organization, revealing the reasons for success and failure in interaction with an organized environment, analyzing the experience and behavior of his colleagues, thinking about the advice and recommendations of superiors and colleagues, making

certain conclusions for himself, which in one way or another affect his behavior, lead to a change in his behavior in order to adapt to the organization in order to achieve better interaction with the organizational environment.

Obviously, the perception and evaluation of one's experience, as well as the process of adaptation to the conditions and requirements of the organizational environment, are largely individual in nature. In the same environment, people behave differently. A person, as it were, has two degrees of freedom in constructing his behavior in an organization. On the one hand, he has the freedom to choose forms of behavior: to accept or not to accept the forms and norms of behavior existing in the organization, on the other hand, he can accept or not accept the values of the organization, share or not share its goals and philosophy. Depending on the combination in which these fundamental components of behavior are combined, four extreme types of human behavior in an organization can be distinguished.

The first type: values and norms of behavior are fully accepted. In this case, a person tries to behave in such a way that his actions do not conflict with the interests of the organization. He sincerely tries to be disciplined, to fulfill his role completely in accordance with the norms and forms of behavior accepted in the organization. Therefore, the results of the actions of such a person mainly depend on his personal capabilities and abilities and on how correctly the content of his role is determined. This type of behavior can be described as the behavior of a dedicated and disciplined member of the organization.

The second type: a person does not accept the values of the organization, but tries to behave in full compliance with the norms and forms of behavior adopted in the organization. Such a person can be described as an opportunist. He does everything correctly and according to the rules, but he cannot be considered a reliable member of the organization, since he, although he is a good and diligent employee, nevertheless, can leave the organization at any time or take actions that may be contrary to the interests of the organization, but comply with his own interests. For example, such a person will readily go on strike in order to get a pay rise.

The third type: a person accepts the values of the organization, but does not accept its existing norms of behavior. In this case, a person can generate many difficulties in relationships with colleagues and management, he looks like an original. However, if an organization can afford to abandon the established norms of behavior for individual members and create a state of freedom of choice for such members, they can find their place in the organization and benefit it.

The fourth type: the individual does not accept either the norms of behavior or the values of the organization. This is an open rebel who constantly

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clashes with organizational environment and creates conflict situations. It would be wrong to think that this type of behavior is absolutely unacceptable in the organization and people who behave in this way are not needed by the organization. However, in most cases, "rebels" give rise to many problems that significantly complicate the life of the organization and even cause great damage to it.

Naturally, the organization is interested in its members behaving in a certain way.

A possible approach to solving this problem is the selection of people with certain qualities who can guarantee the behavior of its members that is desired for the organization. However, it should be recognized that this approach is of limited use, since,

firstly, it is not always possible to find people with the necessary characteristics;

secondly, there is no absolute guarantee that they will behave, necessarily, in the way the organization expects;

thirdly, the requirements for the behavior of members of the organization from the organizational environment can change over time, contradicting the criteria by which people were selected into the organization.

The second approach, which in principle does not exclude the first one, is that the organization influences a person, forcing him to modify his behavior in the direction necessary for her. This approach is possible and is based on the fact that a person has the ability to learn behavior, change his behavior based on the awareness of his previous behavioral experience and the requirements imposed on his behavior by the environment.

Behavioral learning can be defined as a fairly stable over time process of changing human behavior based on experience that reflects the actions of a person and the reaction of the environment to these actions.

Behavioral learning is characterized by the presence of several points.

Firstly, learning can come both from one's own experience and from the experience of other people.

Secondly, behavioral learning does not necessarily concern only actual behavior itself. It may refer to potential behavior, i.e. such behavior that can be carried out by a person, but which is not carried out by him in his practice of behavior.

Thirdly, learning behavior is always expressed in changing a person. Even in the case when direct behavior has not changed, a person is already becoming different, as his behavioral potential changes.

There are three types of behavioral learning.

The first type is associated with the reflex behavior of a person, with what is called in the teachings of I. Pavlov a conditioned and unconditioned reflex. If, for example, the boss comes to his subordinates when he is dissatisfied with

something, irritated and intends to reprimand them, then any appearance of the boss can cause fear in the subordinates, a desire to avoid this meeting, regardless of why he came to them. That is, the appearance of the boss develops a conditioned reflex of the desire to hide from his eyes.

The second type of behavioral learning is based on the fact that a person draws conclusions from the consequences of his previous experience, consciously corrects and changes his behavior. The theoretical description of this type of learning is primarily based on the research of B. Skinner, who created the foundations of the theory of engagement of implemented behavior depending on its consequences. The essence of this theory is that if a person sees that his behavior leads to favorable consequences, then he seeks repeat this behavior, but if the consequences are negative, then the desire to behave in the same way will be significantly reduced. That is, human behavior is set by conscious comprehension of the results of previous behavior.

The third type of behavioral learning is observational learning. Usually it is the observation of someone else's behavior. A person, regularly observing how the people around him behave, automatically begins to adjust his own behavior to their behavior. He adopts their style and mannerisms, skills in performing operations, etc. Often, purposeful observation of someone else's behavior is carried out in order to learn something useful for themselves. With the development of means of video recording of an object, the possibilities of observation are expanding, and, in particular, the object of observation is expanding. Now a person can view records of their own behavior, which can also significantly influence behavior correction. Obviously, all three types of behavioral learning should be taken into account by the management of the organization in its attempts to correct and shape the behavior of the members of the organization.

What does a person learn in an organization, what aspects of his behavior are corrected or changed in the process of learning?

First, having come to the organization and further carrying out his activities in it, a person studies his functional role: what he should do to do his job better, how to work more efficiently, how and with whom to communicate in the process of work. At the same time, he learns to place emphasis in his work in terms of what is considered more important in the organization and what is less important in his activities, for which there is remuneration, which is included in the assessment of the quality of his work.

Secondly, in an organization, a person learns to perform formal procedural actions, such as filling out various questionnaires and forms, filling out applications, arranging and holding meetings, transmitting, receiving and responding to information received, temporarily leaving the workplace, coming

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and going from work, parking a car, wearing certain types of clothing, etc.

Thirdly, a person learns to correctly understand and take his place in the organization. He learns the norms, values and informal groups and relationships that exist in the organization, learns to behave correctly with colleagues and management, determines for himself with whom to have close relations and from whom to stay away, whom to trust, rely on and fear.

Fourthly, a person learns how to solve his own problems in the organization, how to achieve his goals. So, for example, he learns how to make a career in the organization. Or how to achieve certain incentives and rewards. A person can also learn how to use the capabilities of the organization or the capabilities of its individual members in order to solve their personal problems that are not related to the activities of the organization. An employee can learn how to avoid difficult and risky tasks, and even how to pretend to be working hard by doing nothing.

In order to describe the process of conscious learning by a person to behave in an organization and indicate the connection of this process with the management of a person in an organization, we will consider in the most general terms several basic elements that determine human behavior in an organization. These elements will be considered in more detail when considering the issue of motivation.

Human activity is always connected and initiated by the presence of certain motivating principles in him. They force him to start doing something, to make some effort, i.e. carry out actions. Stimuli, which are external influences on a person, direct his activity in a certain direction, give this activity a certain orientation and boundaries. The behavioral reaction of a person is manifested in the fact that he chooses what and how to do it, and carries out specific actions that lead to a specific result. His reaction is strongly related to stimuli. However, it has an individual character, as it reflects the different degree of influence of incentives on the behavior of different people. A person's reaction can manifest itself both in the form of his specific actions, and in the form of developing a certain disposition by him. Depending on the consequences for a person, his behavioral reaction is fixed in order to strengthen it and make it stable, or it is abandoned. The consolidation of the implemented behavior or the rejection of it play a very important role in shaping human behavior, since it is through this that a conscious adjustment or even a change in human behavior occurs in the direction desired for the organization.

Thus, the change in human behavior can be seen as a consequence of learning behavior. In itself, learning to behave is a function of the consequences for a person of his actions, a function of the consequences of his behavior. The presence of such a relationship between behavior, learning behavior and

the consequences for a person of his behavior makes it possible for the organization to correct and shape the behavior of its members. This is primarily due to the fact that the management and the organizational environment can determine and purposefully shape the consequences of their behavior for the members of their organization, being actively involved in the process of learning behavior at the stage when a person receives certain consequences of the actions taken.

Obviously, the consequences of actions depend on how the person behaved, what he did. However, they directly depend on those who, evaluating the action of a person, compensate for his actions and efforts. In this case, compensation is understood in the broadest sense as an external reaction to a person's behavior, expressed in the fact that a person either gains something or loses something, achieves something or does not achieve something as a result of his actions. form of a particular behavior. Compensation can be made in various forms - from material reward or punishment to verbal approval or condemnation. Compensation plays an extremely important role in the learning of behavior, since it has a fundamental influence on whether the implemented behavior is consolidated or whether it is abandoned. If there is no compensation that causes a person to imagine the consequences of his actions, then in fact there is no noticeable modification of behavior, since there is no learning of behavior. Therefore, compensation in the management of people plays not only the role of remuneration for the work done or the role of a means of satisfying the needs of workers, but also the role of a means of modifying human behavior.

Looking at compensation from the perspective of behavior learning and behavior modification, we can distinguish four different types of compensation that lead to the consolidation or abandonment of the implemented behavior.

The first type is positive compensation. The essence of this type is that a reward is carried out, leading to pleasant consequences for a person. The form of remuneration can be completely different. Positive compensation can be used by management to reinforce desired employee behavior. At the same time, it is important to take into account that the reward should be clearly tied to the desired behavior, i.e. a person should know for what he received encouragement. The reward should follow the desired behavior and, finally, the reward should be in the best interests of the person being rewarded.

The second type is negative compensation. The essence of this type is that the desired behavior immediately leads to the elimination of circumstances or stimuli that are not desirable for the person. For example, a person who does not behave properly is boycotted by others. As soon as he begins to behave correctly, from the point of view of the environment, they stop the boycott. With the second type of

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compensation, as well as with the first, it is important that the reaction of the environment or management to a change in behavior occurs as quickly as possible and, of course, is of an individual nature.

The third type of compensation is punishment. In this case, unlike the first two types, compensation occurs as a reaction to "wrong", undesirable behavior for management or organizations.

If the desired behavior is fixed in the first two types, then in this case the undesirable behavior is eliminated. Compensation in the form of punishment consists in the fact that a person receives negative, unpleasant consequences of behavior for him. For example, he may be fined, lose his bonus or promotion, be reprimanded, and so on. The task of punishment is to narrow or eliminate the behavior of its members that is undesirable for the organization. Although punishment outwardly looks like the exact opposite of positive compensation - there they reward, here they take away - from the point of view of teaching human behavior, this is not so. This type of compensation is less effective than positive compensation. This is due to the fact that punishment has a less predictable and sustainable effect than reward, often leading to Indirect negative consequences, such as a personal insult to the punished leader, loss of interest in work, a change in attitude towards one's activities, etc. Therefore, punishment as a way of compensating for the purpose of teaching behavior should be treated very carefully by management and carefully monitor its possible side negative manifestations. The fourth type of compensation is the suppression of unwanted behavior; The essence of this type of compensation is as follows. A person who performs some undesirable actions that previously received a positive reaction stops them after a while, if a positive reaction ceases to come to these actions, i.e., in other words, if you stop responding positively to some actions, then after a while they will start to shrink. For example, a young man who successfully studied at the university and received praise from teachers for active speeches in the classroom and for comments on the speeches of his colleagues, having come to work in the organization, will also try to intervene in all discussions and conversations and give his comments and assessments to the statements of others. However, if you do not pay attention to this, then after a while he will begin to get rid of this bad habit. The choice of the type and specific form of compensation plays a very important role in the successful modification of human behavior in the desired direction for the organization. then after a while he will begin to get rid of this bad habit. The choice of the type and specific form of compensation plays a very important role in the successful modification of human behavior in the desired direction for the organization. then after a while he will begin to get rid of this bad habit. The choice of the type and specific form of compensation

plays a very important role in the successful modification of human behavior in the desired direction for the organization.

However, the choice of frequency of compensation for the purpose of directed behavioral learning also plays an equally important role. In general, there can be two approaches to timing compensation.

