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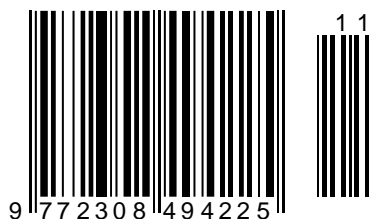
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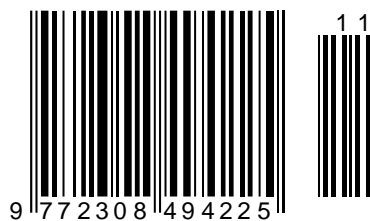
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Article



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**ON THE MEANING OF THE «STANDARD» AS A SYNTHESIS OF  
SCIENTIFIC AND TECHNOLOGICAL PROGRESS OF THE SOCIO-  
CULTURAL AND HUMANITARIAN ORIENTATION OF THE QUALITY  
OF PRODUCTION AND THE QUALITY OF THEIR PRODUCTS,  
ACCESSIBLE AND IN DEMAND BY THE POPULATION OF SMALL  
AND MEDIUM-SIZED CITIES IN THE REGIONS OF THE SOUTHERN  
FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL  
DISTRICT**

**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 motivated for the results of their activities. And the study of the objective causes of the unsatisfactory state in the industry, which would justify this decline in production in the light industry, carried out by the authors, is understandable, therefore, the results of the assessment of economic policy should be either useful or harmful - this should always be an axiom. The authors recommend that the market reconsider the concept of forming it with demanded and import-substituting goods, taking into account their availability to consumers of products in the domestic market.*

**Key words:** *quality, priority, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TEP, preference, assortment policy.*

**Language:** *English*

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### Introduction

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Currently, enterprises pay great attention to the motivation of employees, since depending on how motivated an employee is, the results of his activities will be visible. The main task of managers is the full involvement of the full potential of employees in the work. Moreover, managers understand that material incentives do not increase the loyalty and commitment of the company. Effective management solves this problem. The essence of such management is that under it the employees of the enterprise are included in the management process, participate in the activities of the enterprise, make decisions on a number of issues. Moreover, if an employee of the enterprise has the right to vote, takes part in the activities of the enterprise, receiving remuneration for this, then he will work more efficiently and productively. An employee whose opinion is taken into account whose ideas are being implemented, will have a better attitude towards their place of work and will work with full dedication. With effective management, employees can discuss with the manager the goals and tasks that he will need to complete. Employees of the enterprise can form working groups of those employees with whom they would be pleased and comfortable to work. In addition, employees of the enterprise can put forward their ideas and proposals for improving the work of the enterprise as a whole. Moreover, for the promotion of ideas should be rewarded. with whom it would be pleasant and comfortable to work. In addition, employees of the enterprise can put forward their ideas and proposals for improving the work of the enterprise as a whole. Moreover, for the promotion of ideas should be rewarded. with whom it would be pleasant and comfortable to work. In addition, employees of the enterprise can put forward their ideas and proposals for improving the work of the enterprise as a whole. Moreover, for the promotion of ideas should be rewarded.

However, an effective approach, in addition to its advantages, also has its drawbacks. Not all people, by virtue of their nature, are ready to participate in the management of the enterprise and put forward ideas and proposals, bearing responsibility for them. It is much easier for many employees to do work at the direction of the manager. Involving employees in the management of the enterprise may not have the best effect on managers, as they may lose their influence over employees. A lot of time will also be spent on discussing problems, while an unambiguous decision may not be made, but time will be wasted. Many ideas and proposals of the employees of the enterprise may be irrational and inappropriate due to lack of knowledge. Therefore, managers of the enterprise

need to inform employees about the state of affairs in the enterprise, to train staff in order to deepen knowledge and put forward more effective and relevant proposals. The lack of recognition of an employee's idea can cause an ambiguous reaction from an employee who puts forward his innovative proposals, thereby demotivating him. Therefore, the leaders of the enterprise need to explain why this idea is not suitable in a given situation. Having considered all the pros and cons of effective management, we can conclude that such management is not a lifesaver for improving the affairs of the enterprise, but it allows you to see the problems of the enterprise from the inside and try to solve them not by the efforts of one person, but by a group of people where everyone can prove themselves for the benefit of the enterprise. Regardless of, that an effective method of enterprise personnel management is getting more and more approved every year in most countries with developed and developing economies, Russian enterprises are not yet ready to implement and fully realize the benefits of this method. All this is because the personnel management services prefer to work according to the established traditional scheme.

Most Russian enterprises, both long-term and newly created, use the directive method of management. At such enterprises, managerial decisions are made individually, career growth comes at the expense of "good ties" with the manager, and not one's own merits in work, frequent violations of labor laws are commonplace. The reason why the directive method is preferred is the national mentality of our country that has developed over many centuries, as well as the Soviet ideology that is still present in many enterprises. As a result, management in such enterprises is centralized, administered and has the character of a formality. No more than half of HR managers can achieve and skillfully use the consistency of goals with the capabilities of the enterprise and the interests of employees. Another very important factor that does not allow the adoption of an effective method of personnel management at Russian enterprises is the influence of the national culture of Russia. The choice of a strategy for managing human resources in the practical activities of an enterprise depends on this influence. In order to most successfully implement effective personnel management and prepare employees for a change in the approach to working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and eliminate the established inaccessibility of the manager to the lower level.

Life is motion. Heraclitus already wrote about the universality of movement, coming close to realizing not only the universality of movement in nature, but also its significance as a mode of existence

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of natural phenomena, which opened up a new perception of knowledge. If the movement is the essence of the existence of everything, then it was easy to draw the most important conclusion from this: what moves better has an advantage, it is more adapted and competitive in the struggle for the best place in the movement, that is, it has the right to count on leadership and the stability of its position.

### Main part

In the conditions of the human reality of being, the movement was formed into activity. The main parameters of the activity were its productivity and product quality. The understanding of quality has found concretization in the concepts of "ideal", "sample". This happened, of course, not immediately, it was necessary that the activity improved and allowed the creation of a certain number of necessary products that exceeded the needs of survival. This surplus has received scientific consolidation in the concept of "added product". Quantitative changes in productive activity revealed a new side - its social and legal side, the continuation of which was the formation of political reality as a way to manage activities and relations that ensure activities. Before the emergence of a surplus product, when the community was struggling for survival, stratification within it, depending on the possibility of alienation from the aggregate product of a special part, it is pointless to speak. But movement differs not only in that it is a mode of existence, the essence of the very reality of movement is formed by change. At first it is a change, and precisely because of its quality, significant in change, the movement turned out to be in the sources of development. All the concepts that followed the "movement", "change", "development" were already derived from them and from what reflected their ability to act. For example, the history of our exquisite concept of "standard" began as a concretization of the concepts of "quality", "measure", "ideal" and "standard". the essence of the very reality of movement is formed by change. At first it is a change, and precisely because of its quality, significant in change, the movement turned out to be in the sources of development. All the concepts that followed the "movement", "change", "development" were already derived from them and from what reflected their ability to act. For example, the history of our exquisite concept of "standard" began as a

concretization of the concepts of "quality", "measure", "ideal" and "standard".

The path of knowledge to the concept of "standard" is due to the inconsistency of the concept. The concept of "standard" combines what seemed not to be together - "ideal", "standard" on the one hand, and "sample" - on the other. The first side of the standard testifies to the unique quality, the second - like a tuning fork for a violin. Having tuned his instrument, the musician sets the sound for the entire ensemble. The second side of the standard was hyperbated during the development of mass production.

Standardization as typification is considered as the most important factor in improving production, which is quite legitimate. The process of realizing the socio-economic effect that is associated with the formation of the concept of "standard" has gone through two sharp turns of thinking. First of all, it was necessary to remove the "taboo" imposed on uniqueness, that is, originality, from the ideal and allow copying as a normal mass action. After the ideal was "liberated" and from perfection it turned into a "sample" - the "sample" did not become a denial of the uniqueness of perfection, the sample "removed" the uniqueness of the ideal, perhaps even elevating it by formalizing the attitude towards it in society, it was necessary ideally, to discover something ordinary, earthly - its production effect as a model of the economy of production activity. The fate of the standard was difficult and instructive. There are still many mysteries in it, but there are more discoveries. Our study is about them in the broadest context. The liberal rather than democratic reforms of the 1990s and the first decade of the 20th century caused not only chaos in the domestic economy, social relations and political administration. They provoked a crisis of philosophical understanding of what is happening and the devaluation of scientific thinking. The reformers were well aware that critical thinking would be the main brake on the planned transformations, so they did everything to simplify the perception of what was happening in the mass and professional consciousness. "Capitalism" was replaced by "freedom of market relations", "socialism" was presented as a failure of the idea of a "planned factor" in the economy, "education" was identified with "learning", "national mentality" was dissolved in the abstractness of liberal values, the economy was isolated from social values and political goals. To this should be added the arbitrary sequestration of the scale of the systemic status of many other important scientific and philosophical concepts.

The final meaning of the restructuring of the understanding of social change was obvious, it was necessary to lower the level of activity of thinking from critical conceptual to more "compliant" in the form of representations. Representations are poorly structured, easier to correct in the right perspective.

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Where concepts have not yet been formed in a systemic expression, the scheme of their technotyping and localization was used. It was to this group that the concept of "standard" was assigned. An exception was made in relation to the concept of "quality of life standard". We believe that the reason here is simple, this concept is not difficult to model depending on a set of evaluation criteria.

Losses of a material nature are always very painful, but they are in plain sight. Manipulations with awareness are not so obvious and they are more persistent. If someone really wants to make human life better in this country, then he or they should heed the advice of Professor Preobrazhensky. Bulgakov's character instructed: the revolution begins in the minds. Without this revision of the newly minted interpretations of concepts, it is hardly realistic to overcome the blockages placed on the path of national history by the liberals at the turn of the two centuries.

The concept of "standard" refers to the class of universal scientific categories, and has its roots in the philosophical worldview. Based on the systemic position of the concept, we do not have the right to limit ourselves to its purely technical use. Let us once again pay attention to the epistemological danger of simplifying a scientific concept to its peculiar projection in the sphere of representation "Concept" and "representation" belong to different levels of reflection of reality in thinking, the qualitative difference between them is often stopped in the interests of achieving a practically limited result, forming "technical concepts". They are quite viable within practice. However, it is no coincidence that "technical sciences" are separated from related basic sciences. The language of science is scientific concepts. The language of technology is a drawing. Technical sciences synthesize the linguistic specificity of science and technology.

So, we do not encroach on the established practice of using the concept of "standard". Our task is to show the real place of this concept in the system of scientific and philosophical thinking. A wide-angle view of the concept will help to better understand its utilitarian position in professional practice. Consumer practice is supposed to be based on an understanding of the production of what is consumed.

The development of science entered the next stage in the second half of the twentieth century. Classical science with its clearly regulating canons, which determine the specifics of scientific knowledge of the world, has long gone; the cognitive concept of non-classical science, which supported scientific progress in the conditions of the scientific and technological revolution, also ceased to meet modern requirements. The time has come for post-non-classical science.

As for the private side of the development of these stages, everything is more or less clear here. Classical science relied on the specifics of the quality

of the fundamental forms of the motion of matter. Requests for knowledge, mainly initiated by social practice, each science had the opportunity to satisfy within its naturally limited basis. Neighboring forms of movement were not relevant. Space and time were absolutized in their own separate state from motion. Aristotelian logic, built on the principle of "identity", "excluded third", denying the unity of opposites, quite suited the scientists. They could without any problems count on a positive result of their research, following the rules prescribed in the discovery of the great thinker.

The non-classical science that replaced classical science had a common nature with its predecessor; its subjects had the same nature, but in a deeper expression. Scientific knowledge plunged to a new level of complexity and it turned out that the scientific and philosophical approaches tested by past experience are not effective on it. I had to look for another way of thinking - to develop dialectical logic.