One approach is compensation after each occurrence of an action.person. This approach is called continuous compensation.

Another fundamentally different approach to the timing and frequency of compensation is that compensation does not occur after every action taken. This is periodic compensation. Although there is a fundamental difference between these two approaches, it is impossible to say which one is more effective, because their effectiveness depends significantly on the situation in which they are applied. At the same time, it is noted that the first approach works better when it is applied to a new employee who is learning his role in the organization. The second approach is better to apply when the organization wants to make certain behavior of its member stable.

There are four different types of periodic compensation:

The first type is compensation at a fixed time interval. This approach suffers from the disadvantage that the desired behavior of workers manifests itself unevenly, increasing at those moments when fixation or compensation is carried out, and decreasing in the intervals between them.

The second type is compensation after a variable time interval. In this case, the interval between possible compensation and the frequency of compensation are not fixed. This approach is not applicable to all forms of compensation. However, it gives better results, since the indefinite moment of compensation keeps you in suspense and makes you work and behave better. Although after the onset of compensation, there may be a sharp decline in the behavior of its members that is desirable for the organization.

The third type, unlike the first and second, is based not on the time interval, but on the volume of actions. This type is called fixed rate compensation. With this approach, compensation occurs after some fixed number of actions have been completed. Practice shows that this type of compensation gives better results in shaping behavior than the first and second types of periodic compensation.

The fourth type, the basis also has compensation in | depending on the amount of activity. However, this is a compensation depending on the variable rate. This approach is considered to be highly effective, since compensation can occur after any single action, which encourages employees to constantly perform the "right" actions. In order for this approach to give

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GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
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a truly high result in behavior modification, it is important that the time intervals between compensation are not very large. At the same time, it is necessary to know that this approach has limited use. For example, it is hardly applicable to such a form of compensation as wages.

The considered issues of learning behavior suggest that a person, based on his experience, adapts to the organizational environment, changing his behavior. The organization and its leadership can actively influence the modification of human behavior. However, the means used to influence the process of learning behavior, and the frequency of their use depend on the situation in which the person is located, and must be selected by the manager, taking into account the whole variety of factors influencing human behavior. First of all, taking into account the needs and motives of a person for activity.

The process of motivation is characterized by four theories that form the basis for motivation.

Expectation Theory:

waiting in the chain of "execution effort";

waiting in the chain "execution - result";

result valency.

Theory of goal setting. Four target characteristics:

complexity,

specificity,

acceptability,

commitment.

Equality theory: comparing one's results of actions with the results of others.

The concept of participatory management.

The most general concept of the motivation process is reduced to the following provisions. A person, having realized the tasks and the possible reward for their solution, correlates this information with his needs, motivational structure and capabilities, adjusts himself to a certain behavior, develops a certain disposition and performs actions that lead to a specific result, characterized by certain qualitative and quantitative characteristics.

This scheme does not yet reveal either the reward mechanism, or the actual content of the reward, the essence and content of the assessment, or the transformation of the assessment into a decision. In modern managerial thought and practice, there are a number of theories that describe the process of motivation in sufficient detail and at the operational level. The most famous of these are expectation theory, goal setting theory, equality theory, and effective management theory. They are trying to explain why people are willing to take certain actions with more or less effort. And by explaining this, they give managers the key to building an effective system of motivating people, that is, how to influence people in order to encourage them to work effectively.

Human behavior is constantly associated with a choice of two or more alternatives. From what a

person gives this or that preference depends on what and how he does, how he behaves and what results he achieves. Expectancy theory is designed to answer the question of why a person makes a particular choice when faced with several alternatives, and how motivated he is to achieve a result in accordance with the choice made. In its most generalized form, expectancy theory can be formulated as a doctrine that describes the dependence of motivation on two points: how much a person would like to receive and how much it is possible for him to get what he would like to receive, in particular, how much effort he is willing to spend for this. For example, an aspiring businessman from the province comes to negotiate the start of a joint business with representatives of large firms located in the city, which is a recognized center of business activity. To maintain his reputation, he will not stay in a hotel that has a reputation for being second-rate, although being cheap. At the same time, he does not have the means to stay in a luxury hotel. Therefore, apparently, he will stay in a hotel that is prestigious enough and for accommodation in which he has enough money.

The process of motivation according to the theory of expectation consists of the interaction of three blocks:

1) effort;

2) performance;

3) result.

Expectancy theory studies and describes the interaction of these three blocks. At the same time, efforts are considered as a consequence, and even the result of motivation. Performance is considered as a consequence of the interaction of efforts, personal capabilities and the state of the environment, and the result is considered as a function that depends on performance and on the degree of desire to obtain results of a certain type.

The expectation theory explains how the process of motivating a person to activity is built, based on linking into a single whole a person's ideas about the efforts necessary to complete the work, its practical performance and the results expected in response to the work performed. At the same time, the key points of focus of the theory are:

1) expectations along the chain of "effort - performance";

2) chain waiting "execution — results of the second level;

3) valence of results.

According to the theory of expectation, a person's motivation to perform work depends on how much he is interested or not interested in doing it, how attractive the work is to him. When deciding what to do and how much effort to expend, a person usually answers himself the question of how much he needs to do it. That is, when choosing an alternative, a person thinks about whether he will behave in an appropriate way, will perform the work accordingly,



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whether this will lead to a certain result of the first level. In this case, he has formed the expectation of the result of the first level. In addition, the person answers the question of what he will receive as a result of the successful completion of the work.

This is already the development of expectations for the results of the second level. And, finally, he decides for himself how valuable this result will be for him, i.e. it evaluates the valency of the second level result. Depending on what final assessment a person comes to, his motivation to do the work will be formed.

The main tenets of expectancy theory are as follows:

Firstly, since this theory is subject to the idea of finding an answer to the question of how motivation affects the performance of work, the initial postulate is that performance is determined by the product of the values of two factors: a person's capabilities and his motivation.

Secondly, it is argued that motivation is given by the product of the value of expectation of the results of the first level by the value of the valence of the results of the first level. And finally

Thirdly, the valency of the results of the first level is given by the product of the value of the valence of the results of the second level by the expectations of individual results of the second level. A person chooses the alternative where the motivation will be higher.

Using various techniques, the manager for the successful management of subordinates must build the management of the organization in such a way that the employee is confident that, working to achieve organizational goals, he thereby creates the conditions for the best achievement of second-level results.

In expectancy theory, it is believed that in order for the motivation process to take place, a number of preconditions must be met. These conditions are:

- the employees have a sufficiently high degree of expectation of the results of the first level;
- the presence of a sufficiently high degree of expectation of the results of the second level and
- the total non-negative valence of the results of the second level.

In practice, this means that the employee must have a firm understanding that the results of his work depend on his efforts, that certain consequences follow for him from the results of his work, and that the results he receives ultimately have for its value. In the absence of one of these conditions, the process of motivation becomes extremely difficult or even impossible.

Drawing a general conclusion about the theory of expectation, it should be noted that it proceeds from the fact that people carry out their actions in accordance with what possible consequences these actions can lead to for them. Based on the information available to them, people make a choice of one of the

alternatives of action, based on what they will get as a result and what efforts they will have to expend in order to achieve this result. That is, according to the theory of expectation, a person behaves in accordance with what, in his opinion, will happen in the future if he makes a certain expenditure of effort.

The theory of goal setting comes from the fact that a person's behavior is determined by the goals that he sets for himself, since it is in order to achieve his goals that he carries out certain actions. At the same time, it is assumed that goal setting is a conscious process, and conscious goals and intentions are what underlies the definition of human behavior.

In general terms, the basic model describing the goal setting process is as follows. A person, taking into account the emotional reaction, realizes and evaluates the events taking place in the environment. Based on this, he determines for himself the goals to which he intends to strive, and, based on the goals set, carries out certain actions - performs certain work. That is, he behaves in a certain way, achieves a certain result and receives satisfaction from this.

Goal setting theory states that the level of performance directly or indirectly depends to a large extent on four characteristics of goals:

- complexity;
- specificity;
- acceptability;
- commitment.

These four characteristics of the goal affect both the goal itself and the efforts that a person is willing to expend in order to achieve the goal set for him.

The complexity of the goal reflects the degree of professionalism and the level of performance required to achieve it. There is a direct relationship between the complexity of the goal and the performance of the work. The more complex goals a person sets for himself, the better results he achieves. The exception is the case when unrealistically high goals are set, which, in principle, cannot be achieved. In this case, as the theory of goal setting states, the result of actions does not exceed the result achieved by those who set moderate but achievable goals. Therefore, raising goals, although justified, can lead to an increase in performance only if there is still a chance of achieving goals.

The specificity of the goal reflects the quantitative clarity of the goal, its accuracy and certainty. Experimental studies have found that more specific and specific goals lead to better results, to better performance than goals that have a broad meaning, with vaguely defined content and boundaries. A person who has goals that are too broad in meaning and content demonstrates the same performance of work as someone who has no goals at all. At the same time, too much narrowing of goals can lead to the fact that important aspects of the activity carried out by a person may be left out of

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consideration. It will also negatively affect the performance of their work.

Goal acceptability reflects the degree to which a person perceives the goal as their own. The acceptability of the goal has a significant impact on how the complexity and specificity of the goal affect the performance of the work. If a person does not accept the goal, then both the complexity and specificity of the goal will have very little effect on the performance of the work. The acceptability of a goal by a person directly depends on whether it is perceived by him as achievable, and on what benefits he can get when achieving the goal. If the benefits are not clear, then the goal may not be accepted. Therefore, in the management of the organization there should be a clear awareness of the significance, the importance of taking actions that would make the goal achievable, profitable, fair and safe in the view of the employee.

Goal commitment reflects the willingness to expend a certain level of effort to achieve a goal. This is very important for the level; and the quality of execution is a characteristic of the goal, since it can play a decisive role at the stage of execution, if the reality, the difficulties of performing the work will differ significantly from what they seemed at the stage of setting the goal. Commitment to the goal may increase as the work is performed, or it may decrease. Therefore, management must constantly monitor the level of commitment to the goal on the part of employees and take the necessary measures to maintain it at the proper level.

In the theory of goal setting, when considering the dependence of performance on goals, it is emphasized that the quality of performance depends not only on the efforts of the employee determined by the goal, but also on two groups of factors:

- 1) organizational factors;
- 2) the ability of the employee.

At the same time, these groups of factors can affect not only the quality and content of the performance, but also the goals, thereby indirectly influencing motivation and, therefore, an additional impact on the performance. So, for example, if there is little feedback from the results of work in the work, then this can reduce the degree of influence of the goal on the employee's efforts to complete the work.

The last step in the motivation process in goal setting theory is employee satisfaction with the result. The special significance of this step is that it not only completes the chain of the motivation process, but is also the starting point for the implementation of the next cycle of motivation.

In theory, it is stated that if as a result of actions a positive result is obtained for the subject, then he receives satisfaction, if negative - then frustration. At the same time, the goal setting theory states that satisfaction or dissatisfaction is determined by two processes: an internal process in relation to a person and an external one.

Internal processes leading to satisfaction are mainly related to how a person evaluates the result he has received in terms of correlating it with the goal. If the goal is achieved, the task taken on is completed, then the person experiences a feeling of satisfaction. If not, then it causes dissatisfaction. This circumstance gives rise to a certain contradiction in goal setting. As already mentioned, the higher and more complex the goal, the higher the level of performance. At the same time, a high goal may more likely lead to the fact that it will not be achieved, and, consequently, the person will feel a sense of dissatisfaction, frustration. This, in turn, can lead to striving - to take lower goals, to refuse to set or accept difficult goals. So,

External processes that affect the satisfaction or dissatisfaction of a person with the achieved results are the processes of reaction to the results of labor from the environment, evaluation by the environment of performance. If the environment reacts positively (management's gratitude, promotion, pay increase, colleagues' praise, etc.), then this causes satisfaction, if not, then it leads to dissatisfaction.

External processes also contain some contradictory beginning, which has a dual effect on maintaining the motivational process in an effective state in terms of quality and level of performance. The essence of this contradiction is that a person behaves in accordance with the set goals, and the assessment of his actions is most often based on the results of performance. Therefore, if a person achieves his goals, but at the same time demonstrates a low level of performance, a moderate or even negative external assessment can lead to very strong frustration and a sharp drop in motivation to continue the action. A positive external assessment of successful performance can also negatively affect the motivational process, provided that the person failed to achieve his goals. This leads to a decrease in goal commitment and, ultimately, it negatively affects the quality and level of work performance in the future. If the external assessment is based on whether the goal was achieved or not, then in this case there are also moments that can weaken the motivational process, a person will set simpler goals for guaranteed achievement, which will necessarily negatively affect the quality and level of performance.

General recommendations for implementing the goal setting process can be summarized as follows.

First, it is necessary to determine to what extent the organization and the people working in it are ready for the implementation of the goal setting process.

Second, if the organization has the potential to be ready, then a number of activities should be undertaken to practically prepare for the introduction of the goal-setting process.

Third, goal-setting should be done with emphasis on their complexity and specificity, and with regard to the acceptability of goals and commitment to them.

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Fourth, it is necessary to conduct an intermediate analysis of the goals and their adjustment.

Fifth, it is necessary to analyze the achievement of goals, summarize the results of the previous stages and develop recommendations for the further implementation of the goal setting process.

One of the constant aspirations of people is the desire to receive a fair assessment of their actions. People, although not to the same extent, desire to be treated fairly. At the same time, justice is associated with equality, in comparison with the attitude towards others and the evaluation of their actions. If a person believes that they approach him in the same way as others, without discrimination, evaluate his actions from the same positions as the actions of others, then he feels the fairness of the attitude towards himself and feels satisfied. If equality is violated, if individual members of the organization receive undeservedly high marks and rewards, then the person feels offended, and this leads to frustration and dissatisfaction. At the same time, dissatisfaction can occur even when a person receives a high remuneration in relation to the costs of his labor. The influence of this moment on the relationship of a person with an organization is the basis of one of the theories of the motivational process - the theory of equality.

The theory of equality proceeds from the fact that in the process of comparison, although objective information is used, for example, the amount of wages, the comparison is carried out by a person on the basis of his personal perception and his actions, and the actions of the people with whom he makes comparisons.

The rate is the ratio of perceived costs to perceived rewards. There are two types of norms. The norm of the first type reflects the ratio of the perceived reward of the individual to the perceived costs of the individual. The norm of the second type reflects the ratio of the perceived reward of others to the perceived costs of others.

The theory of equality says that it is very important for a person how his norm relates to the norm of others. If the norms are equal, then a person, even with less remuneration, feels justice, since in this case there is equality. If his rate is lower, then he believes that he is not being rewarded enough. If his norm is higher, then he believes that he is being unduly rewarded.

The notion that takes place in management practice that inequality pushes people to increase performance results, that the state of equality demotivates people to achieve great results, is fundamentally wrong. As stated in the theory of equality based on empirical research, a person experiences a sense of satisfaction if equality is observed. Therefore, he strives to maintain this state.

Equality is bad when the overall level of performance is low. In this case, equality will lead to

the preservation of this level. If the overall level of performance is high, equality is an important motivating factor for the success of the members of the organization.

In the event that an individual believes that he is not sufficiently or excessively rewarded, he has a feeling of dissatisfaction (in the second case, this feeling is less pronounced). Considering an unfair and unequal assessment of his work, a person loses motivation for active creative actions, in terms of the goals of the organization, which leads to many negative consequences.

The theory of equality allows us to draw several very important conclusions for the practice of managing people in an organization. Since perception is subjective, it is very important that information be widely available on who, how, for what and how much is rewarded. It is especially important that there is a clear system of payment that answers the question of what factors determine the amount of payment. An important conclusion from the theory of equality is that people are guided by a complex assessment of remuneration. Wages play an important role in this comprehensive assessment, but far from being the only and not necessarily decisive. Therefore, managers should take this into account if they are trying to create an atmosphere of equality in the team.

As repeatedly emphasized, the perception of equality and justice is highly subjective. To successfully manage people, a manager must not only strive to be fair, create an atmosphere of equality, but also know well whether employees believe that remuneration is built on an equal and fair basis. To do this, management should regularly conduct research to find out how employees evaluate remuneration, whether they consider it equal or not.

A person in an organization manifests himself not only as a performer of a certain job or a certain function. He shows interest in how his work is organized, in what conditions he works, in how his work affects the activities of the organization. That is, he has a natural desire to participate in the processes taking place in the organization that are related to his activities in the organization, but, at the same time, go beyond his competence, beyond the scope of his work and the tasks he solves.

The concept of participatory management comes from the fact that if a person in an organization is interested in participating in various intra-organizational activities, then he thereby, receiving satisfaction from this, works with greater efficiency, better, more efficiently and productively.

First, it is believed that participative management, by giving the employee access to make decisions about issues related to his functioning in the organization, motivates the person to do his job better.

Secondly, participatory management not only contributes to the fact that the employee does a better job, but also leads to greater returns, a greater

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contribution of the individual employee to the life of the organization, i.e. there is a fuller use of the potential of the human resources of the organization.

Initially, the spread of participatory management was associated only with improving the motivation of workers. Recently, participatory management is increasingly associated with improving the use of the full potential of the organization's human resources. Therefore, the concept of participatory management can no longer be associated only with the process of motivation, but should be considered as one of the general approaches to managing a person in an organization.

Participatory management can be implemented in the following areas.

First, workers are given the right to make their own decisions about how they carry out their activities. Autonomy may concern, for example, such aspects of their activities as the mode of operation or the choice of means of carrying out the work.

Second, workers can be involved in making decisions about the work they do. In this case, the manager consults with the employee about what to do and how to perform the tasks assigned to him. That is, in other words, the employee is involved in setting goals that he has to achieve, determining the tasks that he will have to solve.

Thirdly, workers are given the right to control the quality and quantity of their work and, accordingly, responsibility for the final result is established.

Fourth, participatory management involves the broad participation of employees in rationalization activities, in making proposals for improving their own work and the work of the organization as a whole, as well as its individual units.

Fifth, a possible direction for the implementation of participatory management is to give employees the right to form working groups from those members of the organization with whom they would like to work together. In this case, the right to make a decision is given not only about the member's own work, but also about with whom to cooperate in group activities.

In real practice, all these areas of participatory management are usually used in a certain combination, since they are very closely related to each other and complement each other very well. Moreover, it is in combination with each other that these separate directions can effectively manifest themselves, and it is the individual well-established combinations of these directions that are used as specific forms of participatory management. The most obvious example of this is the quality circles widely used in the management of Japanese firms.

A person performs certain actions in accordance with the pressure on him of a combination of internal and external forces in relation to him. The totality of these forces, called motivation, evokes far from the same reaction in people. Therefore, it is impossible to

unambiguously describe the process of motivation. At the same time, on the basis of empirical research, several concepts have been developed that describe the factors influencing motivation and the content of the motivation process.

So-called content theories of motivation focus on how different groups of needs influence human behavior. The widely accepted concepts of this group are Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's two-factor theory, and McClelland's acquired needs theory. Despite the fundamental differences between these concepts, they nevertheless have something in common at their core, which reflects a certain commonality in the motivation of a person to act.

The process of motivation is revealed in theories that try to explain why people are willing to perform certain actions, spending more or less effort. Expectancy theory, goal setting theory, equality theory, and participatory management theory, explaining how people should be influenced in order to encourage them to perform well, give managers the key to building an effective system of motivating people.

The priority of goods is a relatively new concept for both production and science. It requires a systematic study, which involves an appeal to the theory of conceptual thinking. Economic activity is carried out at two levels, based on common sense, derived from many years of experience, and on the generalization of practice in scientific terms. Scientific knowledge grows with concepts! Common sense is highly commendable, but it orients only within limits limited by direct experience. Theoretical understanding at the level of scientific methodology expands the existing framework, opens up the prospect. It is more reliable and versatile.

Reliability and universality are signs of the quality of knowledge. Reliability allows you to minimize risks, universality relieves stress from the search for new solutions to the problem - "they don't look for good from good." You have to pay for quality. The fee is generally considered to be financially dependent, but this does not always appear directly. In the history of civilization, there are two outstanding achievements at the level of revolutions that clearly have not received equivalent evaluation, namely:

- discovery of the price of knowledge, comparable to the price of things for a person, "knowledge is power";
- awareness of the special significance of theoretical knowledge in the form of concepts and related forms of abstract thinking - judgments, conclusions. This naturally led to the need to develop a specific technology for their production - a methodology for understanding the essence of the relationships of existing phenomena. The visible part of the world is "designed" for the consumer, the invisible - for the manufacturer. The competition of

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producers can be formalized as a simple technical task - to penetrate through the chaotic multitude of phenomena of the visible part of the world into its hidden part, to understand it, in order to return and understand chaos as an order of coexistence and development of phenomena. Order is a pattern. Laws exist only in textbooks on their own, separately. In reality, law is stability, generality, and necessity of the order

Economic science in the 20th century found itself in a difficult situation, which by the end of the century became critical. The theory of A. Smith and the method of K. Marx did not fit into the contours of the ideology of developed capitalism. In Europe and North America, the very idea of the historicity of capitalism was seen as heresy. The history of capitalism has a beginning, but the presence of a beginning cannot be the basis for a conclusion about finiteness. Mathematics is an exact science, it allows infinity in one direction. The dialectical interpretation of infinity is metaphysical, abstracted from real history. The salvation of economic science must be sought not in the historical, but in the formal-logical understanding of reality, that is, in mathematical calculations and statistics.

We will stop diving into the philosophical, or rather, into the methodological foundations of science, but not because it is necessary to quickly plunge into practical matters, but because of the importance for the successful understanding of the production of goods of understanding that any production involves the reproduction, along with the goods, relations. Production begins with the achievement of certain relations and leads to the development of these relations - between producers and consumers. Understanding such a complex structure of production is possible only with the involvement of scientific analysis based on conceptual thinking.

That is why we will have to begin the analysis of the comparative new concept of "attractiveness" in its applied concrete expression "attractiveness of a product" from theory, logical doctrine. There is an alternative way, but without a light source, by touch, in the dark.

Modern knowledge about the concept; its ascent from the abstract to the concrete, with the subsequent prospect of the birth of new concepts, as products of the development of content, was laid by G. Hegel. Conceptual thinking, according to Hegel, is a dialectical process. The teaching of the world famous philosopher was based on a fundamentally new interpretation of development, which was based on the idea of an internal source of movement, represented by the relationship of opposites that are in unity. G. Hegel's predecessor, Aristotle, built the logic of thinking on the principle of identity of the concept to itself, its immutability. In mechanical theory, this approach is reflected in the "statics" section, and the specialist knows that in this way the situation is

artificially simplified in private interests. However, the sections "dynamics" and "kinematics" that are most interesting in practical terms follow. They no longer describe the moment of movement - generally interpreted as something that does not change, resting in its state, but the movement itself as a change in the broadest sense. Aristotle did not get to the dynamics and even more so the kinematics of thinking in the context of the meaningfulness of the movement of concepts, he was primarily interested in the technology of abstraction and generalization in the forms of knowledge. Aristotle's logic is therefore often referred to as "formal".

From Hegel's point of view, Aristotle's logic was just a special case, having value in that in order for knowledge to integrate into the process and conduct a general reconnaissance, it is important, albeit conditionally, to stop the change. Aristotle sacrificed the content of concepts in order to achieve regularity in formal relations. Simply put, looking at the logic of Aristotle is akin to the expression "general plan" for a given time. The past and future of the concept of Aristotle were not interested, which, again, in general, corresponded to the nature of historical time. K. Jaspers called the described era "Axial Time", emphasizing the role of culture as the axis around which the Ancient Civilization began to unwind, but it is hardly necessary to see in his assessment the actual historical scale of the changes that took place, and the very understanding of time by the Greeks was cyclical. In a word, Aristotle in his logic reproduced the spirit of the era in which he lived and worked. Another thing is G. Hegel, who worked in the heyday of the New Age with its political, scientific, technical, industrial and cultural revolutions. G. Hegel needed to understand the spirit of the times in the context of radical social changes, to fill the content of concepts with movement.