Previous ideas about the relationship of space, time and movement as autonomous identical phenomena to themselves, the impossibility of the unity of opposites, the sufficiency of formally logical requirements for determining the truth of knowledge were radically revised. But even these, very significant changes in the understanding of the world and the process of its cognition, turned out to be not enough for science. Closer to the third millennium, science entered the next round of the spiral of its improvement. Perhaps not as clearly diagnosable, but qualitatively different nonetheless.

Classical science divided scientists into areas, non-classical science launched the mechanism of centripetal motion, the time to "scatter stones" has passed. It's time to collect them. Dialectics, with its main ideas of "the unity of the qualitative diversity of the world" and "the unity of opposites" as a source of self-movement in the world of everything that exists, gave the development of science a general vector of movement. Post-non-classical science turned out to be without its own logic, however, even at this stage, the core of the quality of scientific progress undeniably manifested itself - the dependence of the scientific trajectory on methodological equipment. The history of science since modern times began with the methodological projects of F. Bacon and R. Descartes. They brilliantly deciphered the codes of scientific knowledge of the world, moving towards each other. One - with the theory of induction, the second - with deduction.

Post-non-classical science, making its initial acquisitions, had the fate of bringing into a systematic form the "rational grains" of the logical foundations of the classical and non-classical concepts of cognition. All the necessary clues in this direction have been formulated, in connection with which it is appropriate to recall Goethe's valuable remark:



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"everything clever has already been said, you just need to rethink it again."

If the development of natural science confidently follows an objectively set course, then economic science, perhaps closest to the natural basis of the social movement, explores the laws and conditions for the production of the material basis of human life, and is clearly experiencing difficulties. And the complexity of the historical trajectory of economic science is directly related, firstly, to the loss of objectivity, and secondly, to methodological demobilization. The drift of economic science in the direction of separating macro- and microeconomics, and, ultimately, towards economics, does not reflect the logic of scientific knowledge in the conditions of the post-non-classical stage, but the replacement of a scientific approach with a scientific one in the interests of a liberal policy.

Fulfilling political recommendations, the vast majority of Russian universities hastened to rename the subject of "political economy" to "economic theory". Neo-liberals renounced the political vector of economic activity, returning, as if, to the purity of their origins. A. Smith really could not, based on the logic of the economic movement, understand why workers' remuneration does not increase in proportion to the result of labor. He believed the reason for this was the immoral behavior of the owner. But already D. Ricardo revealed the economic connection with political interests and the conditionality of economic contradictions by political actions, and K. Marx, using the idea of Hegel, showed the objectivity of the alienation of labor in the organization of production under capitalism. To separate economic activity from political activity is as absurd as as well as talking about the "digital economy". Everything that is closed to the dynamics, the state of the people, is politics. And the essence of all political activity is economic policy. The well-being of the people and the security of the state depend on the quality of economic policy.

The current stage in the development of science requires a systematic analysis of the concepts that form the framework of scientific knowledge. At the same time, it should be borne in mind that the basic concepts of a given science can be of a more general system class, which is easy to see in the analysis of the specifics of economic knowledge. The conceptual apparatus of economic science was laid by the works of D. Hume, A. Smith, J. Sismondi, D. Ricardo, K. Marx, J. Mill, G. Spencer. All of them were primarily philosophers. Of course, their affiliation cannot be grounds for asserting that the birth of economic science is due to philosophy. The connection between economic and philosophical research convinces of something else: the development of economic theory - not private knowledge, namely, their theoretical systemic generalization, is possible only on the basis of the most advanced methodological base built in philosophy.

Economists should establish economic dependencies, "to each his own", but the explanation of such discoveries and giving them a systematic image of a scientific concept is possible only through the use of a more general methodology. The current "advanced" economists, who are actively ousting political economists from science, are not accidentally looking for a mathematical refuge for their scientific acquisitions.

Mathematics has its own subject, which gives it the image of objective knowledge, its own methods of describing objects, it has the ability to dynamically predict. Mathematics will help to unravel the access code to Aladdin's cave. However, the main special problems: what to do with wealth and how to do it in such a way as to increase it, in whose interests to use it? She won't decide. These tasks for mathematics are too specific and subjective. The content of the tasks must be loaded with specifics, the vector composition should be given relevance, included in the systemic relations of social progress.

The classics of political economy and the founders of economic science A. Smith, D. Ricardo, K. Marx are recognized for their unique ability to look at the root of the economic movement. Their economic studies were not like the current ones, they were mathematically and technically equipped, but their knowledge of cognitive technologies and the ideological scale of the approach allowed them to discern the essence of the economy. No less significant is the fact that the labor theory of value set the milestones on the way to the transformation of knowledge into scientific knowledge. No matter how sophisticated economics and its fellow travelers are, no matter how generous the Nobel Committee is, distributing prizes to economists for mathematical achievements, the donkey ears of the defenders of the liberal interpretation of the freedom of economic activity cannot be hidden behind all this. The absolutization of financial capital is the path to the degradation of capitalism, in the same way,

Those who are really interested in the development of economic science on the basis of continuity must be ready to recognize the requirement of dialectical logic about the ascent of knowledge by immersing thought in the concrete manifestation of the essence of the process. To make it clearer, let's explain: the transition from the essence of the  $n$  - order to the essence of the  $n + 1$  order should be considered not as a rejection of what was, but as a "removal" of the essence of the  $n$  order by the essence of the  $n + 1$  order.

The main movement of knowledge in the form of "removal" of the essence is supplemented by the accompanying and unfolding knowledge in space and time of the relations generated by the movements. Basic relations in motion are expressed in terms that form systems. System-forming factors are concepts

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that are equivalent to those that reflect the essential movement of a more general level.

The categories describing the dialectic of self-movement belong to philosophical knowledge. They have an equivalent in scientific cognition, it is possible to repeat the name, but the need for a different level of specificity of understanding will necessarily require the deployment of such concepts in concepts specific to this cognition.

Economics operates with the concepts of "quality" and "quantity", which by definition belong to philosophy. Hegel's authority in philosophy was recognized by everyone, including those who did not follow the Hegelian path and criticized him both "left" and "right". Hegel was able to reveal the limitations of the dualistic solution to the problem of being in Aristotle and Descartes, finding an original move within idealism. Having identified being with the subjective idea in the context of the dialectical development of the latter, he presented nature as the other being of the Idea. The idea is forced to reveal itself in Nature through alienation. Confronting nature in this way. The idea provided a sufficient condition for its own development. You can feel the benefits of clothes, shoes, hats not in advertising, but only by experiencing them, first putting them on and then taking them off.. There is a saying in the East: ... how many do not say halva,

The idea could not assess its real advantages otherwise than through discussion, moreover, it did not have an alternative development option. The monism of the Hegelian anthology was idealistic, but in the system the idealistic beginning was no longer of decisive importance, which allowed K. Marx to assert: "Hegelian philosophy is materialism put on its head."

Unlike Aristotle, who began characterizing being from the categories of "matter" and "form", and Descartes, who was convinced of the beginning of "extension" and "spirit", Hegel built a system of anthological concepts from the categories "quality", "quantity" and "measure". Being, wrote Hegel, "contains three steps: quality, quantity, measure." Further, Hegel gives definitions to these concepts. They are so relevant not only for a philosophical anthology, but also for professional engineering reflection, that we decided to give the fragment in full: "Quality is, first of all, a certainty identical with being, so that something ceases to be what it is when it loses Quantity, on the other hand, is external to being, a certainty that is indifferent to it. and red remains red, whether it is lighter or darker.") (It is somewhat insulting that Hegel did not show interest in the shoe business, if he, like another original German philosopher I. Dietzgen, had started as a shoemaker, then construction would not have been included in the examples, and shoe creativity, and professionals would receive important "information for reflection", and the reflection itself would take on a more natural form, reducing the costs of fantasy on a given topic to

an acceptable minimum). The third stage of being, measure, is the unity of the first two, qualitative quantity. All things have their measure, that is, their quantitative certainty, and it makes no difference to them whether they are more or less great; but at the same time this indifference also has its limit ...). The focus of economic policy on the advanced development of "digital production" is a justified and timely measure. It is only important to keep within the limits of the measure that regulates the movement of technical progress. The transition to a digital organization of production is intended to resolve the contradictions that have grown beyond measure between the technical equipment of the production process and the ability to manage modern technologies as before, that is, due to the potential of the subjective factor. "Subjective factor" can be encrypted in any way, called "human factor", "human capital", and nothing essentially changes. The essence of the concept of invariant and it comes down to the reserves of thinking and its psychological support. Here it is useless to hope for super possibilities on a mass scale of the manifestation of the competence of the subject. The limits are determined by the nature of man; education, enlightenment - supporting factors, to give stability to personal actions, help to follow the set course of movement. Unfortunately, the trends in the modernization of education and the subordination of education to the commercial interests are steadily reducing their participation in the development of production activities. The situation in production after the scientific and technological revolution of the second half of the 20th century has become simpler - a person is being squeezed out of direct production more and more actively, his routine functions are no longer necessary. The milestones of the dynamics are as follows: the "subject of labor", as a factor that communicates cohesion to production, accepts and organizes the execution of decisions, is transformed into an ordinary link in production, the functions of which are steadily simplified in the course of technical progress. The "subject of labor" becomes a "technical person", "one-dimensional person", "a specialist with one-sided development like a flux" (K. Prutkov). The production development vector has been determined. "Technical man" is not needed neither by society, nor by production, nor by himself. Humanists are sounding the alarm - homo sapiens is in crisis.

There is no crisis of homo sapiens, it is still the most perfect product of the dialectic of development. There are objective trends in the development of material reality, part of which is the production of life's goods created by man together with nature. And, as always, there are costs of knowledge used by ideology in the interests of the subjects of the social movement. Real humanism traces its origins from Socrates and his Eastern contemporaries - Confucius, Buddha. The system-forming factor of the classically interpreted humanism was the idea of a "creating

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person". To live up to its status, homo sapiens must itself be a creative subject.

History clearly shows that the "second nature" or "transformed nature", of which society is a part, is indebted to human creativity. The creative essence of a person, the core of his qualitative certainty, is realized in three hypostases:

firstly, man is the beginning of a qualitatively new history of the progressive movement of nature;

secondly, man is a creative force that ensured the development of that in nature that she herself was beyond her powers;

thirdly, man appeared as the goal of history, giving meaning to the historical process, which was not before in the development of nature.

Man is an extraordinary phenomenon in nature; with his creative activity, he entered his reality into the system of natural movement. There are events in history, there are a great many of them and they are different, history is filled with them. Next to them there are historical events, those from which the logic of history is stitched together. According to this difference in philosophy, the concepts of "historical" and "logical" have developed.

The task of historical knowledge is to restore the chronicle of events in the past. Most of the sciences, however, have as their tasks the knowledge of the logic of the development of what is defined as their subject of study. Hence the special significance of the laws governing the movement of science itself. Only through logic can one explain what is happening and prove the truth of one's judgments. And only thanks to the establishment of a regular order of changes, one can count on the effectiveness of traffic control.

The path of knowledge of the laws of motion looks standard. It corresponds to the dialectic of ascent from the abstract to the concrete. The movement begins with the "working out" of basic - universal - concepts. The law of conservation of mass was discovered much later than the scientific understanding of mass was found, and the scientific understanding of mass was based on the concept of substance, which goes back to an even more general philosophical concept of "matter". At the same time, having discovered that the transformation of mass does not change its constant value, M.V. Lomonosov scientifically proved the truth of the materialistic doctrine of the primacy of matter. When physicists lost mass at the turn of the 19th and 20th centuries, philosophers gave them back a foothold, reminding them that mass is indestructible. Over time, physicists figured out the situation and realized that mass has two forms: rest and motion. Thus, in the interaction of the abstract and the concrete,

The main conclusion from the above is that every science must learn to think and act on the basis of its own generated concepts, not to borrow philosophical concepts in finished form, but to concretize them within the limits of the definiteness of its subject.

Philosophical concepts are undeniably concrete, but their concreteness corresponds to the functions of philosophical cognition, therefore philosophical concreteness is significant for any other cognition only as a supporting abstraction, the prerequisite that guides and protects cognition from dead-end routes.