After himself, G. Hegel left a lot of questions, therefore, paying tribute to his dialectical discovery, one should also remember about the Hegelian legacy that hampered the spread of dialectics.

Having limited dialectics to the sphere of spiritual activity, he recognized the self-sufficiency of the existence of the spirit and perceived everything else in the form of the otherness of the spirit, of course, outside of dialectical development. G. Hegel's triad "thesis - antithesis - synthesis" turned out to be not a universal formula for development. Existence outside the spiritual forms of being - the physical reality of man, nature, society, he explained by the objectification of the spirit, referring to the derivatives of the development of the spirit. The merit of K. Marx and F. Engels was precisely that, relying on the discoveries of natural science and the movements of the bourgeois mode of production, they first turned the understanding of dialectics "from head to foot", and then removed the restrictions from it and made it universal development.

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Both positivism and irrationalism were reactions to Hegel's rationalism, but they suffered from the same "sickness" as the "sick" - a one-sided approach. Positivism clearly experienced the limitations inherent in empiricism, irrationalism was closer to the time of bourgeois activity, not burdened by intellectual reflection, the idea of willpower, the desire for power, received some support in a developing society, despite a number of defiant conclusions from the point of view of cultural traditions.

This is confirmed by another surge of interest in Europe in the economic research of K. Marx at the end of the 2000s in connection with the financial crisis. Europeans are unaware that there is another serious monograph by V.I. Lenin "Imperialism as the highest stage of capitalism", in which the author for the first time analyzed the outstripping dynamics of financial capital and noted its frank desire for political influence on public life.

Dialectical thinking did not come to the economy all at once, it began with individual ideas, mainly the idea of development. The Italian economist A. Serra was the first to pay attention to the division of labor (RT) and looked at this feature of economic activity in dynamics. Statistically, he proved that the country's wealth grows depending on the depth and spread of the RT. W. Petty and A. Smith developed the perspective of A. Serra's conclusion on a transnational scale. As a result, A. Smith found himself in a dead end of non-dialectical reflections - when the Republic of Tatarstan covers the economy of the whole world, will development stop? A. Smith and D. Ricardo perceived capitalism identically to world history, they were sure that capitalism arose to be infinite. Economic thought hit its limit, because it could not find a political principle equivalent to an economic one. K. Marx predicted

It is no coincidence that in the 20th century the political component of economic science was vigorously squeezed out, naively believing that it would be possible to confine oneself to purely economic analysis. The "purified" economic science itself was divided into macro and microeconomics, and by the 21st century it was generally presented as economicism. "New economic "science" writes M.L. Khazin, was created precisely as an ideological alternative to political economy ... To do this, it was necessary to turn the construction of science on its head: if political economy is built from macroeconomics (i.e. general economic patterns, which include the deepening of the Republic of Tatarstan, and the scale of markets, and the volume of aggregate demand) to microeconomics (i.e., the behavior of an individual and an enterprise), then in economics the opposite is true, i.e. The specifics of economicism is an attempt to derive global macroeconomic patterns from microeconomics.

Now let's imagine a picture - specialists manipulate historically established science, instead of

improving its methodology, producing new theoretical studies, completing and rebuilding proven ideas within the framework of a systematic approach. The question is why? Who needs it? The theory of knowledge does not provide answers to these questions. The absurdity of denying the logical path of movement is obvious, although there are precedents. Well-known scientists have repeatedly noted the illogicality of achieving the discoveries made, but they talked about the final heuristic link in a logically and methodically built chain of knowledge. The illogicality or, more precisely, the illogicality of the final results only confirmed the rational perspectives of logically organized thinking in both versions - Aristotelian and Hegelian.

Scientific concepts have a huge potential for development. System relations of concepts contribute to the emergence and actualization of new concepts. New concepts may well grow into system-forming ones. On the other hand, even G. Hegel considered it important for the correct orientation in the real world, to distinguish between the really necessary and the really unnecessary. The first contains the source of functioning and development, therefore he called such phenomena "reasonable" or "real", while the second has served and either slows down the movement or counteracts it.

One gets the impression that economic science both in the West and in Russia, under the influence of the authority of the Nobel laureates, decided that with the death of G. Hegel and K. Marx, political economy also died. But the impression is false. Noticing the priority of production in the construction of the economic system on the market factor, modern economists have changed owners. F. Taylor, A. Fayola, G. Ford, A. Sloan were replaced by market speculators like Soros, while economic theory retained its political guidelines.

It is necessary to put capitalism above history as an ideal model for the organization of production. Formally, the combination of a developed form of political democracy, its legal support by the state, with the freedom of entrepreneurship gives grounds for a claim to ideality. Just let's not forget that all of the above looks perfect in comparison with the political and legal models of absolutism, dictatorship and other anachronisms. The story does not end with financial-oligarchic capitalism with its showcase demonstration of a mass consumer society. The "casting" of exemplary socio-economic models continues and will continue as long as the current model is available to the seventh part of humanity. Six and a half billion of the same homo sapiens can still afford at best to buy a ticket to the cinema and watch the sweet life of their own kind.

The world conference of the scientific elite in Rio strongly recommended a change of course from business greed to sustainability, warning that a global conflict with nature would join the sharpening of

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intra-human contrasts. Instead of a noosphere, the next generation born now will receive gas masks and protective suits, and the light industry will have to change directions in order to provide an endangered species of mammals with personal protective equipment.

Features of the dominant mode of production are certainly manifested in the development of economic science, but they do not cancel its political status. Moreover, economic science, before making the next round of progress, is objectively obliged to determine the political prerequisites for raising the mode of production to a new level. Try to figure out what more was left to the heirs of A. Smith, D. Hume, R. Owen, J. Sismondi, K. Marx, J. Mill, G. Spencer, T. Malthus - socio-political philosophy or economic knowledge. In their writings, social history turned into political history, and they left politics as a means and goal of economic programs to advance in solving problems of social development. The communist alternative to the bourgeois mode of production has not yet objectively matured. The desire to divide the history of communism politically and economically into two stages and start from the socialist one was blocked, on the one hand, by the politicization of the capitalist economy in the direction of strengthening socially significant milestones, on the other hand, by an aggressive economic policy called upon by protectionist conspiracies, and by ordinary political deception of excessively gullible communist leaders convince of the economic failure of socialism. The truth has remained concrete - the political resources of economic science are objectively conditioned by the historical time of the mode of production by which it was born. Economic science is united by its objectivity, but its objectivity reflects historical epochs and therefore has the form of a chain made up of separate concrete historical links, naturally interconnected. Perhaps temporarily such links coexist. A similar experience was calculated by V.I. Lenin, the NEP, defended by him in the fight against his comrades-in-arms and caused the rise of the country's economy, and the official political doctrine of the PRC: one state - two ways.

The modern history of economic science, despite the numerous tricks of opponents, is on the same political course, the depoliticization of economic theory looks absurd in economic practice. It is enough to look at the movement of exchange rates, follow stock news, in order to assess the strength of political influence on economic activity.

Along with the evolution of economic science, economic concepts also change, some are reloaded, filled with new content, others expand the area of application, others move to new positions, fourths lose their former significance, while fifths appear, demonstrating the modernization of economic reality. Moving from concept to concept, it is possible to repeat the historical logic of the ascent of production,

to determine the qualitative historical leaps.

K. Marx developed the dialectic of capitalist production from the original concept of "commodity", seeing in the contradictions of the commodity the germs of the contradictions of the mode of production. But the commodity was not and could not be the initial phenomenon of economic history. The product itself is a historical product. The commodity and the corresponding concept in political economy are indebted to the previous stage of economic development. The history of material production began with the manufacture of products that are necessary for the life of the manufacturer in the form and quantity in which they were received. The problem of alienation was born and became a basic one in the characterization of the mode of production later in connection with the possibility of obtaining products in excess of the need to reproduce the conditions for the continuation of labor.

The product manufacturer must plan its production strategy based on the use of marketing elements to optimize the structure of the product life cycle. Different enterprises have different approaches to determining the strategy for the production of goods and services, depending on the needs of customers, available resources, market conditions, etc. Moreover, the same enterprise can use different strategies for different products. The choice of strategy is usually based on the competitiveness of the product.

Various approaches or methods for analyzing the portfolio of orders have also been developed, which make it possible to evaluate the range of the production range in terms of the profitability of its individual elements.

One such approach, by which the sales and marketing manager can make decisions about the strategy of the enterprise in the sale of certain goods or services, was proposed by the Boston group. This method classifies various combinations of goods and services of an enterprise with a differentiated production program based on the so-called growth matrix, or "portfolio of business development directions".

The application of this classification requires taking into account the current and potential segmentation of the market, various temporal aspects of the profitability of a particular combination of goods and services, as well as the impact of competition. For example, a company may be the largest in its industry, but it may not hold a leading position in one of the market segments.

In recent years, the system of values that existed in industry has undergone major changes. In the improvement of production processes in European shoe factories, the rate on intellectual resources is noticeably increased. The guarantors of success are not the size of the enterprise and capital, but ingenuity and creativity, the use of computers, marketing, the

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latest management methods and the ability to quickly respond to changing world market demands.

In the new economic conditions, only such production is progressive, which actively and dynamically responds to emerging tasks. The principle of "producing only what is needed, when needed, and as much as needed" requires shoe factories to adapt to the conditions for producing products in small batches with frequent changes in its assortment, i.e. to the conditions of many assortment small-scale production. The efficiency of the activity of light industry enterprises, and in many respects, the ability to survive in the competitive struggle depends on the ability to quickly and cost-effectively change to produce products in accordance with fluctuations in demand. Great opportunities for this are opened by the development and implementation of flexible production systems.

Technological and organizational flexibility of production systems determines the variable potential of enterprises, their ability to quickly and adequately respond to changes in market conditions and acts as a mechanism for optimizing the structure of the technological system in order to reduce production costs. Thus, the development of flexible technological processes for the production of products ensures high efficiency with a large assortment of products and will provoke a sharp increase in demand for products of light industry enterprises of the Southern Federal District and the North Caucasus Federal District.

The elements of the expert system for the operational management of a multi-assortment production developed by the authors make it possible to calculate the optimal structure of the product range and determine the total cost of production of the entire product range, which makes it possible to calculate the price niche for the full sale of manufactured products.

Theoretical dependencies are obtained to assess the influence of the factor "organization of production" on individual costing items in general and other technical and economic indicators. At the same time, the analysis was carried out and the influence of the forms of organization of production and manufacturing technology on the cost of production was determined using the example of the technological process of manufacturing children's, men's and women's shoes, taking into account the shift program.

Recommendations have been developed for varying the specific weight of the costs of costing items for the manufacture of a large assortment of output with the possibility of predicting the cost and sales volumes of products, taking into account demand in each region of the Southern Federal District and the North Caucasus Federal District.

Functional and simulation models of business processes for the production of products have been developed, a formal description of the organization of the current technological process and initial data for

evaluating the effectiveness of technological processes for the manufacture of various types of products, taking into account the existing demand for it, have been obtained.

A technique for multi-criteria evaluation of the effectiveness of innovative technological processes for the production of light industry products based on the application of the target programming methodology has been developed.

Software has been developed for the formation of the technological process of assembling shoes and determining the cost of producing an assortment of shoes. A computer simulation model has been implemented that describes the dynamics of the shoe assembly process. The proposed methodology and the software implemented on this basis make it possible to reduce the duration of technological preparation of production and increase, thanks to the rationalization of the technological process, the specific consumer effect, which today, and even more so tomorrow, is the main determining factor; » places, minimize equipment downtime, which is one of the conditions for designing flexible technological processes for the production of products with a demanded price niche.

The economic effect of the results of scientific research is determined, which are estimated in terms of increasing labor productivity, the level of mechanization of production, lowering the indicators of work in progress and production costs. An accessible tool for technologists is proposed that allows enterprises to form a competitive assortment and predict the maximum income from the production of manufactured products within the framework of the ASEZs for the regions of the Southern Federal District and the North Caucasus Federal District.

The authors support the idea of creating integrated associations (TORs) in the Southern Federal District and the North Caucasus Federal District, which would deal with the entire cycle of ensuring the production of light industry products and related products. This will improve quality control, reduce costs, increase profits, vary the price niche, providing competitiveness and sustainable demand for domestic products, and social protection for residents of the regions of the Southern Federal District and the North Caucasus Federal District.

We believe that the results of the study and analysis of the state of light industry, presented by the authors, will help industry representatives in choosing an effective solution for implementing the strategy for the development of light industry in the mining single-industry towns of the Rostov region in order to reduce the migration of the population of these cities and create social conditions for the population to live. This will be our contribution to the restoration of light industry in the regions of the Southern Federal District and the North Caucasus Federal District, which is especially in demand for the processes of globalization. The strengthening of international



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competition, which characterizes the world economy, was an objective prerequisite for changing the competitiveness management paradigm, which consists in the rejection of traditional industrial policy and the transition to a new industrial policy based on the creation of TOPs.

PDA is considered as a network organization of territorially interconnected and complementary enterprises (including specialized suppliers, including services, as well as manufacturers and buyers), united around a scientific and educational center, which is connected by vertical links with local institutions and authorities in order to increase the competitiveness of enterprises, regions and national economy.

Justified is the decision to create a center for standardization, certification and quality management. Such a center will ensure the preparation of certificates of conformity and declarations of conformity for the entire range of footwear that will be manufactured as part of the footwear PDA. The presence of such documents will form the confidence of the buyer, create an image, and therefore a high demand, which, from our point of view, is a determining factor for the competitiveness of the proposed range of shoes.

Based on the current state of affairs in the country's economy, in our opinion, the most significant problem in the development of the regional consumer market is the lack of a full-fledged legal framework that ensures the functioning of the mechanism of state regulation of the regional consumer market. Thus, it is the intervention of the state that should correct the situation in the footwear market in the Southern Federal District and the North Caucasus Federal District, and provide an opportunity for the development of domestic light industry within the framework of the ASEZs.

From the analysis performed, we note the following trends in the development of the shoe industry in the territories of the Southern and North Caucasian Federal Districts:

1. The Southern and North Caucasian Federal Districts are distinguished by a high level of migration of the able-bodied population to developing industries. The leather and footwear industry for the districts can definitely be called developing. The Southern Federal District and the North Caucasus Federal District rank first among the regions of the Russian Federation in terms of shoe production.

2. On the territory of the regions there are unused sectoral fixed assets suitable for their restoration.

3. In the Southern Federal District and the North Caucasus Federal District there are many specialized educational institutions for training personnel in the field of light industry.

It is also necessary to increase the investment attractiveness of the industry and create conditions for increasing its competitiveness. An important measure

is the protection of the domestic market from illegal import and circulation of light industry goods, the creation of conditions for increasing its transparency and ensuring non-discriminatory access of manufacturers of goods in the industry to trade organizations. To do this, it is necessary to introduce high duties on the import of finished shoes and low on the import of basic and auxiliary materials and equipment. We have to repeat again about the need to regulate the level of prices and tariffs, which would guarantee both the producer and trade not only the reimbursement of justified costs, but also the accumulation of funds for the development of production.

It is necessary to allocate funds to finance the development of technical regulations for light industry products and provide consulting assistance for their implementation.

I would like to note that there is a historically developed adaptability 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 shoe production in the regions are very significant.

We offer the following set of measures:

1. Creation of regional programs for the development and maintenance of domestic shoe production in these regions.

2. Taking measures to reduce the import of imported shoes into the region. These measures should include, first of all, the suppression of the trade in footwear smuggled in and without permission for its sale in local markets.

3. Assistance in employment of young professionals, university graduates, for existing and newly created shoe enterprises.

4. Assistance to enterprises in the process of promoting domestic footwear brands in local markets. First of all, it is necessary to develop a competent marketing strategy for regional shoe companies.

5. Creation of a special lending program for light industry enterprises in the region, taking into account the specifics of production: the seasonal nature of the products sold and the peculiarity of the turnover of working capital of enterprises in the industry.

In our opinion, for the successful implementation of all these measures, the interest of regional authorities in the formation and development of ASEZs, their reduction in prices for components and energy costs, and convenient transport interchange are necessary. All this together will allow such a formation a long life and stable positions not only in the domestic but also in foreign markets. All that is needed is the good will and support of all participants in the formation of the TOPs, namely:

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municipal, regional and federal branches of government.

Market research and profitability studies of new product concepts are conducted separately from the evaluation of technological possibilities, since it may be appropriate to outsource some or all of the production to a contractor. After evaluating the results of production, a decision can be made to resume it.

So, product lifecycle management is the process of managing a product from concept development to disposal. When this process works effectively, the company is able to drive profitable innovation—accelerate the development of new products, bring them to market quickly, and continuously improve quality while reducing costs.

At the same time, in an effort to resist the competition, shoe companies are forced to constantly improve the consumer properties of their goods and expand the range of terms of supply and services, although all this is to some extent taken into account in the price and ultimately paid by the consumer. When setting the price of a product, the company must also take into account the level of already established prices for other goods that are similar in purpose and quality and are on the market.

The presence of stages in the life cycle of shoes requires a constant change in the pricing strategy. The life cycle of a product is characterized by fluctuations in sales and profits from its implementation. Accordingly, the price will vary depending on the stage of the product's life cycle. Therefore, we can conclude that the price set by an enterprise for a product depends on production costs, supply and demand, as well as on the solvency of the population, the pricing policy and market strategy of the company, the quality of the product, additional services and services, the interchangeability of goods and their life cycle.

The choice of the best technological process is carried out under the condition of the same significance of the criteria and under the condition that one set of criteria is more important than the other, for example: the criterion "technological cost" is more important than the criterion "labor intensity" with a coefficient of 0.5 ( $\theta_{51}=0.5$ ) and the criterion "work in progress" is more important than the criterion "specific reduced costs" with a coefficient of 0.3 ( $\theta_{43}=0.3$ ).

Outstaffing is a personnel technology in which a service provider company recruits existing personnel of a client company into its staff. At the same time, the rights and obligations of the employer are transferred to the service provider, while the employees themselves continue to work at the same place and perform their functions.

Outstaffing is convenient if you need to save on your personnel service or "unload" it with large amounts of work.

It also avoids operations such as:

- maintaining personnel records;
- reporting to tax and insurance authorities;
- expenses associated with the organization and operation of workplaces;
- issues of medical care for personnel;
- life insurance;
- organization of recreation;
- payment of various premiums and bonuses;
- payment for the services of third-party HR consultants;
- corporate training, etc.
- Benefits of using outstaffing:
- reduction in the number of staff while maintaining the actual;
- registration of temporary staff;
- registration of employees for the period of the probationary period and extension of the probationary period;
- reduction of administrative and financial costs;
- ensuring legality and legal support when working with personnel;
- opportunity to focus on core business;
- increasing the competitiveness of the company.

The transfer of employees to outstaffing is carried out according to the following scheme:

- the needs of the customer are determined, and an agreement is signed for the provision of outstaffing services, indicating its validity period, conditions and cost of services;

- the customer dismisses the employees transferred for outstaffing, and the provider enrolls them in his staff;

- the provider provides the hired employees to the customer under a service agreement;

- the employees actually work for the Customer, and the provider conducts personnel records management, payroll calculation for the enrolled employees, i.e. performs the formal functions of the employer.

"Priority" from an advertising category is transformed into an economic one, more precisely, a market brand. Theoretically and even methodologically, "attractiveness" refers to "cross-cutting" concepts that characterize an activity and its products. It is unlikely that there will be opponents of this statement. The essence of the consideration of "attractiveness" in the light of our problems is not in the definition of "attractiveness" as such, but in its concrete historical manifestation. Activity is a way of implementing an idea; outside of practical activity, the idea will not go beyond the element of consciousness, remains knowledge and most likely will lose its meaning after some time. The relevance, meanwhile, lies not in the activity itself, but in the way the idea is realized, the way the activity is carried out is regulated by spatio-temporal coordinates, revealing and limiting the relevance of the mode of action. History is made up of actual historical periods - actual stories. A historical phenomenon, regardless of its nature -

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material or ideal, becomes not when it is accomplished, but only when it is included in the historical chain of events. In dialectics, social development, therefore, is described by a pair of categories "historical-logical", moreover, historical phenomena can "fall out" of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history. when included in the historical chain of events. In dialectics, social development, therefore, is described by a pair of categories "historical-logical", moreover, historical phenomena can "fall out" of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history.

"Priority" in a broad context has always stimulated activity. In recent history, this concept has acquired a new meaning and, accordingly, a new meaning. It was at the center of economic controversy in the market. It is actively exploited in their own interests by all those for whom the market is the main source of speculation, they will go to "all serious". It is seen as the salvation of consumers by those who have retained the honor of a professional manufacturer.

The question arises: why is it so stablemarket position of speculators? The question falls into two parts. The first part - at whose expense do they have their "margin"? The answer is simple - they are fed by producers and consumers, of course, not of their own free will, forcedly, obeyingregular order. The second part is why the laws are so written and what the government is doing at all its levels in order to be the power of the people - democracy. At this point, we will have to stop asking. Statistics will tell you the answer. In quantitative terms, in comparison with the Soviet period, the power has significantly strengthened by branching, increasing the number of its employees from two to three times, increasing the financial increase in ensuring their well-being and merging with the legal marketing business. It would seem that there is little chance of converting "attractiveness" in the interests of production and consumption. So it is, but objectively they exist.

We will try to approach the solution of the problem systematically and comprehensively. Distribution in modern scientific knowledge, systematic and integrated approaches are successfully combined with each other, making it possible to look at the subject of research in two basic projections: from the outside (from the outside) and from the

inside. With an integrated approach to production planning, it is required to analyze all the existing facets of the functioning of the subject in order to achieve not only the ultimate value of the objectivity of knowledge, but also to obtain the "volume" of knowledge about the subject, to exclude the possibility of missing any of its significant manifestations. We often hide behind randomness. This usually happens when we forget the origin of chance. Chance is born at the intersection of needs. Prevention of undesirable random events relies precisely on the active involvement in the process of cognition and management of an integrated approach. A systematic approach reveals to us inner secrets and gives us the "keys" to control the subject itself. In the 20th century, the concept of "system" became one of the main methodological concepts of the philosophy of science. "System, a set of elements that are in relationships and connections with each other, which forms a certain integrity, unity." The systemic nature of the construction of knowledge (or the phenomenon of reality) is defined as follows: the object of analysis is conditionally divided into components, if the sum of the properties of all parts of the system does not coincide with the sum of the properties of the system itself, then we have exactly the system in front of us. The relations of the parts of the system cause synergistic effects, which is the reason for the discrepancy between the values of the sums of properties.

The system is also distinguished by the presence of a special factor that forms the system, it is defined as a backbone. System-forming factors can be monistic - so, for example, a crystal grows, on the same factor D.I. Mendeleev built the Periodic Table of chemical elements, the first to understand the significance of the difference in atomic weights, or dualistic. For a long time they could not decipher the systemic basis of the hereditary function of DNA, until the idea came up to split its chain. It seems that the DNA chain is born by the relationship of two bases, functionally interdependent - an element and a property. They are, as it were, "tied" to one another, due to which the DNA double helix arises. K. Marx, as already noted, revealed the systemic construction of the commodity, presenting the commodity as an alienable product that has an exchange and consumer value. The systemic status of the goods determined the order of relations in the goods market, but not immediately. A. Smith understood why the increase in labor productivity is not accompanied by an increase in the wages of workers.

Political economy, as a science, penetrates the logic of systemic relations that determine the existence of the market, but not its reality. The reality of the market is already a different system, different from the system of existence of commodity production. The market is conditioned by socio-political reality, therefore, what happens in the market

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is something that is not included in the logic of commodity production, but is an actively operating infrastructure. The formal logic is simple: historically, mutual satisfaction of the interests of the producer and the consumer is necessary. Only then will history also be a "reasonable history" of a "reasonable man." The real story seems outwardly irrational. In fact, real history is also reasonable, the path to the rationality of historical movement is similar to the movement of a railway train, getting out of a large station with many tracks and arrows, onto the main track.