Economic science investigates the patterns of movement of production relations. Production relations are a form of development of productive forces and, at the same time, the basis for improving social life in general. Property relations are recognized as a system-forming factor of the economic basis. They concentrate the quality of social progress, determine the nature of the interaction of three forms of reality - the existence of nature, the existence of man and the existence of society. Hence the political essence of economics.

On the basis of economic science or political economy, a whole cluster of its applications is being developed, starting with macro- and microeconomics, the theory of finance, marketing, management, etc. The general becomes concrete, the special, the abstract is loaded with subject certainty. Thoughts from abstract reasoning become objectively significant. Cognition is transformed from theoretical activity into practical design. The human mind, revealing the natural order of the objective world, is included in the process of development of being through practical activity.

The effectiveness of practical inclusion is due to many factors, but all of them are located on the path of turning the abstract into concrete subject knowledge, and the latter into a sensual - subject transformation of material reality in the interests of human development and human relationships - to oneself, to others, to nature.

Significant achievements are obvious in those areas of scientific knowledge where the objectively established order of cognition of the world is followed. On the contrary, where they go "their own way", they lose continuity, stagnation and crisis are no less noticeable. For a quarter of a century, a comparable number of physicists and economists have become Nobel laureates. At the same time, physics has retained its traditional leadership in scientific progress, successfully developing a standard model for describing the behavior of elementary particles. Economics clearly does not satisfy the interests of social progress.

The global crisis of 2008 was not only the result of market forces. The market element is far from being as chaotic as some imagine. The economy is controlled from within and from without. Before doing something, entrepreneurs think, read, study, consult, discuss upcoming moves with scientists. Three out of five Nobel laureates directed economic development towards crisis. Naturally, believing to get the opposite result.

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Physicists have convincingly confirmed the idea of optimism in the theory of knowledge. There are no limits to human knowledge in nature. Nature determined the practical dependence of man on the order of natural relations, but in response man showed the power of cognition of the mind. At the same time, the history of physical achievements once again reminded us of the importance of methodological equipment in cognition. Without improving the methodology for obtaining and comprehending knowledge, it would be naive to count on the development of a scientific understanding of the subject. Objectivity, consistency, continuity, independence and consistency should be priority in the approach to the object of study. Modern economic methodology has largely lost the ability to objective, independent analysis. Formally distancing itself from politics, researchers practically carry out political orders within the vector of a liberal political creed. The quality of economic analysis is always directly proportional to the quality of the methodological apparatus used in the study and inversely proportional to the level of political dependence.

When K. Marx called economics political economy, he meant that an objective analysis of the contradictions of economic development will inevitably lead researchers to questions: why is this and what is required to resolve the established contradictions?

Questions must be posed by science, it must also indicate the direction in which they can be resolved, and at the same time overcome the identified contradictions that are incapable of development factors. The political nature of economic research is imparted not by science, but by its social function - to serve social progress. The surge of interest in Europe in the economic research of K. Marx is easy to explain. Those who really manage the economy and solve political problems in economic dynamics, realized that their favorite pastime is to make politics with the help of controlled chaos does not give the desired product, and controlled chaos grew into uncontrolled in 2008, they are dissatisfied with the efforts of Nobel laureates, they are more interested in Marxist analysis capital. K. Marx was not the attending physician of capitalism, he was a diagnostician of the capitalist disease. Its main strength was in the advantages of dialectical methodology. "Capital" by K. Marx is an example of dialectical thinking in relation to the movement of a real object. Anyone who has studied Capital knows that the author came to political conclusions at the end after a comprehensive and systematic analysis of capitalist production. There are many statistics and mathematical calculations in the work of K. Marx, but they did not replace the specifics of the methodological study of economic processes. Mathematics only helped K. Marx to weave the lace of a dialectical understanding of the phenomenon under study. Being a mathematician is hard, but it's

even harder to understand the clues of calculus. There are two options here: the first, which is very common among current economists, is to use the potential of mathematics to formalize a pre-prepared concept; second.

In the context of the transformation of science into a direct productive force, the importance of not only and not so much the digitalization of production, but the ability to understand how to optimize scientific potential based on the development of modern technological capabilities, increases. Officials are allowed to think "in hindsight", while scientists, by their professional status, are obliged to look ahead, to direct. The initial condition of the "forward looking" has always been the achievement of a deep and comprehensive knowledge of the source material. In our example, this is the correct understanding of "standards" and "standardization".

Historical and information reference: in the famous Explanatory Dictionary of V.I. Dahl, there are no terms, which can be qualified as a fact of their irrelevance in the public mind. Half a century later, they appear in F.A. Brockhaus and I.A. Efron, but in a peculiar way. The authors of the dictionary, referring to English sources, explain: "standard" is a legal measure, then a sample. There is a separate specification - "Standard of life" - the standard of living or needs. There are grounds to interpret the beginning of the use of the term not in a production sense, on the contrary, as a consumer reflection in the consciousness of reality. The Explanatory Dictionary of the Modern Russian Language gives a detailed explanation:

- 1) a typical sample, which must satisfy things, objects, phenomena in terms of size, shape, quality;
- 2) a single standard form of organization, implementation of something;
- 3) something that does not contain anything original - a template, a stencil.

The term "standard" is supplemented by its derivative "standardize", - to create standards in the first two meanings. The history of the term allows us to analyze the concept behind the name. Monitoring the content of the concept of "standard" shows that over time the concept is updated by scientific awareness of the dynamics of being and in practical thinking. An approach to the phenomenon reflected in the concept is developed. The concept is loaded with the specificity of objectivity, the scope of its use is expanding, and social significance is growing. As a result, the question arises about the organization of the relationship of features that make up the content of the concept of "standard". In literary sources, disagreements are outlined in the definition of the "center of gravity" in the system of signs. The general formula of the "standard" to be a reproduction in the mind of the "measure", "sample".

The latest reissue of the Britannica does not include the term standard. It is replaced by the articles



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"standardization" and "standard model". The author of the first explanation clearly directs the reader to the limited application of the "standard" to the technological organization of production. With a certain stretch, the concept of "standard", following the logic of the Encyclopædia Britannica, can be limited not even to the economic sphere, but exclusively to the technical one, to make it a kind of indicator of the progress of the technical base of the technology and the technical aspect of the production process. In the system of production relations - property, distribution and exchange, the "standard" is given a modest place in the organization of the improvement of exchange. "Standard" for Britannica is clearly not a branded economic concept.

To avoid criticism for unjustified costs in the analysis, we will quote the full text of the article: "standardization (standardization), in industry, the development and application of standards that make it possible to produce a large number of interchangeable parts. Standardization may focus on design standards such as material properties, conformity and tolerances, drawing requirements; or product standards that describe in detail the properties of manufactured items and are embodied in forms, descriptions, images or models. The application of standards makes it easier for enterprises to communicate with suppliers. Standards are also enforced within individual industries to prevent conflict and duplication of efforts." Explanations are being completed, as befits British experts, recommendations of a practical orientation: "Government departments, trade associations and technical associations help to implement standards in various industries." By the way, the compilers of the Great Illustrated Encyclopedia in 32 volumes reprinted the above text without reference, so it is easier to refer, if necessary, to home-grown "sources" of scientific knowledge.

In Rus', they were convinced: "to the free - will, to the blessed - paradise." No one has the right to condemn anyone, but no one disputed the right to judge on the basis of publicly declared judgments. We will use this logic. There is a backlash in the interpretation of the concept of "standard", the size of which clearly violates the boundaries of the measure. The reason for the fluctuation of thinking, in our opinion, is the neglect of the requirements of the methodology of scientific knowledge. The possibilities of the methodological organization of cognition and comprehension of knowledge used in all the above cases indicate an underestimation of the most important factor of scientific thinking. Our conclusions are confirmed. There are two main vices, and both run counter to the requirements of the post-non-classical stage in the development of science, namely:

firstly, the requirement of dialectics, verified by knowledge and practice, about the need for a

comprehensive analysis of the subject on the basis of continuity in the improvement of knowledge, is violated. The classics of political economy did not discover the absolute truth, their merits are historically specific, that is, they were locally relevant, but, along with concrete historical achievements, they were able to make system-forming discoveries that have a stable value in the increment of scientific understanding. A. Smith, D. Ricardo, K. Marx, explaining the movement of the economy of their time, managed to reveal the essential basis of this process. History flows and changes, which is the absolute truth, so each next generation of scientists is steadily striving to show their abilities, however, like any dialectical process.

In the economic movement there is a logic that organizes the process. Historical concreteness is a way of realizing the logical certainty of development. Hence the requirement for scientific analysis - to look for a logical explanation for the description, "to look at the root", as K. Prutkov taught. The trend of modern economists has become the concentration of thinking on the description of the phenomenon. Hence the absolutization of the mathematical apparatus. Analysts are in no hurry (or are afraid to fall out of favor with customers) to dive into the essence of the described phenomenon, it is possible that they have forgotten how to analytically think systematically;

secondly, modern times require a systematic approach to the study of the subject. A simple enumeration of the features of a concept included in its content and an indication of their functional load is clearly not enough. Moreover, such a simplification can make it difficult to understand. Why, the authors of Britannica omitted the term "standard". It seemed that they had to start with it and only then explain what was formed on the basis of the concept of "standard"? We are not sure of the absolute correctness of our explanations, but the most appropriate is the following: they or he could not come to a one-dimensional definition of that link in the chain of features of the standard that would help them connect all the other features - to highlight the system-forming feature of the concept. Eventually? in the text there were many purposes of the phenomenon reflected in the concept.

Some positive results have been obtained. The concept was given a new level of specificity by applying it to subject certainty, closed to the characteristics of the technical equipment of the technological support of production. Arbitrarily sequestering, at the same time, its real functions in the knowledge of reality and the construction of its desired continuation. You involuntarily recall Hegel, who warned that being is initially determined by quality, quantity and measure. Measure, according to Hegel, connects quality with quantity, its purpose is to be a "qualitative quantity". In qualitative quantity, there are limits and the optimal position of quality within quantitative boundaries, when the unity of



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quality and quantity in the description of the phenomenon (and the corresponding concept) turns out to be of the highest quality with the smallest required quantity.

Nature does not move according to plan, but saving resources. Human activities must also be economical. Reason serves as an instrument for the economy of our development. At the same time, the movement through activity is aimed at development and implies the presence of quality samples in moving along the path of progress. The quality of scientific knowledge is only ultimately determined by the practical effectiveness of the knowledge produced, and the initial practical result is conditionally indicative. Here, to be sure of success, you need to get the stability of the result. Naturally, science is required to minimize the costs of achieving the practical usefulness of knowledge. And all reserves have a similar ability. An indicator of the correct path of cognition to the goal is a sign of its systemic organization.

The desire to build a cognitive process on the basis of the system presupposes the presence of a certain stock of knowledge that reflects the essential organization of the phenomenon under study. In addition, the systematic approach itself acts as a continuation and concretization of a more general methodological concept. There are many such concepts in philosophy, but they are rooted either in dialectics or its antithesis, defined generally as metaphysics.

In a "pure" form, dialectics has a place to be. There is Hegel's dialectical concept, the core of which is the synthesis of opposites, it is relatively opposed by Marxist dialectics, which asserts that opposites are not synthesized, but are resolved on the basis of the continuity of development. Neither K. Marx, nor F. Engels, nor V.I. Lenin did not hide the importance of Hegel's ideas in the development of materialist dialectics. In a quantitative aspect, the difference between Marxist dialectics lies in its universality, it characterizes both thinking and nature with society. Hegel recognized only thinking as dialectical. In a qualitative "sense", Hegelian dialectics absolutizes unity in the relations of opposites, while Marxist dialectics relies on struggle as a way of resolving contradictions.

In practical management, the differences between these concepts within dialectics are hardly significant. They are mainly significant in the general theory of development and the relationship between the phenomena of reality, and are relevant for determining a political strategy. However, keeping both approaches in mind is also useful in direct production management.