The system-forming factor in constructing the concept of the attractiveness of the product, in our opinion, should be the ability of the product to cause the relevance of the need for it. It is not enough to interest the buyer, the interest must be given the form of an actual need for the proposed product. Need is the most important indicator of a person's psycho-physiological mood. "Needs - the need of a living organism for something that is necessary for its life and development ... needs create motives for behavior." There are several attempts to classify human needs in the scientific literature. Unfortunately, none of those that we know seem to be systemic. The most frequently mentioned is the

"Pyramid of Needs" by A. Maslow, shown in Figure 1.

A. Maslow believed that based on the analysis of the degree of satisfaction of the given needs, it is possible to build an effective company management. Some authors, in particular, B.S. Aleshin, L.N. Alexandrovskaya, V.I. Kruglov, A.M. Sholom confirm that "during its use, a number of clarifications were made", and in general, it "became the most important tool for the manager's activity."

In our understanding, Maslow's Pyramid is interesting as a general approach to completing needs. It lacks cultural - moral and aesthetic needs, needs for knowledge and skills, physical development, health. Physiological needs are traditionally built into the basis of the design, which clearly limits them functionally. The system of human needs should be built on the principle of the duality of human nature. The dualism of human nature in one way or another manifests itself not only in relation to the base and superstructure, but also functions at all levels of the personal and social life of the individual. In addition, it is necessary to emphasize the socio-temporal and socio-spatial specificity of needs, the significance of their relevance.



**Figure 1. Pyramid of needs (according to A. Maslow)**

In terms of analyzing the problem of the "attractiveness" of a product, the genesis of the buyer's needs is of particular importance. From the point of view of genesis, human needs are studied mainly in the two most general perspectives, due to species specificity - biological and social. Distinguish between innate needs and those acquired in sociocultural history. It seems to us that this is insufficient, since the development of needs does not reflect the time factor and social specifics. It is important to separate needs into potential and actual.

Actual needs are initiated by external factors of life, they are very significant in the conditions of a market economy and its mass stage in the light of work on a business perspective.

A modern buyer from the outside looks "advanced", but his awareness is clearly of an amateurish type, especially among young people who try to show themselves to be knowledgeable, not realizing that, with rare exceptions, the same advertisement that induces knowledge in a direction beneficial to the seller acts as a leader of his

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awareness. . The consumer is on a leash of market interests. The consumer needs to be educated and the market is happy to do this, least of all, of course, thinking about the needs of buyers. It is important for the market to awaken the need and activate it, supposedly in bilateral interests. Interests, perhaps, are mutual, but parity is far from here.

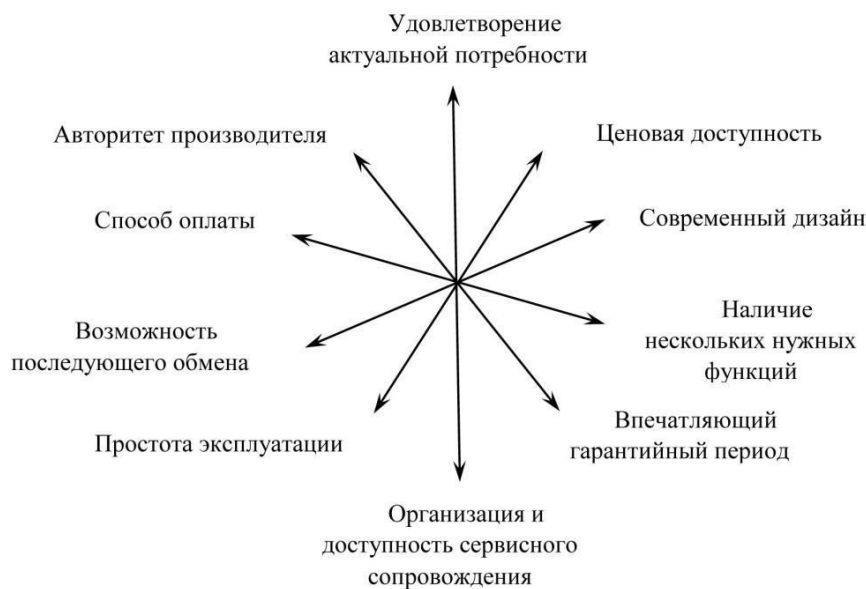
We do not assess the market as a whole. The market is diverse, morally responsible sellers also work on it, unfortunately they do not determine the state and dynamics of market policy. The famous painting by I. Shishkin “Morning in a Pine Forest” depicts three bears in the very center of the canvas. It is on them that the eye of a visitor to the Tretyakov Gallery falls, but the artist in the title of the work points to the morning forest, inscribing the awakening of bears in its silence. The market is also inscribed in the overall picture of the contradictions of world production, aimed at winning the manufacturer and intermediary. They are ready to share with the consumer, but not as an equal partner. The "third" is doomed to pay for the interests of the first two.

Formally, such a ratio is objectively necessary. Production needs development, it needs profit. Profit is mainly provided by the market. The seller is also a kind of employee and rightfully has his share. Only the buyer turns out not to be an employee in the market, even the police, and they are in the service. To the consumer and to promote production progress with his wallet - after all, production is market-based. The

market is like a controlled chaos. This is the essence of liberal economic policy. In those countries where governance has been worked out for centuries, chaos is less noticeable. The principle formulated by V.S. Chernomyrdin. There are only doubts about the first part of it - the desire to do the best is almost gone. In connection with the above reflections, the question arises: is it possible to change the situation in the interests of the consumer? Can,

The concept of "attractiveness" used to characterize a product can be correctly considered in two editions - objective and subjective-objective. An attractive product should objectively be of such a quality - in order to exclude deception. As for the correspondence of price to quality, it is well known how they speculate on this. At the same time, it is clear that a quality product is not a cheap pleasure. The quality of the goods does not automatically mean the limited ability to purchase it. Quality has several levels - quality states. It is necessary to strive to provide a range of quality in order to expand purchasing opportunities through a range of prices.

The quality of a product is a basic objective parameter of attractiveness. What we define as “subjective-objective characteristics of the attractiveness of the product” is built on top of the quality. The name emphasizes the duality of the nature of the properties of attractiveness that form the superstructure. It is advisable to depict them schematically for clarity (Figure 2).



**Figure 2. Architecture of product priority factors**

The concept of “product priority” has not been specifically studied. It existed in the form of an idea, mainly not in the interests of the consumer, but as a task of advertising work. Therefore, the attraction was more phantom than real. Advertising sought to

absolutize objective data, falsifying the actual capabilities of the product, presenting it as an exclusive product that cannot be passed by.

The time has come to thoroughly and comprehensively delve into this problem, to analyze

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the signs of attractiveness. Pioneer research in the interests of the consumer was carried out in Japan, it is with them (but not only) that the success of Japanese industry in the 1980s and 90s is associated. "Japanese", writes B.S. Aleshin, were the first to realize the importance of a better understanding of the needs of the consumer (client) and the need for a systematic approach to the analysis of his expectations in order to identify the degree of their influence on the technical characteristics of the product being created and ultimately ensure the maximum value of the product for the consumer. Japanese economists have calculated that by prioritizing a product, producers activate their reserves and move production forward, that is, "priority", in its true sense, is mutually beneficial and is not necessary either in production,

In Japan, and not in America and Europe, for the first time the quality of the attractiveness of the product was assessed. It was Japanese experts who revised the thesis that work on the quality of an attractive product will inevitably lead to an increase in price and deal an irreparable blow to the original goal. One of the leading analysts, I. Ishikawa, refuting the opinion of skeptics, argued everywhere about the immorality of raising prices while improving the quality of products. He explained that obtaining better products is due, first of all, to a reduction in production costs - a decrease in defects, an improvement in the organization of production, and technological discipline. All of the above operations do not require a significant increase in costs and are associated with a reduction in the final cost, and hence the price of the goods. The exception is the case

Effective economic management in the conditions of developed and responsible production is based on the "three golden truths" learned from many years of successful management practice:

- economic longevity and authority in the market is associated with concern for the quality and price of a quality product;
- greed is not only immoral, but also very uneconomical, because it testifies to the ignorance of management, which always costs production dearly;
- people as consumers and producers are the golden fund for the development of production.

If you want to earn professional credibility, organize the production of a product that is necessary, of high quality and accessible to a consumer with limited purchasing power. Then it will be possible to think about sales without being nervous, and not to pay advertisers, risking being left with nothing. Popular in the middle of the last century, Canadian writer S.B. Leacock explained: "About advertising, you can say that this is the science of obscuring the mind of a person until you get money from him. "Advertisers" is difficult to judge. They did not invent themselves, they were born by those whom simple but

objective information did not save. Not being able to achieve consumer appreciation, manufacturers that were not in demand "in a white way" were looking for a way to reach a buyer through an intermediary who was ready to work "in a black way", and most importantly,

The Japanese mentality, having survived the crisis of a shameful defeat in the Second World War, significant human losses, nevertheless, helped in a quarter of a century to realize the way of salvation as a different organization of production. Thank God, things did not go to war in Russia, there was no shameful capitulation, but there was and remains a collapse in the economy and, which is especially worrisome, in the mind. There are no signs of awareness of professional and social responsibility by producers. The scenery of the 1990s was replaced with the scenery of the "zero". Crimson jackets and gold chains were replaced with couturier suits. They began to shoot less, but the "new thinking", which M.S. dreamed about so much. Gorbachev didn't work out. Not because they are not able to think as homo sapiens should, but because of the immorality and ignorance of the multimillion-dollar management. Sometimes one gets the impression that marketers and showmen are still the legislators of political economy fashion. To the "bulbs of Ilyich" was added the dim light of the appointed "stars". It has not become brighter, but you get colder when the crisis becomes chronic, from modernizing modernization turns into a brake on development.

Everything shows that with "our" innovations, we are not yet succeeding.

Let's look at the experience of others. Recently, the President and the Government have been increasingly emphasizing the importance of ties with the eastern neighbors.

The concept of "Total Quality Management (TQM)" is positioned as an economic theory of a mass consumer society. We agree, but note that its basic part is built on social philosophy. At the origins of TQM were the same Japanese in collaboration with creatively thinking Americans. K. Ishikawa organized in the 1950s JUSE - the "Japanese Union of Scientists and Engineers". He was actively assisted by E. Deming and Y. Juran. The central goal of JUSE was to develop a methodology for economic policy to improve the quality of industrial products. Based on the experience of the USA and Europe, JUSE took only its first steps. Further, not without the influence of the national mentality, the developers went their own way with an emphasis not on quality control, but on the consumer - "the consumer is always right." The system of reference has changed from "leader" to "consumer". The place of the "boss" was taken by the "consumer",

The focus on the consumer means not only his leading role in the system, but also the receipt of reliable information about the needs and wishes of the

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consumer. Therefore, there is a need for “contact personnel”, on which not only the reliability of the information received from the consumer depends, but also the subjective image of the company in the eyes of the consumer. Employees involved in the development, production and delivery of a product in accordance with the new paradigm should be considered as a support person for customer satisfaction. They must be combined and included in a system that fulfills the main goal - to increase the value of the product for the consumer and reduce its cost. This is how the essence of the new paradigm for the development of production by B.S. Aleshin with co-authors.

Initially, it acted as a tandem of the concepts of "value" and "decrease in value". Now we can confidently name the time when in Russia the mass consumer will "live well" - when the current paradigm will change - "grab the jackpot". Not soon. The Japanese were promoted by the national mentality, the Europeans - a three-hundred-year history of polishing relations in the market, the Americans - a well-fed life without wars on the territory. In order for our manufacturers and managers to shift the economic arrow to a new paradigm, they must have a dispatcher's order. Their psychology is a separate exception, like the first sign, they do not change the picture, they are stronger than the walls of the Brest Fortress and the market is ready to stand to the last. Our market is interested in the buyer only as an economic entity, but not as a person, personality, countryman. The national coloring of the market has not been similar to the national composition of the Russian Federation for a long time. Prices in the market are not set by the buy-sell ratio, they are regulated by the size of the boss's margin. If we do not implement TQM realistically in the near future - not according to bureaucratic reports, it is not clear who and what the valiant Aerospace Forces, the Navy and the army will protect.