There is no metaphysical methodology as an independent phenomenon. This is a collective image. It concentrates the shortcomings of all non-dialectical approaches to understanding development and

interconnection in the world, as well as in thinking. The main flaw of non-dialectical concepts lies in their one-sidedness. Trying to achieve a result, they simplify the requirements for thinking, omit something, believing it to be something that can be neglected in the interests of the final result. The technique is well known in mathematics and natural sciences. It is very convenient for economists dealing with a multifactorial process to simplify, especially since economic planning has long been working "from wheels", or "in fact". The sum of metaphysics is indeterminism, eclecticism, conditionalism, dogmatism, reductionism, evolutionism. The list could be continued, but there is no point. Experts do not always have an understanding of methodological limitations, and the essence of miscalculations is not in the name. She is in politics and management practice.

Earlier, we have already noted the special methodological significance of the dialectical conclusion about the movement of knowledge as a process of ascent from the abstract to the concrete. The difficulty here is that such an ascent, in fact, is an immersion in the essence of the matter. To take a new step towards the essence, you need to expand the circle of knowledge. Qualitative movement requires a quantitative increment. On the one hand, with the help of new knowledge within the achieved horizon of essence, we achieve greater concreteness, on the other hand, we have new problems that cannot be resolved by the horizon of the essence of their production. It is necessary to plunge into the depths of the essential horizons, to move to the level of essence of the  $n + 1$  order. This is how the ascent of knowledge from relative truth to absolute truth as a synthesis of relative knowledge takes place. And the main tool in such a movement of knowledge is the acquisition of systematically built knowledge. Any logically justified system of scientific knowledge combines the achievement of a certain goal and the demonstration of a limited result. The system is both a sign of perfection and evidence of its subjective limitations. Knowledge systems are a kind of steps on the ladder of scientific and philosophical knowledge ascent to true knowledge.

F. de P. Hanika - Professor of the College. Churchill (Cambridge - England) and the University of Khartoum, a specialist in the management of complex systems, gained fame as the head of a large British company. His book "New Ideas in the Field of Management" was a great success at one time, was translated and published in the USSR with a foreword by a prominent figure in the subsequent democratic reforms, the mayor of Moscow, Doctor of Economics, Professor G.Kh. Popov. Hanika argued: "Management, which must to some extent use a synthesis of technical, mathematical and social sciences, is now trying to replace with modern

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scientific thinking the empiricism that it widely used in the past."

Summarizing the experience of the scientific achievements of N. Wiener, K. Boulding, L. von Bertalanffy, Hanika concludes: "Their attempts to classify physical, biological and social systems depending on complexity served as an incentive for the emergence of a new field of research - general systems theory, in which given a dynamic nature of control. Organizations, actions to be coordinated and regulated, as well as people involved in them, are considered as systems within a single whole - a company, which in turn represents one of the elements of the economic, technical and social system of the nation.

In 1969, G. Popov was an orthodox statesman and, like the rest of the reformers of the 1990s, actively expressed the party attitude, overly and zealously criticizing the author of the book for "a formal analysis of aspects of management", relying on mathematics and computers "Unfair, Gavrila Kharitonovich !!! Khanika was not a bourgeois scientist, he sought to develop the advantages of a new step in the methodological support of management, and, unlike you - G.Kh., Gaidar and the campaign of like-minded people, came to a clear understanding of the need for a comprehensive solution to management problems involving the social and humanitarian context.

The systematic approach has become a brand phenomenon, as it best specified the dialectical methodology, which can be seen in the analysis of the status of the concept of "standard" and its derivatives. We will try to imagine how the process of birth and the real methodological history of the concept of "standard" looks like, along the way to explain why management economists prefer to arbitrarily introduce concepts into economic analysis.

1. In the history of the concept of "standard" there is a hidden part, it can be called "prehistory", or "history of formation" of the concept. The fact that the concept of "standard" is relatively young gives reason to associate its appearance with the concept of "quality" not directly, but conditioned. The concept of "standard" is based on a certain level of quality. There was a time when the concept of "quality" coincided with the concept of "product" or "object". It was necessary to learn how to produce a certain number of products, moreover, by different craftsmen, so that it would be relevant to compare the final products based on their practical application. Surely not even the products themselves were compared, but their individual properties. Therefore, there is reason to talk about the initial understanding of quality as a generalized characteristic of a number of comparable products.

Statistical quality control of products is an element of the mechanism for managing product quality and regulating the relationship between the

supplier and the consumer, while checking a group or batch of products is carried out before and after the process, and not during the process. The main goal of applying statistical methods is to regulate the process of creating a high quality product at all stages from marketing to maintenance with lower economic costs and high efficiency. Statistical methods provide for the collection, systematization and mathematical processing of the results of production activities, analysis of information for the adoption of corrective and preventive measures, further research of the control object to achieve an acceptable (optimal) level of quality. The implementation of a quality system is a complex of works, which affects various aspects of the organization's activities and its subsystem - the strategic management subsystem, the production subsystem, the logistics subsystem, personnel management, internal communications, document management, etc. In this regard, the implementation of a quality system is a rather difficult, lengthy and time-consuming task. The solution to this problem, as a rule, occurs in several stages. Improving the QMS makes sense only if the enterprise team has a desire to achieve significant results in the struggle for the quality of its products, but all this should provoke the team's desire to reach new heights, move forward and guarantee themselves and their company stable results of their activities. To implement the formulated wish procedures, the following activities should be performed, namely:

- step 1: awareness by top management of the goal of creating and implementing a QMS in an enterprise;
- step 2: establishing the needs and expectations of consumers and other interested parties;
- step 3: formation of a management strategy, policy and objectives in the field of quality;
- step 4: organization of quality training for all employees;
- step 5: planning work on the implementation of the QMS;
- step 6: implementation of the QMS with the formation of a team consisting of various specialists;
- step 7: establishing a system of processes, their coordinated relationship and interaction, highlighting the key processes necessary to achieve quality goals;
- step 8: documenting the QMS (to the extent and degree of specification required specifically for your organization - not forgetting the obligatory nature of some documentation in accordance with the requirements of ISO 9001-2015);
- step 9: internal audits;
- step 10: finalization of the QMS documentation and elimination of comments on the results of internal audits and testing during the implementation of the developed regulatory documentation;
- step 11: QMS certification;
- step 12: further development of the QMS.

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Philosophical interest in quality in the public mind has developed due to the combination of the concepts of "substance" and "activity". Substance and activity reveal the value of a phenomenon in the world and for a person in particular. Hegel reasonably characterized quality as that, the absence of which means the absence of the phenomenon itself.

The transition from the concept of "quality" to understanding the degree of manifestation of quality was a matter of activity - cognitive and practical. Apparently, it was precisely at this time that interest in the concept arose, concretizing the special position of that quality that is better than other expressions of quality.

The concept of "standard" has two fundamental interpretations: to be something of a standard of quality and to be a model for mass production. Standardization and its advantages were realized in the conditions of the development of mass production. These derivatives of the "standard" were products of industrialization.

So, the first conclusion, which retains its methodological and theoretical relevance in the practice of managing the production, exchange and sale of goods: to specify the quality in the concept of "standard", or rather, "quality standard", it was not enough to have a developed concept of quality. It remained a privilege of the worldview until social progress reached a sufficiently high level - the production of the material foundations of life, socio-economic and political relations developed. The concept of "standard" owes its appearance to social and practical relevance. Epistemological and methodological searches for projections of "quality" on the real existence of a person were a prerequisite and factor in the formation of the concept of "standard". From which follows the basic methodological conclusion for scientific knowledge - the development of the concept of "standard" should be within the framework of a systematic approach and be of a comprehensive scientific and philosophical nature. If it is still legitimate to simplify "standardization" to the condition of improving the technical component of industrially developed production, then the content of the concept of "standard" includes signs of various aspects of social development.

Here, in a filmed form - modified - the whole history is present: the experience of the world process, attitude towards nature, the specifics of the national mentality, spiritual and material traditions, the political and cultural activity of the people. Recall that the concept of "standard" is used in two directions: defining the standard of something - and as a universal model in the organization of activities, the use of which increases its efficiency and facilitates obtaining results. The first has a significant socio-cultural scale, it can be qualified as an objectification of the cultural maturity of the consciousness of the people, humanity.

Christian commandments, the deeds of those whom religion recognized as saints, public etiquette, norms of secular ethics, statutory norms, etc. were converted into standards. Liberal fears that the standards of attitudes and behavior will limit the possibilities of free development of the individual are unfounded. The overwhelming majority of standards summarize the experience of individual destiny, which has become a socially significant value.

The second meaning is more utilitarian, limiting the interpretation of the standard mainly in relation to the narrowly professional side of human life. It emphasizes the importance of universality, highlights the technical aspect and technological rationality, which is also important, but the scale here is clearly inferior to the first.

2. The development of the idea of quality in the concept of "standard" is carried out according to the peculiarities of dialectical logic. The concept concretizing quality is formed on the basis of selective continuity. The new concept does not repeat, namely, the features of the previous one are concretized. It is obliged to continue the nature of the relationship of the features of the basic concept. Without going into a long and not always topical discussion about the definition of quality, let's note the point. The dispute over the interpretation of quality is conducted mainly outside of what forms the core of the content of the concept. Written, said and printed a lot of interesting things. It is only behind particulars that what is sought is most often hidden. Quality is not a set of essential features of the phenomenon under study. Quality is a system of these features. Therefore, it is important first of all to find a system-forming factor. The factor may be a symptom, such as when D.I. Mendeleev of the Periodic Law, or K. Marx of the inconsistency of a product, but a certain combination of features can also be a factor. Apparently, the concept of "standard" was formed as a system of features. Hanika wisely emphasized the need to take into account the system of a combination of factors. The liberal reformers of the 1990s hurried to cleanse the economy of everything non-economic, taking the US economic model as a model. They were not alarmed by how and in what conditions it was formed. As a result, from the 1990s, there was a shock and a difficult process of clearing debris from standards developed contrary to the rules. Apparently, the concept of "standard" was formed as a system of features. Hanika wisely emphasized the need to take into account the system of a combination of factors. The liberal reformers of the 1990s hurried to cleanse the economy of everything non-economic, taking the US economic model as a model. They were not alarmed by how and in what conditions it was formed. As a result, from the 1990s, there was a shock and a difficult process of clearing debris from standards developed contrary to the rules. Apparently, the concept of "standard" was formed as a system of features. Hanika wisely

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emphasized the need to take into account the system of a combination of factors. The liberal reformers of the 1990s hurried to cleanse the economy of everything non-economic, taking the US economic model as a model. They were not alarmed by how and in what conditions it was formed. As a result, from the 1990s, there was a shock and a difficult process of clearing debris from standards developed contrary to the rules.

Unlike a number of philosophical and some scientific concepts, the standard is directly determined by a multitude of objectively established factors of material and non-material nature. Hence the time limits of all standards, with the exception of a number of universal prescriptions, which are of particular importance for human existence and characterize the essence of a person's relationship to himself, his own kind and the conditions of development, therefore it is important to classify the standards, to distinguish them depending on the determining circumstances. In the available literature, we did not find systematically presented attempts to classify standards. In this connection, we cannot consider the proposed system of standards in the context of a comparative analysis. It is advisable to take the systemic contradiction of the concept of "standard" as the basis for the classification of standards. Standard, as a dialectically formed concept.

The standard in the sense of a masterpiece of creativity is absolute. It contains timeless perfection. Standards - masterpieces, having arisen, over time only become more and more significant. Perfection crystallized in them, they do not age. The only thing that can be relative in them is the national flavor. Such a perfect abstraction from real development is hardly possible, in which there would be national sterility. It is impossible to prove this idea logically, but indirectly in favor of our judgment is the experience of the development of a monothentic religion. The parallel existence of Judaism, Christianity, Islam, Buddhism, Confucianism, Taoism is due to national development, but the differences do not prevent believers from striving for such ideals. The main standards are common for everyone, and the differences are in the specifics of the historically specific conditions of being.