Where are serious, systematic studies of satisfaction with the Russian buyer's product. Meanwhile, the indexation of the degree of satisfaction makes it possible to quantify the contribution of various components of the quality of production, and not to operate with average values. It is difficult to get rid of the idea that the official reaction to TQM serves as a cover for practical activities to block the introduction of this system into the real process of economic movement. The fact is that TQM radically changes the understanding of the value of the contribution of all participants in the production of a product, clearly determining who did what and how. Our manufacturer is hardly ripe to welcome such an audit.

Methodologically, the turn of manufacturers and sellers to face the consumer has already been painted according to the main positions, nothing needs to be invented, serious investments need to be made. In the

literature there is a step-by-step route for understanding the idea of real humanization and democratization of production, corresponding to the construction of a consumer society. It can even be found in textbooks. We read “The focus on the consumer is as follows:

- processes exist to meet the needs of people and the needs of society;
- processes are useful if they add value to people and society;
- desires and needs are different in time and space (for different nations and cultures);
- the processes are different in different cultures and in different nations;
- needs and processes for meeting them can be modeled and tracked using statistical analysis;
- The best model of the process of meeting the needs of society should be adopted by the management with the direct participation of each member of society.

The last provision is formulated not quite correctly in relation to “every member of society”, such a total task is more romantic than realistic. A simple majority of consumers is enough to start. Then a chain reaction will begin and with each step everyone will be closer to the result.

Consumers differ not only in their requests and claims. The bottom is different and social status, their subjectivity. A consumer can be an individual, a social group, an industrial entity. Therefore, in theory there is a classification of the external consumer, which is based on the principle of the "final link" of the production chain. The consumer status is similar to the production one. Just like the production process, consumption involves several stages of preparation of the final product. Producers can also be consumers, but they represent intermediate links. The end user is the individual. Man is the beginning of social history, its main instrument and goal of social progress. Is it possible to put other subjects in a series of consumers? Naturally, but their consumption is due to human activity. For example, science is primarily interested in space exploration. She is a direct consumer of the resulting product, she is also a customer and a participant in a technical project. Space vehicles are a product of scientific and industrial cooperation. Production develops, thus, its technological base, therefore, technological innovations undoubtedly belong to a number of products. As a rule, various departments cooperate with scientific research, receiving their share of the product. However, no matter how much we continue to track the path of a research product, the end point will be a person - his health, well-being, safety, cognitive and practical interests. She is a direct consumer of the resulting product, she is also a customer and a participant in a technical project. Space vehicles are a product of scientific and industrial cooperation. Production develops, thus, its technological base, therefore,

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Highlighting the final status in human consumption, one should not absolutize this conclusion. Mowgli was a "human cub", socialized, that is, he entered the structure created by human communication. The interests of a single person - the consumer - are important, but they cannot be considered in isolation. Mass production, no matter how "thoroughly" it is arranged, is not capable of working for individuality. As much as possible, it can be closed to a small social group.

The imperative of fashion and technical and technological possibilities is formed by concrete social and concrete historical limitations of production. Individuality is manifested through the group form of reality. Only through social affiliation - gender, age, purchasing power, psychological status, upbringing, nationality, a person is guided in the consumer market, while having quite enough freedom of action within the framework of the social conditioning of his tastes. Someone makes their choice consciously, others - subconsciously, others, combining prudence with the collective unconscious (K. Jung).

The economic science considers an external consumer as a combination of three groups: a specific end user - an individual; intermediary consumer

(reseller, distributor); collective unitary enterprise. The correct definition of economic priorities requires the study of the consumer interests of all external consumers. The value of consumer preferences for the manufacturer is different and depends on the status of the enterprise itself, its production orientation. But the problem of the "attractiveness" of the product cannot be avoided in all cases.

"An enterprise must carefully control the entire chain of supplier-consumer interaction. Large enterprises practice questioning their regular and potential customers once a year. As a rule, no more than seventy questions are included in the questionnaires. To adjust their goals in long-term planning, once every three years, manufacturers send out more detailed questionnaires intended for large consumers of their product.

The Japanese mentality prompted reflective managers that those who count on the future should not be limited to understanding current consumers. The end consumer is a member of the family, the local community. Behind him are future buyers who have not yet decided for themselves the question of what to buy from whom. Word of mouth is free and more productive than advertising. The buyer must be transferred from an abstract possibility to the state of "his" person, included in the system of partnerships. While the idea of buying, consolidating the need for a product, matures as a desire, it should be informed of the movement vector to the appropriate manufacturer.

"Focus on the consumer" is freely convertible into a technical and economic task - to give priority to their products.

Such a product does not need advertising production costs, on the contrary, it helps to reduce the cost as a result, make real "sales" and accelerate the turnover of funds spent on production. B.S. Aleshin correctly explains to manufacturers who underestimate the importance of the factor of attractiveness of goods for the consumer, who think only about how to reduce production costs: rewarding and simultaneously satisfying the consumer's expectations regarding the value of the product, its cost and delivery time. A satisfied consumer not only returns to such a supplier,

A well-known management specialist and his colleagues needlessly spared the feelings of manufacturers by presenting the matter in a positive light. Our manufacturer and salesperson often needs to be put in a negative perspective to scare, especially the counter workers. The buyer through the information consumer chain is able to turn away from the purchase of a problematic product, and then the manufacturer will have "disease No. 1" according to E. Deming.

In Japan, along with the traditional method of quality management Kairio (Kairio), aimed at technical and technological leaps - micro revolutions, under the influence of the development of



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relationships with the consumer, the Kaizen approach has become widespread. Unlike "Kairio", "Kaizen" does not imply large investments, it is aimed at small improvements in the quality of the product, but it stands out because it is designed to involve an unlimited number of specialists in the process - researchers, designers, scientists, and all thinking, interested workers. A qualitative effect that adds to the attractiveness of the product and the consumer is achieved by combining a large number of small steps with a large number of people who want to take part and are able to work for the result.

The Americans had a similar idea for solving the problem, they called it "servelat tactics." It is not customary to cut sausage like servelat with thick circles - it is inconvenient to eat, therefore they are cut off with thin plastics, but the result is the same as in the case of soft sausage. The Japanese, under the influence of the mental imperative, wonderfully described by the international journalist V. Ovchinnikov ("Sakura Branch"), squeezing ideas out of the product to the end, adapted the servelat principle to managing the development of production, mainly to increase the attractiveness of the product. In addition to the described effect, Kaizen consolidates employees, convincing them of how important each of them is, if he is interested in the result, forms the need to improve personal skills, and develops a sense of professional pride.

There is much to learn from the Americans, in particular their persistence, self-confidence and their capabilities. W. Churchill once said: "You can always count on the Americans to do everything right after they have tried all the other options." In the 1990s, the US industry had serious problems with marketing and development. After analyzing the results of the business, the Americans identified three priorities: customer satisfaction, the need to reduce production costs and cycle time.

The analysis of the situation drew attention to the importance of combining factors to improve efficiency, especially the focus on the consumer, reengineering and the information component. "Mass consumer" supplanted "mass production". This is how the American company Levis, famous for sewing jeans, regained its leadership position as a manufacturer of women's jeans.

Based on information technology, Lewis offered customers 2,400 sizes in different colors and styles. Directly in the company store, or in the department, individual sizes were determined on the basis of jeans with built-in magnetic measurements, the clerk on the computer transmitted the order for production, and without delay the customer received what she dreamed of. Smaller enterprises generally began to go directly to the consumer, bypassing intermediary stores and warehouses, accepting buyers in offices with the function of selling goods.

The concept of "product attractiveness" is

partially revealed in the concept of "product value". In the special literature, "the value of a product" is defined as "a set of parameters expected by the consumer of the quality of the product he needs and their values that satisfy the needs of the consumer." The product value breakdown is called the "customer satisfaction tree".

In order for the value of the product to cause consumer satisfaction, it is important not only to be concerned about the quality of the product, but also to remember that the consumer's consciousness is not constant, it moves, it matures. The expression "customer is ripe" characterizes the process of interaction between the producer and the consumer. The consumer in such interaction is represented by mental activity, first of all. The sources of mental readiness to accept the manufacturer's proposal as coinciding with one's own idea of the attractiveness of the product are heterogeneous. Usually they include:

- manufacturer authority;
- information from reliable sources;
- consumer communication, informal communication;
- the presence of the product in the past experience of the buyer;
- relevancethis purchase for the buyer.

If psychologically the image of the product is attractiveformed, then the relations from the phase of abstract possibility pass into a real possibility. The next step - the transformation of a real opportunity into the reality of acquiring the product you like will depend on the ratio of the costs of the producer and the consumer. For the first, we are talking about the ratio of cost and price, for the second - the price and quality of the product.

Y. Juran emphasized a special place in the structure of consumer requests for the quality of services. B.S. Aleshin gives a breakdown of the qualities of a service that can interest the consumer in buying (Figure 3).

In all modern quality management systems under the conditions of the provisions on prestigious awards (EFUK, UOK, IAQ, TQM, etc.), such an indicator as the degree of consumer satisfaction with the product is higher than all others, occupying in a weight ratio from 1/5 to 1/3 total points. This indicator has the least points - 180 (out of 1000) in the Regulations on the Prize of the Government of the Russian Federation in the field of quality.

We have an understanding that customer satisfaction with a product should not be reduced to consumer attractiveness of the product. The attractiveness of the product is superimposed on satisfaction, remaining part of the attractiveness. There are goods that initially, perhaps, did not belong to a number of priorities, for example, gifts or something acquired "on the occasion", forcedly. Priority was opened later, as it was used for its intended purpose. But the comparison of satisfaction

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and priority is quite correct and revealing. Moreover, at the junction of these concepts there is a test zone for characterizing the degree of development of production. (Figure 4).

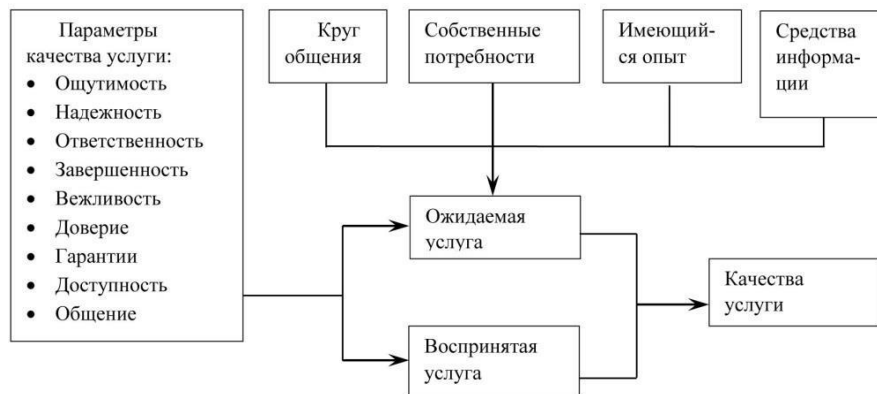
Summing up the results of the analysis of the concept of "priority of goods", its relationship with the nearest economic concepts, it is methodologically expedient to arrange the relations of these concepts systematically. As a problem for discussion and

improvement, the following scheme is proposed.

The domestic light industry is not going through the best of times, and the consumer is offered products of dubious quality that have entered our markets in counterfeit and other illegal ways, that is, they do not have guarantees for buyers to exercise their rights to protect themselves from unscrupulous manufacturers and suppliers.



**Figure 3. Consumer expectations architecture**



**Figure 4. Influence of the characteristics of the concept of "Priority" of the goods on the technical and economic results of the enterprise.**

It is necessary to revive the role and significance of a quality-oriented strategy, since only in this case, enterprise managers will subjectively and objectively be forced to improve their production using nanotechnologies and innovative processes so that competitive and sought-after materials and products fully meet the needs of domestic consumers. At the same time, the assertion is substantiated that the consumption of domestic materials and products is regulated by the market. In this case, market requirements should dictate to manufacturers the need to increase the role of the state and consumers in the formation of sustainable demand for domestic materials and products, namely: to maintain the range of goods, regulating it with federal, regional and municipal orders; encourage price stability; increase

consumer ability and gradually improve their quality. The implementation of these tasks creates the basis for the consumer to realize the need to pay for the benefits of quality materials and products, and the manufacturer to realize that improving the quality of materials and products cannot be associated only with rising prices, but also through technical innovations aimed at the application new technological and engineering solutions, including making a quality revolution, either through the quality of advertising, or through real quality.

Today, and even more so tomorrow, it is important to implement one of the defining principle of production efficiency - the manufacturer produces exactly what the consumer needs in an assortment that creates the basis for meeting demand.

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It is equally important to understand the role and significance of quality activity, that is, to what extent leaders penetrated the essence of things, learned to manage things, change their properties (range), form, forcing them to serve a person without significant damage to nature, for the benefit and in the name of a person, that is, in accordance with the requirements of the Federal Law "On Technical Regulation".

Both political leaders and the government have recently been talking about the need for a competent industrial policy. However, if we carefully consider the regulatory, methodological documents on the structural restructuring of industry, then the thought arises whether we are stepping on the same rake here that has been stepped on all the years of reforms, namely: we didn't care about our producer.

A world-famous quality specialist E. Deming, who at one time was a scientific consultant to the Japanese government and led Japan out of the economic crisis, in his book "Out of the Crisis" says: "... managing paper money, not a long-term production strategy - the path to the abyss.

Regarding whether the state should pursue an industrial policy, one can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants." You can't really say.

What are the results of economic activity today, what are the achievements in this area? The growth of gold and foreign exchange reserves, the decline in inflation, the budget surplus and other financial and economic achievements. But what, is this really the end result of public administration, and not the quantity and quality of goods and services sold in the domestic and foreign markets and the population's ability to pay to purchase these goods and services? And, ultimately, not the quality of life of the population of the country?

Therefore, it is quite natural today that the task is set for all levels of executive and legislative authorities - improving the quality of life of Russian citizens.

Let us carry out an enlarged factorial analysis of the problem of "quality of life". The quality of life of citizens depends on the quality of goods and services consumed in a full range - from birth to ritual services, as well as on the solvency of citizens, which allows them to purchase quality goods and services. These two factors (quality and solvency) depend on the state of the country's economy, which in turn depends on the efficiency of enterprises in various sectors of the economy, including light industry. The effectiveness of the work of enterprises depends on the state of management, on the level of application of modern management methods, on the implementation of

production quality requirements.

The problems of improving the quality, competitiveness of materials and products at the present stage of development of the Russian economy are becoming increasingly important. As the experience of advanced countries that at one time emerged from such crises (the United States in the 1930s, Japan, Germany in the post-war period, later South Korea and some other countries) shows, in all cases the basis for industrial policy and the rise economy was put a strategy to improve the quality, competitiveness of products that would be able to win both domestic and foreign markets. All other components of the reform - economic, financial and credit, administrative were subordinated to this main goal.

Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production. Production must improve, which does not mean becoming more costly.

Absolutely right, attention was drawn to one phenomenon that usually slips away in the bustle of the problem - the historicity of the economy. The way it is perceived now, the economy has not always been and will never remain. Economic life changes over time, which forces one to tune in to its changing existence. The modern economy is built on a market foundation and the laws of the market dictate its own rules. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively pushing the "social sector" to the sidelines, is not compatible with the prospect of economic development, which is confirmed by the steady striving of the social-democracy in the West to develop the economy on the front of social security, a fair distribution of profits. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace "social-industrial partnership - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace "social-industrial partnership - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle -

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"the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace "social-industrial partnership – the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts. appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts. appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts.

Therefore, the philosophy of quality must also change. We must be prepared for the coming events. The quality of "it is written for generations" to be at the epicenter of both scientific and amateurish reflections at all times. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of the opposition of the ratio of actions "immediate" and "indirect". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality solely because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "on the mind" or "implied". From the relationship in the dynamics of these projections, quality problems in creative thinking are lined up in an appropriate graph,

The most significant and global in nature are international standards for quality management. The use of modern methods in them allows us to solve not only the problem of improving quality, but also the problem of efficiency and productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

Thus, solving the problem of increasing the efficiency and competitiveness of the economy, and ultimately the quality of life, is impossible without the implementation of a well-thought-out and competent industrial policy, in which innovation and quality should become a priority.

The results of studies carried out under the UN Development Program made it possible to measure the

share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth comes from natural resources and production structure. A quality-oriented strategy undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and to a more complete and comprehensive satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to the possibilities", together with the communist ideal, no one dared to openly and officially cancel, realizing the absurdity of denying the essential forces of man. In a "hot" state, the problem of quality is sustainably supported by both the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that by knowing nature, its quality, state of quality, quality levels are revealed, embodying new knowledge in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in a systemic sense - temporary, conditional. Labor is a kind of "terrible cauldrons" that Vanya the Fool had to overcome in order to turn into Ivan Tsarevich.

And here it is absolutely justified to believe that the main thing in production is the result, not the process. Consumption regulates the market. Therefore, the demands of the market must dominate production. The task of the society is to contribute worldwide to the development of demand in the market: to maintain the range of goods, stimulate price stability, increase purchasing power, improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning that is not focused on such goods and services for which the market is in demand." Try to answer him. Production in the transition from industrial to post-industrial society of mass consumption is conceived as a function of the market.

And the authors fill these properties of quality with criteria, namely:

- ideology of quality - the prospect of development of production;
- quality management is an integrated approach to solving a quality problem;
- fashion and technical regulation are components of the quality of manufactured shoes;
- quality systems "ORDER/5 S" and "THREE" NOT "- not only the basis of stability and production safety, but also a guarantee of quality;
- quality in the market is a paradigm for the formation of production that meets the needs of the market;
- advertising is always at the service of quality;

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- excursion into the past as a guarantee of quality in the future;
- product quality assessment model - these are production priorities;
- forecasting quality costs in development new assortment of footwear is a guarantee of its demand and its competitiveness;
- business visual technique product evaluations - a means of assessing the effectiveness of quality;
- improving the quality and competitiveness of domestic special footwear;
- on indicators for assessing the quality of footwear - as a tool for the formation of demanded products;
- quality and market: a marriage of convenience and this is indisputable;
- the stability of the work of enterprises is a guarantor of the quality of the shoes they produce;
- all these aspects together provide a quality revolution that guarantees the manufacturer a stable success in a market with unstable demand.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activity of an important branch of the public economy by leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. A single author, no matter how knowledgeable and authoritative he may be, is forced by the nature of the circumstances to explain not only his point of view on the problem under study, but to talk about how his colleagues "see" this problem, to state someone else's view of the order of things, to turn into the process of declared discussions in their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such an excellent thinker as G. Hegel sinned, voluntarily or involuntarily substituting opponents, to make it easier to criticize them. This work represents an original author's approach and opens up the opportunity to learn the most significant first-hand, without intermediaries, which often overshadow creative relationships.

The quality of "it is written" to be at the epicenter of both scientific and amateurish reflections at all times. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of the opposition of the ratio of actions "immediate" and "indirect". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality solely because any fruitful and luminous activity is ultimately aimed at improving quality: quality is either "on the mind" or "implied". From the relationship in the dynamics of these projections of the problem of quality in creative thinking, an appropriate schedule is built, reflecting the relevance and profitability of activities aimed at

developing production.

To revive the role and significance of a quality-oriented strategy, since only in this case, enterprise managers will subjectively and objectively be forced to improve their production using nanotechnologies and innovative processes so that competitive and sought-after materials and products fully meet the needs of domestic consumers. At the same time, the authors' assertion that the consumption of domestic materials and products is regulated by the market is substantiated. In this case, the requirements of the market should form in production, and the authors confirm this situation, paying attention to the role of the state and consumers in the formation of a sustainable demand for domestic materials and products, namely: to maintain the range of goods, regulating it with federal, regional and municipal orders; encourage price stability; increase consumer ability and gradually improve the quality of goods. The implementation of these tasks will create a basis for the consumer to realize the need to pay for the benefits of quality materials and products, and the manufacturer to understand that improving the quality of materials and products cannot be associated only with rising prices, it can also occur due to technical innovations aimed at application of new technological and engineering solutions.

### Conclusion

The producer and the end consumer of his product are separated by the continuation of production and the market. It is necessary to reduce this division to a minimum so that there is less mediation between two workers - those who produce goods, and those who, with their honestly earned money, legitimately want to buy what they like and at a fair price. The solution to that problem lies in the plane of the market. The manufacturing enterprise must include itself in the market process by organizing a proprietary way of selling the product. This will free the market from falsification, reduce the price burden on the end consumer, monitor the promotion of goods, better and easier to study the demand of the buyer, speed up the receipt of working capital, work more efficiently on the quality of the goods, taking into account the wishes of the consumer.

It is equally important to understand the role and significance of quality activity, that is, to what extent leaders have penetrated into the essence of things, learned to manage things, change their properties (range), form, forcing them to serve a person without significant damage to nature, for the benefit and in the name of a person.

The quality of activity is the final criterion of its individual, collective and national status. It is in quality that the energy of creation is accumulated. The quality of activity testifies to the extent to which we have penetrated into the essence of things, learned to control things, change their properties, form, forcing

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them to serve man, without significant damage to nature. Quality allows you to see the person himself from new angles, to pay tribute to his talent, will, and professionalism. Studies conducted by the UN Development Program have measured the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth comes from natural resources and the production structure. A quality-oriented strategy is undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and to a more complete and comprehensive satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to one's capabilities", together with the communist ideal, no one dared to openly and officially cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is sustainably supported by both the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive. Knowing nature, we discover its qualities, state of quality, quality levels, embodying new knowledge in production. Classical political economy (A. Smith, D. Riccardo, K. Marx, J. Mill) concentrated quality problems in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in a systemic sense - temporary, conditional. The main thing in production is the result, not the process. Consumption regulates the market. Therefore, the demands of the market must dominate production. The task of the society is to contribute worldwide to the development of demand in the market: to maintain the range of goods, stimulate price stability, increase purchasing power, improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning that is not focused on such goods and services for which the market is in demand." Try to answer him.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. With all the economic, social and political costs, humanity is getting richer and wealth is distributed unevenly. Finances, as before, are concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course for the quality of goods confidently and everywhere. The consumer has realized the need to pay for the advantage of quality services and products. The line is behind the manufacturer, who must close the mind "greed" and "mortal sin" in order to burn greed. The most

prominent economists unambiguously declare that the improvement in the quality of goods is not connected causally with an increase in prices. Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production. Production must improve, which does not mean becoming more costly.

And I would also like to draw attention to one phenomenon that usually slips away in the bustle of problems - the historicity of the economy. The way we perceive it now, the economy has not always been and will never remain. Economic life changes over time, which makes us tune in to its changing existence. The modern economy is built on a market foundation, and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively pushing the "social sector" to the sidelines, is not compatible with the prospect of economic development, which is confirmed by the steady striving of the social-democracy in the West to develop the economy on the front of social security, a fair distribution of profits. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs."

A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. It will require a new look at the root concepts. The philosophy of quality will also change. We must be prepared for the coming events. To the best of their competence and interests, the authors tried to share their thoughts with you, entrusted you with their judgments about the past, present and future of the case to which they devoted their research in order to answer the main question: what dominates in quality - advertising or a manufacturer and will unite them in a revolution in

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quality or it will be impossible to do it? But life will judge both.

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	Steps of publication	Deadlines	
		min	max
1	Article delivered	-	
2	Plagiarism check	1 hour	2 hour
3	Review	1 day	30 days
4	Payment complete	-	
5	Publication of the article	1 day	5 days
	publication of the journal	30th of each month	
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7	Publication of the journal	1 day	2 days
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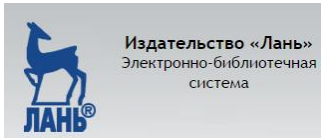
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Signed in print: 30.05.2022. Size 60x84  $\frac{1}{8}$

«Theoretical & Applied Science» (USA, Sweden, KZ)  
Scientific publication, p.sh. 60.00. Edition of 90 copies.  
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