As for the standards of science, the level of abstraction in them is above everything, above national identity, but they are conditioned by the level of scientific knowledge and those areas of practice that determine the direction of scientific progress. Physical standards and technical standards are changing, reflecting the demand for scientific knowledge by the progress in the production of material and spiritual goods. Scientific knowledge is in constant change. The standards of science are a concrete phenomenon - historical they are historically specified. An example is the evolutionary theory of Charles Darwin, the atomistic theory, the teachings of

I. Newton, which were considered absolute knowledge for almost two centuries until physicists and astrophysicists understood the three-layer structure of the world.

The current standards that describe the material world of nature divide it into micro, macro and mega levels, and the genesis of the expanding universe is associated with the Big Bang of the originally existing superdense matter.

In theoretical natural science, the term "standard" is used, but most often in combination with the term "model". Natural scientists are in constantly changing knowledge, being, all the time, on the horizon of knowledge, therefore, it is more convenient for them to operate with those elements, knowledge that allow modernization. In modern natural science, only three knowledge are recognized as reference: the law of conservation of mass, the law of conservation of energy, and the law of conservation of momentum. It is strictly forbidden to encroach on these standards. Thanks to such basic standards, the sustainability of the development of scientific knowledge is maintained, continuity in development is achieved, and science itself looks like an integral system, despite revolutionary discoveries of various scales. The presence in public cognition of parameters that are resistant to change, formalized in the standards of thinking, can be considered as a selection of "standards - canons". They have a fundamental function, they are the backbone of the human reality of being.

If all standards were canons, then instead of development we would get stagnation. Canons are necessary precisely in their quality and in their quantity. We look up to them in theory and practice, as the movement loses its effectiveness outside a well-defined vector and reference positions. The main value of movement lies in change, F. Engels defined the essence of the movement of everything and in everything as change. Proceeding from the fact that movement is a way of life, and development is the highest form of movement, standards in their mass manifestation have a non-canonical form.

Practice has divided the less status standards of public consciousness into directive and indicative, objective and subjective. Directive standards strictly require compliance with the production algorithm and distribution of the result determined by the task. In a number of concepts of production quality management of the 20th century, special maps and schemes of actions for performers of all levels and stages were developed.

This practice is justified in specific production conditions, for example, where workers with disabilities are employed. The Japanese experience has convincingly shown that it is impossible to extend such experience from private practice to production as a whole, since this leads to directly opposite results. Meanwhile, ignoring international observations,



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domestic bureaucrats, having failed in the sphere of industrial production, extrapolated a vicious practice to general education, designed to communicate and consolidate knowledge.

The actions of officials are understandable, not capable of producing a real product, they report by circulars. There is no rational explanation for politicians who are responsible for the real result of economic activity and who are entitled to give adequate assessments for the attempts of officials to become judges in a professional matter.

In the old days, the party dictated the standards of professional and educational activities, however, the instructions were made carefully, localizing the intervention by a set of disciplines, in addition, a highly qualified Department of Science worked in the Central Committee of the CPSU with a staff of specialists and freelance consultants - leading scientists of the USSR Academy of Sciences. Even I.V. Stalin, as the documents show, did not sign the resolutions without the visa of an academic assistant.

In recent times, very distant from real educational experience, officials who have subjugated the method of unification, who have placed the academic freedoms of educational institutions under total control, frankly dictate what, how, when and to whom to do. The standards defined in the non-professional space are a clear example of the transformation of the values of a phenomenon (concept) into the opposite effect.

The technology of such a transformation is simple: unprofessional development initially deforms the content of the concept. The "standard" is constructed arbitrarily, acquires a "pseudo-systemic form", becomes absurd, failing both control and the possibility of modernizing what was the subject of the beginning of actions. The most curious thing is that, having included the factor of self-preservation in the technology of constructing a standard, bureaucrats send themselves and the expediency of their caste to Golgotha. The dialectic of progress will survive the bureaucratic art of juggling the content of concepts and their names, but our living space is measured by time. And the most important indicator of social progress in everything is the efficiency of time of use. And the calf has a chance to win if the oak is rotten. A calf can grow into a bull, but a rotten oak is doomed to destruction.

Indicative standards have become widespread all over the world - in developed, developing and stagnant countries. They are distinguished by optionality, lack of strict control and content loyalty.

In Western European countries such as Germany, France, Italy, Austria governments with the help of indicative standards carry out sufficient effective management of the directions of development of various industries. The development of the standards themselves and the mechanism for their implementation are carried out within the

framework of the economic characteristics of the market. The state does not encroach on the order of market relations, but quite clearly shows who is the true "master in the house." L. N. Tolstoy could afford to begin the well-known novel with the lines: "Everything was mixed up in the Oblonskys' house." A state that respects itself and respected by citizens is obliged to direct the flows of public life. Somewhere to do their job hard, relying on the laws and the need to comply with them, in other areas - on obtaining preferences or traditions of national identity. "Standard" is a concept as significant in the reproduction of social life as "point" - in mathematics, "particle" in physics, "rod" in mechanics. The originality of the "standard" lies in the combination of opposites in it. A "standard" can be extremely elastic and mandatory, or it can, within a certain limit, indicate only some of the dominants of choice from a set. An example of a standard of the second kind is high fashion, however, general fashion belongs to the same class of standard.

General fashion is a product of the historical process, which, like any evolution, selects something that is most effective, viable. It perfectly combines regional, national and transnational; naturalness, due to the geographical environment, with socio-cultural acquisitions, traditions and innovations. Such fashion is extremely democratic, meets the mass perception of beauty, is utilitarian and accessible to consumer demand. High fashion, no matter how it is disguised, is a phenomenon of professionally conscious action. It has many advantages, but no less negative. The glossy nature of high fashion initially opposes the mass consciousness, provoking tension in the contradictions of being. The point is not even limited accessibility. The main thing - in the demonstration of social inequality. The standards are designed to improve the "climate" of public relations, our time is to "gather stones" and not scatter them. "Standards" only seem to be out of politics. Politics, in a certain sense, is the definition and maintenance of the relevance of standards.

In the current century, the concept of "soft power" is gaining strength in the public mind. Without the use of force, which has lost its historical significance and has become a brake on social progress, reality cannot be eliminated. Humanity is tired of the destructive forms of violent conflict resolution, and is looking for a replacement. The process of reorientation to "soft power" is complex and contradictory, but there is no other alternative to wars and one has to accept "soft power" as it is for now, with the hope and belief that over time the situation will change in the desired direction.

The forms of "soft power" include cultural contacts, synthesis of cultural interests, public diplomacy, veterans' contacts, building professional interethnic relations. Efficiency of "soft power". It is low, but the motion vector testifies in its favor. It



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combines the main advantages of the human reality of being - humanity and democracy. It seems to us that many standards are quite consistent with the action of "soft power". Indicative standards. It agrees well with the nature of the movement under the sign of soft power. There is no categoricalness in them, everyone can find their own application, there would only be a desire. At the same time, they give the movement certain goals. "Standards - goals" have always been very promising, another thing is that they did not always find mass sympathy, without which it is impossible to be a social force.

Standards in the modern world are multiplying, diverting, and their relevance is rapidly growing. From private material with limited effect, standards are transformed into a large-scale factor of social progress. Despite the national and transnational specifics - the standards of the EU, the USA, the Russian Federation, standards play an important role in world integration, serve as a tool for reaching agreement on the basis of the objective nature of human history.

In order to give scientific and philosophical reflection on the concept of "standard" of practical significance, let's pay attention to the initiative of "Komsomolskaya Pravda" - to organize a public discussion of the statement of Rosstandart on the upcoming abolition of 10,000 state standards of the Soviet era. By tradition, the stuffing of information in the media was accompanied by formal comments that did not clearly clarify anything, leaving more questions than certainties. We will not analyze the special aspect of bureaucratic work - this is not our business, but we will try to reveal the political essence.

From a philosophical, scientific and technical point of view, the modernization of standards is a completely justified measure: you need to think and act adequately to a specific time, this requirement is especially relevant when the movement of history acquires the character of radical transformations. In the 1990s, a counter-revolution took place. The politicians who came to power even changed the symbols of the Fatherland. Another flag, another sign on the flag, another Constitution, for some time there was another anthem. Such a socio-economic, political and ideological rift could not help but draw standards into the maelstrom of events. Still, the standards, despite some conventionality, are designed to serve as equivalents of the quality of reality in all its manifestations.

The current initiative of Rosstandart bears little resemblance to the initiative, it was undertaken as an action of support, in pursuit of the realities of life. As they say in Rus': "Better late than never." Production in the 1990s changed not only the owners, it changed its character. The appeal of the first President of the Russian Federation, addressed to national leaders: "Take as much freedom as you can swallow!!!", the new owners adapted it to production, believing that in

conditions of free trade, the market, not production, will determine everything and will judge everyone. The market loves the strong, quick-witted, especially when the consumer, financially secured, demand for goods was rapidly approaching zero, and the safety reserve in the form of goods for direct exchange was initially small. At that counter-revolutionary time, it was indecent to even think about standards. When the liberal fluctuation began to decline, they tried to bring it out of a chaotic state. The irregularity of the movement continued, but there were also signs of a trend of stability.

Usually liberal Democrats associate the continuation of the crisis in the 2000s with politics, and this is partly true. Politicians acted according to the situation. At the same time, without prejudice to the merits of politicians, it should be noted that the arbitrariness in history, the "Time of Troubles" cannot be dimensionless. Both in nature and in social life, the elements calm down, the movement returns to its former course. This is what happened to us in the 21st century. The market has stabilized, production has begun to strengthen its position. They stopped living, as before, "what God will give." The assortment, on the one hand, and the increased reasonable purchasing possibilities, on the other hand, met on the market in a different way. The quality of goods has become a relevant indicator of their market demand. The consumer, as opposed to the producer, turned his attention to the state - the guarantor of their civil liberties and rights with the requirements of protection from market arbitrariness. The legal and economic functions of the state are laid down in GOSTs.

We tried to convey the main idea through the entire analysis: the "standard" only in its final part is the concept of technical regulation of production, distribution and consumption. The essence of the "standard" is political, and in its political quality it is nationally colored. The sign of the standard should be against the background of the flag, so that everyone can always see: it is protected by the state, if you break it, you will deal not only with the market, but also with the state.

Concluding the general part of the analysis, I would like to recall again Hegel's warning about the significance of the measure in the knowledge and management of the organization of activity. "Standard" is the equivalent of quality. Quality has different levels - "qualitative states", so the status of a "standard" should also be different depending on its own place. Presidents have standards, but they don't wave them everywhere. The authority of standards is an attribute of the state, its "statehood", that is, the national attitude towards the state. Standards must be defined quantitatively, then they will be respected qualitatively. "To God - God's, to Caesar - Caesar's", along with state standards (GOSTs), developed, according to the system characteristics of OSTs, TUs are required. At the same time, the smearing of the

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critical characteristics of quality, defined in GOSTs, must not be allowed.

There is information in the media about 170 thousand GOSTs in the USSR, which, of course, devalued the quality of GOSTs. Even the sign "Do not fit in - it will kill!" regulated by GOST. It is not surprising that in the USSR they were forced to additionally introduce the concept of "Quality Mark" with the corresponding symbol. From a logical point of view, such a measure was not perfect. GOST is the mark of quality. In the standards, political and socio-cultural components compete on equal terms with scientific and technical characteristics. There is every reason to consider standards in the context of the highest achievements in the development of social practice, scientific knowledge, technical and technological creativity.

In the standards, experts are able to see the real position of the country in the world, its achievements and problems. In relation to the development of standards and ensuring their implementation, it is legitimate to determine the quality of the internal policy of the state, the maturity of the economic strategy. What were the state and its economic activity at the turn of the 20th and 21st centuries, so was the attitude of the state towards standards.

In the 1990s, standards were forgotten in order to provide conditions for the "greatest success" of the reformers when they did their liberal work - the country defaulted. Formally, the standards have not been canceled - after all, they are a management mechanism. GOSTs in 2003 were deprived of their mandatory status, that is (according to Hegel) they were deprived of that without which they cannot be what they should be.

By that time, politicians were no longer interested in philosophy and logic; they had to somehow make ends meet in a collapsed economy. The place of GOSTs was taken by "technical regulations" containing minimal, rather meager requirements. Politics recognized and consolidated the economic crisis. GOST R replaced GOST. The exception was the standards for defense products, nuclear energy, traffic safety and what is related to information for special purposes. Since 1991, more than 12 thousand new standards have been developed, about 15 thousand have been updated, consider, minimized. The remaining one and a half hundred thousand GOSTs are excluded from production because of their conventionality. The question involuntarily arises: how legitimate is it to plan the modernization of production in the absence of normal standardization? Where there are no lighthouses Sailors navigate traditionally by the stars. What about those who on earth are called upon to practically solve national problems, when the old standards are irrelevant, and little can be done qualitatively according to the new ones? Answers to the "eternal"

questions: "Who is to blame?" and "What to do?" matched. Politics, as it should, closed on the regulator.

Economic activity, freed from political guidance and socio-cultural responsibility, continues on the course laid by the liberals of the 1990s. It's time to return to the economic classics - political economy, to think not according to the situation and outside of production practice, but systematically for the foreseeable development perspective. The market should be free, but freedom without state activity is nonsense. There can be no dual power in society. The market was given power thirty years ago.

The effectiveness of design and digital production of products depends not only on the equipment and software used, but also on the qualifications and professionalism of the personnel serving in the design office. It is necessary to implement information on how to minimize manufacturing defects.

First step. Make a table with the characteristics of all cases of marriage in the enterprise. For indicative statistics, it is recommended to analyze data for at least a year.

Second step. Combine similar causes of manufacturing defects in a common group. By identifying a group of similar causes of marriage, it will be possible to calculate the number of cases for the period, as well as the losses from them and ways to eliminate them.

Third step. Analysis. Usually, after grouping, it turns out that only a few of the same causes are regularly repeated, leading to the main share of manufacturing defects. It is they who deserve priority attention.

Fourth step. Determine the cause of marriage at the enterprise with the maximum number of cases and the greatest losses.

Fifth step. Reduce or eliminate the likelihood of recurrence of common causes of manufacturing defects. In lean manufacturing, there is a term "poka-yoke" (poka-yoke, Japanese - error protection). This term implies that in order to prevent manufacturing defects in the future, it is necessary to ensure such conditions when it is physically impossible to repeat the marriage, so that the employee does not have the possibility of repeating a mistake, etc. Before solving the problem, our management often blamed subordinates, referring to the problem of the human factor. However, the improvement of the production process made it possible to drastically reduce the likelihood of errors in the enterprise - fewer operations began to be performed in the mind, responsibility was delegated between different employees, and favorable working conditions were improved. Lean production: system and examples.

Sixth step. Development and implementation of a personnel motivation system focused on reducing manufacturing defects. Among the possible measures, one can note a certain amount of bonus deduction for

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an employee for the release of each ton of goods with defects, or for mistakes made. Bonuses can also be paid for reducing the percentage of defects to the established standard, individual indicators of employees can be placed on stands - it will stimulate the desire of employees to reduce the level of defects.

Seventh step. Organization of a continuous process of quality improvement. For each employee, you need to determine individual quality indicators. As a rule, 1-3 indicators are sufficient in the framework of effective management.

The concept of "standard" must be considered in a broad social and humanitarian format as a specification of the worldview categories of "quality", "quantity" and "measure". Any attempt to simplify the understanding of the standard in various kinds of private interests inevitably leads to a deformation of the content of the concept.

Like any concept of "standard" has not only a historical past, its content reflects the current time and it forms a reserve of future changes. In this connection, it is always important in the development of the specific content of the concept of "standard" to take under special control the potential for improving the quality of the product. Traditionally, scientific and technological progress is concentrated on the military-industrial direction and not by chance. Here, the product throughout the entire spectrum of production, starting with equipment - clothing for arms, legs, head, torso, face, and ending with the painting of the unit, must satisfy extreme operating conditions. Compliance with specially developed standards is an absolutely essential condition for quality. Exemplary adherence to standards is ensured by special acceptance, carried out in the order of control at all technological stages of the manufacture of the product. It is hardly advisable to replicate such a strict quality control practice, but it contains significant "information for thought". The standard is designed to resolve the basic technological contradiction between the readiness of production for mass production and the quality of the product at the output. It is necessary to overcome the "scissors" formed between the ratio of quantity and quality. The dependence of quantitative and qualitative changes is objectively embedded in the movement of nature in the form of a universal law. But one should correctly interpret the mechanism of operation of this law of the dialectic of development. Quantity directly, that is, does not pass into quality itself. A new quality arises from the former and cannot be otherwise. Quantitative changes create the conditions for such a transition, the conditions are transformed into factors that participate in qualitative changes. The decrease in the quality of products within the limits allowed by standardization is associated with a number of reasons, both technical, technological and human. Chief among them is the level of organization of quality control, which again depends on the degree of responsibility. In other

words, all outside human and human actions that limit the standardization of production ultimately rest against the standard of the human factor, or whoever prefers, "human capital", which corresponds to the historical mechanism of social progress in which the subject of activity is the main acting factor. The decrease in the quality of products within the limits allowed by standardization is associated with a number of reasons, both technical, technological and human. Chief among them is the level of organization of quality control, which again depends on the degree of responsibility. In other words, all outside human and human actions that limit the standardization of production ultimately rest against the standard of the human factor, or whoever prefers, "human capital", which corresponds to the historical mechanism of social progress in which the subject of activity is the main acting factor. The decrease in the quality of products within the limits allowed by standardization is associated with a number of reasons, both technical, technological and human. Chief among them is the level of organization of quality control, which again depends on the degree of responsibility. In other words, all outside human and human actions that limit the standardization of production ultimately rest against the standard of the human factor, or whoever prefers, "human capital", which corresponds to the historical mechanism of social progress in which the subject of activity is the main acting factor. The decrease in the quality of products within the limits allowed by standardization is associated with a number of reasons, both technical, technological and human. Chief among them is the level of organization of quality control, which again depends on the degree of responsibility. In other words, all outside human and human actions that limit the standardization of production ultimately rest against the standard of the human factor, or whoever prefers, "human capital", which corresponds to the historical mechanism of social progress in which the subject of activity is the main acting factor. The decrease in the quality of products within the limits allowed by standardization is associated with a number of reasons, both technical, technological and human. Chief among them is the level of organization of quality control, which again depends on the degree of responsibility. In other words, all outside human and human actions that limit the standardization of production ultimately rest against the standard of the human factor, or whoever prefers, "human capital", which corresponds to the historical mechanism of social progress in which the subject of activity is the main acting factor.

The specification of the concept of "standard" should be carried out in accordance with the objective status of quality. Quality has a certain dynamism, which is expressed in the degree of its severity. When developing standards both in the form of samples and universal, typical products, elements of products, one should be guided by the optimal balance of the requirements for the quality of production and the implementation of essential features of product quality. The standard allows you to maneuver within the boundaries defined by quality.

The presence of concepts that compete with the "standard" in its full and verified scope, "industry standards", "technical conditions", "technical regulations" is, in principle, a normal market phenomenon. They ontologically contain the

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qualitative characteristics of the goods, but unlike the "standard", they are not presented in optimal condition, or their combination is not optimized. To a certain extent, these concepts reveal the vices of market freedom. The market does not strictly limit commodity producers along the entire line of product quality compliance. Only the safety parameter of the product is regulated. The rest is regulated by deadly disease No. 1, according to E. Deming's classification, - demand. The manufacturer directly, or through intermediaries, presents the goods produced, based on its capabilities in terms of making a profit according to the formula "the more the better." As such goods, it often turns out to be the minimum of what must be in order for the product to correspond to its subject status and, logically, to its name. In products regulated by OSTs, TUs, etc., the standard is available in a truncated form due to the exaggerated interest of the manufacturer and the limited production conditions. Hence the right of TU and OST to stand on a par with GOST or EU. In the EU, goods not marked with a single standard are in demand due to a significant difference in price, and violations of safety requirements are draconically suppressed. In the Russian market, which has remained a large bazaar, the rules are like a fence of a bad owner. Here you can run into everything, even if there is a piece of paper with a seal, which, however, is not the basis for skepticism in relation to the above concepts. They reflect the objectively established order in the development of production on a global scale. Many people remember how in the 1990s and in the "zero years" in the EU they produced goods labeled "only for Russia", and the United States flooded our market with substandard chicken meat - "Bush legs".

We bought in small bulk, without asking for a certificate of conformity, but there were probably some documents.

It follows from the fact that the objective conditionality of the standard makes the standard dependent on the improvement of scientific knowledge, technological progress and the development of economic activity: the organization of production, the state of market relations, changes in the solvency of the mass consumer. "Standard" is the last instrument of technical policy. In it, in a "removed" form, the state of social life is concentrated. Along with the normalization of the state of the economy, the felt changes in culture in education, in education, in health care, in relations with the natural environment, attitudes towards the standards of consumers will also change - not only those who go to shops. The political perception of standards will also be forced to change. It leads to an understanding of the socio-cultural value of the standard as a kind of link between scientific and technological progress, the balance of production development, the natural and logically derived demands of the people, with the interests of

politicians. Politicians and their economic advisers have two options: either to reconstruct the economic and socio-cultural, especially in the field of education, policy, that is, to take the initiative in solving accumulated problems; or the initiative will be taken by production workers with consumers, in which case there will be a different policy. In both cases, the end is the same - the history of the standard will take another height, and people will become wiser. Wisdom is the backbone of life for all time. Politicians and their economic advisers have two options: either to reconstruct the economic and socio-cultural, especially in the field of education, policy, that is, to take the initiative in solving accumulated problems; or the initiative will be taken by production workers with consumers, in which case there will be a different policy. In both cases, the end is the same - the history of the standard will take another height, and people will become wiser. Wisdom is the backbone of life for all time. Politicians and their economic advisers have two options: either to reconstruct the economic and socio-cultural, especially in the field of education, policy, that is, to take the initiative in solving accumulated problems; or the initiative will be taken by production workers with consumers, in which case there will be a different policy. In both cases, the end is the same - the history of the standard will take another height, and people will become wiser. Wisdom is the backbone of life for all time. and people will become wiser. Wisdom is the backbone of life for all time. and people will become wiser. Wisdom is the backbone of life for all time.

To solve all kinds of problems associated with the appearance of marriage, equipment malfunctions, an increase in the time from the release of a batch of products to its sale, the presence of unsold products in the warehouse, and the receipt of complaints, it is necessary to use the Pareto chart.

The Pareto diagram allows you to distribute efforts to resolve emerging problems and establish the main factors from which you need to start acting in order to overcome emerging problems, using the benefits of effective management, namely: increasing staff motivation; team building; increasing employee loyalty to the enterprise; accelerating the development and implementation of innovations; improvement of the company's image; increasing the efficiency of economic activity.

And the success of the enterprise team is guaranteed.

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



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GIF (Australia)	= 0.564	ESJI (KZ)	= 8.771	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

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 marginalizing the "social sector", is not compatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to turn the economy on the front for 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 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 environmental friendliness of production. She demanded a new look at the root concepts. Therefore, the philosophy of quality must also change.

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 conducted 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 the 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 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.

It is believed that by knowing nature, its quality, state of quality, quality levels are revealed, embodying new knowledge in production. 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: 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 the problem of quality;
- fashion and technical regulation - components of the quality of manufactured shoes;
- quality systems "ORDERING/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 of formation of production that satisfies the needs of the market;
- advertising is always at the service of quality;
- an excursion into the past as a guarantee of quality in the future;
- a model for assessing product quality - these are production priorities;
- forecasting the cost of quality when developing a new range of footwear is the key to its demand and its competitiveness;
- methodology for business visual evaluation of the product - a means of assessing the effectiveness of quality;
- improving the quality and competitiveness of domestic safety 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 the guarantor of the quality of the shoes they produce - all



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these aspects together provide a quality revolution that guarantees the manufacturer stable success in the market with unstable demand. The authors analyzed the possibilities of the policy and goals of the enterprise in the field of quality within the framework of the QMS in order to fight for defect-free production, for the reduction of defects and to guarantee consumers the high quality of manufactured products. The use of software for assessing the validity of the choice of innovative technological solutions for the production of priority products by domestic enterprises creates the prerequisites for its demand and competitiveness not only in the domestic market, but, most importantly, in its export. The need to improve the quality management system at domestic enterprises is due to the following important reasons:

firstly, it is an increase in the confidence of potential consumers in the products that will be produced by domestic enterprises;

secondly, it is an opportunity to significantly strengthen one's position in existing markets, as well as significantly expand spheres of influence by entering new domestic and foreign markets;

thirdly, this is a significant increase in labor productivity of any industrial enterprise, which is expected to introduce a QMS using effective management.

The task of increasing competitiveness is especially urgent for those enterprises that, due to external factors (increased competition due to globalization, the global financial crisis) and internal (inefficient management), have lost their competitive positions in the domestic and foreign markets. In response to negative processes in the external environment, the processes of regionalization and the creation of various network structures are intensifying, one of which is the union of commodity producers and the state. The cultural characteristics of Russian entrepreneurs, according to most researchers who used a systematic approach, include dependence on the team and the norms of behavior formed by it, the desire for trusting relationships, avoiding irresponsibility. Often the personal qualities of an employee are given priority over their success in the performance of their work, there is a mixing of personal and business relationships. Also, our Russian reality has noticed the propensity of entrepreneurs and their employees to bribery, concealment of income from the tax service, forgery of documents, disregard for ethical standards in relation to competitors. There is a gap in communication between the manager and the employee, in another way it can be said that the head of the enterprise is inaccessible to lower-level employees. It is also noticed that Russians have an average level of individuality and often try to get away from uncertainty. As a result of the foregoing, the conclusion is that in Russia the enterprise and the management of personnel management are formed

inefficiently and there are practically no working collective ties. Enterprises pay all their attention to the fulfillment of the conditions that the employees of the state bureaucracy have set for them, and not to the fulfillment of responsibility to consumers and society. Therefore, there is a difficulty in introducing progressive foreign management methods into Russian practice. In order to most successfully implement effective personnel management and prepare employees for a change in the approach of working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and eliminate the established inaccessibility of the manager to the lower level. It is important to create a high-quality and effective system of motivation and continuous professional development so that the staff becomes a source of competitiveness of the enterprise and meets modern requirements for human resource management.

The implementation of all the results of research proposals is possible only if regional and municipal branches of government actively participate in their implementation in order to create new jobs in small and medium-sized cities, guarantee their population all the social benefits for a decent life, providing their financing, including the work of preschool and school organizations, medical and cultural institutions, distracting young people from the street and other undesirable phenomena, and the appearance on the demand markets of demanded products with a price niche acceptable to most consumers in these regions will reduce the migration of the population from these regions precisely for account of financing of all socially significant programs.

The destruction of small and medium-sized towns, which is observed in the regions of the Southern Federal District and the North Caucasus Federal District, is also characteristic of other regions of Russia. Migration, lack of jobs, social problems provoke a deepening crisis and the federal authorities urgently need to change this attitude towards their regions, forming a new economic and geographical approach to their strategic management, highlighting three vectors of priority development for such regions, namely:

- leveling (due to the redistribution of resources to equalize the living standards of the population, especially in small towns);
- stimulating (creation of conditions in the regions with specific advantages of the formation of social living conditions);
- geo-economic (providing security through the costly development of these regions, taking into account border and strategically important ties with other regions).

Planning belongs to the fundamental features of the history of human life, characterizes the essence of rationality in the form of consciousness. Man, in order

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to become homo sapiens, has gone through an evolutionary path of 2.5 million years. Our ancestors were homo habilis, homo erectus, immediate predecessors who failed to take advantage of intelligence, African homo sapiens, Neanderthals, Cro-Magnons, the Altaic form of homo sapiens, and perhaps many other forms. Reasonableness is not only the main sign of the quality of modern man, it indicates the vector of development of the species. Labor, sociality arose in the process of natural changes, so it is not surprising that once upon a time "skillful people" lived, who were replaced by "upright people" who assimilated the stable characteristics of "skillful people" is not necessary. The merit of homo sapiens is that, developing his rationality, he was able to give the development of labor the form of labor activity, and social ties the quality of social life. Labor activity has become the basis of human history, society - the form of its organization, rationality - the driving force. Being reasonable is not enough, you need to be aware of the total significance of the mind as the ability to cognize and control activity. All crises in history are the product of a crisis in the rationality of consciousness, its cognitive ability and social responsibility. The concepts of "consciousness" and "intelligence" are different. Intelligence is a sign of a species, consciousness is a sign of a social subject, which can be a person, community - marriage, family, social group, historical form of community. At the same time, consciousness and rationality differ only within the framework of their historically established unity, they define the dualism of human nature, protect man as a product of evolution and serve as an instrument for his further development. Reason is the power of our cognition, consciousness is a means of managing knowledge, it directs and limits activities in the mutual interests of social subjects and the natural conditions for the implementation of activities, therefore science is both a special form of cognition and a social means of regulating the possibilities of applying knowledge. The necessity of science is conditioned by developing labor. Labor in the world of living beings before the human formation remains unchanged and is regulated by instincts, conditioned reflexes. The highest achievement of knowledge at this level is ingenuity. Understanding, which opens access to knowledge of the laws of relations and changes, has become relevant with the possibility of sustainable transformation of the habitat. Science ensures the effectiveness and safety of human participation in the development of reality, both natural and social. Together with philosophy, it is called upon to build human reality into the logic of world development.

Activity management is the initial requirement for the sustainability of human existence in the developing world. Planning is a universal function of activity management. Conflicts in understanding the significance of activity planning are explained by the

interpretation of the concept itself, and are primarily of a verbal origin. Even Plato and Aristotle realized the epistemological peculiarity of the concept as a form of human knowledge. The concept, in contrast to figurative thinking - ingenuity - generalizes the range of specific phenomena, therefore it also implies its own characteristic expressiveness. Only the word can form the concept. It is with the verbal expression of the concept that numerous difficulties in achieving understanding are associated. We define a general phenomenon not directly, but indirectly through the concept created by consciousness. The concept is revealed with the help of words. The significance of the verbal instrument in scientific knowledge prompted well-known thinkers in the 1920s-30s to organize a special study of the possibilities of the word as a way of formalizing scientific understanding. The linguistic direction in positivism could not solve the stated problem, but made it possible to comprehend its significance for science. The transformation of science into a direct productive force in the process of scientific and technical revolution of the mid-twentieth century showed that the correct interpretation of the content of the concept in words is also significant for managing the practical application of scientific creativity in economic activity. The linguistic direction in positivism could not solve the stated problem, but made it possible to comprehend its significance for science. The transformation of science into a direct productive force in the process of scientific and technical revolution of the mid-twentieth century showed that the correct interpretation of the content of the concept in words is also significant for managing the practical application of scientific creativity in economic activity. The linguistic direction in positivism could not solve the stated problem, but made it possible to comprehend its significance for science. The transformation of science into a direct productive force in the process of scientific and technical revolution of the mid-twentieth century showed that the correct interpretation of the content of the concept in words is also significant for managing the practical application of scientific creativity in economic activity.

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 benefits from achievements in the competitive struggle, but individual subjects of human activity, starting with the personality of the performer and manager, 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.

A special place in this struggle, there is no other way to call it, is occupied by the mood of self-

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consciousness, the system-forming factor of which is professional culture. If human capital determines the growth of production, then the quality of education lays the foundation of human capital. Competences are not effective on their own, they are valid when they are formed as the needs of an individual, developed diversified and in harmony with their own, national and universal interests.

The formula for the harmony of the interests of the individual is extremely simple. It was discovered 2500 years ago by Confucius, and clarified by I. Kant, giving a rational look "the other person should not be a means for you." Summing up the thoughts of our great ancestors, let's say: the only reliable effective means of sustainable development of all manifestations of human life will be the achievement of mutually interested coexistence of people. With regard to the production in general and consumer goods, in particular, the conclusion is even more simplified to the creation of technical, economic and humanitarian (sociocultural and psychological) conditions in a particular production, aimed at a high-quality, popular and affordable product. The organization of production can be considered reasonable only if it is subordinated to a single goal - the satisfaction of the consumer's needs.

Where are the reasons for such an anomaly, in what? Is this due to objective factors, whose resistance we have not yet been given to overcome, or are the braking forces still of inertial nature, inherited from us, introduced in the course of modernization and we are able to deal with them, and not with the consumer on the market? What are our reserves?

The success of critics of the Soviet system of management of the national economy, on the wave of which they tried to put an end to the socialist gains in the field of planning, was largely the result of elementary pseudoscientific speculation in the content of basic concepts, successfully superimposed on the provoked objective difficulties and the low level of mass economic and political thinking - the habit of waiting "instructions from above", hopes for the prudence of statesmen. The 1990s will go down in national history not only as a time of another political turmoil, a socio-economic crisis, but also as a test of national self-consciousness, a harsh time of its purification from various kinds of temptations. You need to rely solely on yourself. Everyone who is in the West, East, South of Russia should have the status of partners in solving global challenges, it is not reasonable to ignore the experience of others, but you need to follow the common path in your own way. You can only believe in yourself, regularly checking the achievements with the direction and development plans, this is the strategic postulate.

As for the practical course of implementing the political strategy, the situation has also become clearer here. Without planning, there is no sustainability in development. It is necessary to understand the

multidimensionality and scope of planning. The organization of production in all its scales requires planning. Socialism and capitalism should not be seen as alternatives to social progress, but as different systems for planning socio-economic development. Socialism cannot be historically one-dimensional, since it is historically prepared and must absorb the national specifics of development, and capitalism is just as diverse. Socialism and capitalism have a common production platform, they demand the industrialization of the economy. K. Marx and F. Engels considered socialism as a solution to the contradictions of an industrially developed economy.

The modern world economy has a global, more precisely, an integrated look, thanks to the fact that it has become industrial by the third millennium. Along with industrialization, the inconsistency of the organization of production and the forms of its sustainability were revealed. Hence the permanence of crisis phenomena. The construction of competition and freedom of the market into the Absolute has led to the fact that they no longer reckon with the magnitude of the losses from the struggle of all against all. Japan, borrowing the specifics of the socialist practice of the Soviet Union, countered the ideal of competitive struggle for survival with the principle of efficiency in management. Japanese analysts rightly identified the advantages of consolidation in creativity over the desire to defeat a competitor at any cost. Efficiency does not negate the importance of competition, it gives competition a cultural expression.

Competition in the field of activity is a refined form of the struggle for survival. It is regulated by law, but the moral value of the social organization of human life is suppressed in it. Competition in the absence of dominance in solidarity relations inevitably leads to disunity, conflict and, as a result, to the strengthening of the functions of law due to the weakening of the position of morality.

Physics recognizes four forces: electromagnetic, gravitational, strong and weak interaction. By analogy with nature in modern social life, one can also distinguish between strong and weak interactions. Strong - provides morality.

The fact that moral interaction is really strong is confirmed by the way it is maintained - self-control of the consciousness of the individual and all group subjects that form society. The weakness of the legal interaction of social subjects among themselves and with society as a whole requires the organization and functioning of a special state institution. Neanderthal man, like the Cro-Magnon man, was already intelligent and socialized, moreover, in physical status he had more strength, but he could not stand the competition and died out. One of the versions of anthropologists claims that the weak link of the Neanderthal was his lack of communication skills. Social relations should serve the greatest possible realization of the potential of homo sapiens.

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Competition in the economy reproduces subjective originality, in particular, the originality of personality, and, in a certain sense.

All outstanding scientific economists of the 19th century were noted in the history of philosophical thought. This fact is indicative. It illustrates the specifics of economic science. Its subject is the processes on which the personal and social life of a person is based. The attempts of liberal economists to isolate economic activity and oppose it to political activity are nothing but the desire to take capitalism beyond the limits of their own understanding of social progress in the recent past - to stop social history at its bourgeois level.

Neoliberal ideologues refuse to support the logic of a democratic approach to understanding history. When the democratic movement was taking shape in England and France, its founders saw capitalism as a way to resolve social and political contradictions. Feudalism has exhausted its historical resources, the democrats argued, and must give way to a social system that is more historically dynamic and more capable of meeting social demands. Bourgeois society, following this pattern, will also become obsolete over time, but in the old feudal tradition it will cling to the lost right to present a social perspective. It is easy to see that propaganda uses the terms "capitalism", "bourgeois society" less and less often, replacing them with "industrial", "new industrial", "post-industrial", "technotronic", "information" societies. The concept of "mode of production" is simplified in liberal interests to a "form of organization of production", and political economy is minimized into economics. The purpose of such a transformation is to transfer economic thinking to the level of technical concepts, which will simplify economic methodology, limiting ourselves to mathematical calculations and models.

The main thing is to remove the burden of political responsibility from economic theory, to separate economic reflection from state concerns. Relations of ownership and distribution are camouflaged, their disproportions are transferred to the section of technical problems. The meaning of the outstanding achievements of economic science is distorted. Thus, A. Smith's substantiation of the need for freedom for subjects of production activity boils down to freedom of competition, while the Scottish scientist also had in mind the freedom of cooperation for producers, which is especially significant in relation to small and medium commodity production. Cooperation develops economic planning.

In the light of modern tensions in international relations, projecting political restrictions on economic relations seems to be an extremely significant measure to understand the concepts of "management", "organization" and "planning". It is on them that the revision of the classical political and economic scientific heritage is focused.

The theory of control in its general form was formed by the end of the 1950s, when, after numerous experiments using differential equations and the calculus of variations, modifications of classical theories and methods, it was discovered that the problems of engineering activity and economic changes that seemed different had a common mathematical description. Management as a specific subject-oriented activity implies the need for a high level of organization of the process, which is impossible without the inclusion of planning based on scientific calculations in the activity.

The problem here is not at all Hamletian: "to be or not to be!?" Problem: how to plan? At a time when the producers were artisans and guild organizations, production was piecework, so everyone planned according to their capabilities, planning was not among the urgent problems. The situation changed radically with the Industrial Revolution. Production has become mass, the time has come for a competitive struggle for the market for raw materials, sales, and labor.

Reflecting the changes that have taken place, planning has changed in all its modes of operation and forms of manifestation. Hence the differences in attitudes towards planning among producers and in economic theory, which is going through a difficult time in its history. Bulgakov's professor Preobrazhensky taught that revolutions, in order to be successful, must begin and mature in people's heads. The writer's observations confirmed the events of the 21st century crises.

Even before the latest crises, critical researchers were uncomfortable, they came close to understanding that economic recessions, recessions that significantly hinder social progress, are not caused by external factors: financial adventures, political and military conflicts, infectious pandemics. Their reasons are in the contradictions of the production itself, in particular, the inefficiency of management, opportunism caused by political considerations that run counter to the laws of the economy. An unmeasured number of Nobel laureates among economists, approaching the number of physicists who have developed a modern scientific picture of nature, only once again convinces of the sustainability of the crisis in economic theory. Scientific knowledge is fixed in theory, but not every theory has the quality of scientificity. The development of science is, from the methodological and epistemological points of view, a change in the rules for achieving the quality of the cognitive process. "... The growth of scientific knowledge, wrote one of the most authoritative experts in the field of epistemology K. Popper, is the most important and interesting example of the growth of knowledge. In considering this question, it should be remembered that almost all the problems of traditional epistemology are related to the problem of the growth of knowledge. I am inclined to say even



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more: from Plato to Descartes, Leibniz, Kant, Duhem and Poincare, from Bacon, Hobbes and Locke to Hume, Mill and Russell, the development of the theory of knowledge was inspired by the hope that it would help us not only to learn something about knowledge but also to make a certain contribution to the progress of knowledge, that is, to the progress of scientific knowledge. changing the rules for achieving the quality of the cognitive process. "... The growth of scientific knowledge, wrote one of the most authoritative experts in the field of epistemology K. Popper, is the most important and interesting example of the growth of knowledge. In considering this question, it should be remembered that almost all the problems of traditional epistemology are related to the problem of the growth of knowledge. I am inclined to say even more: from Plato to Descartes, Leibniz, Kant, Duhem and Poincare, from Bacon, Hobbes and Locke to Hume, Mill and Russell, the development of the theory of knowledge was inspired by the hope that it would help us not only to learn something about knowledge but also to make a certain contribution to the progress of knowledge, that is, to the progress of scientific knowledge. changing the rules for achieving the quality of the cognitive process. "... The growth of scientific knowledge, wrote one of the most authoritative experts in the field of epistemology K. Popper, is the most important and interesting example of the growth of knowledge. In considering this question, it should be remembered that almost all the problems of traditional epistemology are related to the problem of the growth of knowledge. I am inclined to say even more: from Plato to Descartes, Leibniz, Kant, Duhem and Poincare, from Bacon, Hobbes and Locke to Hume, Mill and Russell, the development of the theory of knowledge was inspired by the hope that it would help us not only to learn something about knowledge but also to make a certain contribution to the progress of knowledge, that is, to the progress of scientific knowledge. Popper, is the most important and interesting example of the growth of knowledge. In considering this question, it should be remembered that almost all the problems of traditional epistemology are related to the problem of the growth of knowledge. I am inclined to say even more: from Plato to Descartes, Leibniz, Kant, Duhem and Poincare, from Bacon, Hobbes and Locke to Hume, Mill and Russell, the development of the theory of knowledge was inspired by the hope that it would help us not only to learn something about knowledge but also to make a certain contribution to the progress of knowledge, that is, to the progress of scientific knowledge. Popper, is the most important and interesting example of the growth of knowledge. In considering this question, it should be remembered that almost all the problems of traditional epistemology are related to the problem of the growth of knowledge. I am inclined to say even more: from Plato to Descartes, Leibniz, Kant, Duhem and

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The German specialist drew attention to an important change in the vector of movement of scientific and philosophical knowledge. In the initial period of the history of science and philosophy, when a scientist and philosopher most often acted in one person, there was a belief that the subject of study were objects of interest, or that knowledge about them that had already been obtained in experience - ideas, images, concepts. With Berkeley, Hume came a new interpretation: in order to achieve the objectivity and significance of knowledge, it is necessary to investigate not thoughts, opinions, views, but logical signs of judgments, statements and sentences. K. Popper commented on this shift of interest as follows: "I am ready to admit that this replacement of Locke's "new method of ideas" with the "new method of words" was an undeniable progress, and it was urgently needed in its time." However K. Popper refused to recognize the "new method of ideas" as the main method of epistemology, explaining his opinion by the one-sidedness and vulnerability of its use. We were forced to recall the thoughts of K. Popper by the following consideration: the classics of political economy began with a real-life subject, trying to discover its stable characteristics, developed concepts that reflected these features, tried to "glue" them into a system that describes the change in the state of the object of study, ran into contradictions of ideas and reality, discussed, based on the real practice of the analyzed phenomenon. They were contemporaries of the Industrial Revolution and the revolutionary potential of classical capitalism. Capital then was industrial capital. Financial capital was only taking shape as an independent system. Political economy did not reflect speculation, virtual phenomena, she served the real movement. The vector of industrial and economic progress coincided with the ideology of those who were interested in it. The transformation of victorious capitalism turned out to be in the interests not so much of society as a whole, but of a certain part of it, by the way, also torn apart by the specifics of interests.

Economic theory, which is connected with the activities of social subjects, began to lose the need for objectivity and therefore moved from the position of analyzing ideas to analyzing the forms of their expression. The methodological equipment of economic analysis has also changed. Quantitative analysis has supplanted the quality of scientific synthesis of primary information. Conceptual analysis has been replaced by linguistic exercises and semantic studies under the plausible pretext of overcoming the

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ambiguity of concepts. In no science has so many new terms appeared as in economic theory. The formation of new words is a natural phenomenon for science, but in each case, the legitimacy of neologisms is needed. Physicists, mathematicians, chemists, as a rule, manage with the accumulated stock of verbal expression of concepts. In economic theory, there is a kind of competition - who will come up with a new word more and faster, so the description of real phenomena is not concretized, but blurred, complicating the understanding of the subject. The concept of "planning" generalizes the functioning of subjects of economic activity, the scale of its movement, and much more. Planning can be within a single enterprise, then it is not a political element of control - it is determined by management based on the economic situation; branch, on this scale it already has signs of a political phenomenon. Planning is divided into directive - mandatory for execution and indicative, that is, conditional, allowing you to count on preferences. Distinguish between current and long-term planning. But, regardless of character.

F. de P. Hanika - Professor at the University of Khartoum, taught a course at Cambridge. In the book *New Ideas in Management*, using the example of financial estimates, he identifies three main points in resource management, and in all planning comes first. Moreover, he begins the final chapter "Analysis of operations" with "Improving control technology" and concludes: "A group of new methods based on network analysis and applied in the planning and control of complex projects is developing rapidly."

The reflections of J. Galbraith are still interesting and relevant, therefore, in the context of our preface, we will give fragments of his text selectively, but relatively completely. J. Galbraith stated: "Of all the words in the businessman's lexicon, such words as planning, state support and socialism are the least pleasing to his ear. A discussion of the likelihood of these phenomena occurring in the future would lead to the realization of the amazing extent to which they have already become facts. It would also not go without stating the fact that these terrible things arose at least with the tacit consent of the industrial system, or as a result of the fact that she herself needed them."

J. Galbraith sees the future not in confrontation, but in convergence: "Thinking about the future, the scientist wrote, one would also reveal the importance of the trend towards convergence of industrial societies, no matter how different their national or ideological claims may be. We mean convergence due to a roughly similar system of planning and organization. Convergence is associated, first of all, with the large scale of modern production, with large capital investments, advanced technology and complex organization as the most important consequence of these factors. All this requires control over prices and, as far as possible, control over what is bought at these prices. In other words, the market

must be replaced by planning.... Large-scale industrial production requires so that the supreme power of the market and the consumer be largely eliminated." Further, J. Galbraith makes an even more imperative conclusion: "The ability to regulate aggregate demand is not inherent in the industrial system - the ability to provide purchasing power sufficient to absorb everything that it produces. Therefore, it relies on the state in this area." The economic policy of the government of Boris N. Yeltsin was determined not by the international experience of political and economic reforms, but by the circle of liberal advisers from the United States who went bankrupt in their own country. Anyone who had a chance to listen to Gaidar's speeches justifying the economic redistribution of society was steadily surprised by their terminological richness and their little intelligible effect. Gaidar was aware of the adventurism of the economic program, its grave consequences for the people and national history.

It was no coincidence that J. Galbraith devoted a separate chapter to education and emancipation, reminding university professors of their professional responsibility for the social consequences of their inaction. Vocational education, by its systemic position, should form in specialists an understanding of the essence of economic and political processes. It is dangerous to replace education with enlightenment and training, it is designed to create conditions for the formation of a person's worldview position: "Not a single intellectual, not a single artist, not a single teacher, not a single scientist has the right to afford the luxury of doubting his responsibility. No one, except for them, can take upon themselves the protection of goals that are essential for our time," concluded the American politician, concerned about the fate of the world. The social and cultural aspects of planning go through the entire history of improving the quality management system for production and manufactured goods. It is easy to see how the scale of the approach to quality planning has changed from the first experiments of F. Taylor, F. Crosby, A. Feigenbaum and the achievements of Soviet specialists. In the history of quality management, the significance of two factors has become clearer than otherwise:

firstly, the dependence of quality on the perfection of planning;

secondly, the need to consider planning not only in a technological aspect, but also in a broad sociocultural one, in order to involve the entire spiritual and physical potential of the individual in production activities.

Two centuries ago, the French sociologist and economist Proudhon decided to look into the origins and causes, and at the same time into the minds of the disadvantaged under conditions of capitalist accumulation. He outlined his thoughts in the book *The Philosophy of Poverty*, to which K. Marx responded with his monograph *The Poverty of*

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Philosophy, which was pretty much forgotten. Marx showed the dependence of socio-economic research on the philosophical maturity of analysts. By that time, K. Marx and F. Engels were actively introducing a new view of philosophy, which was already stated in K. Marx's "Theses" on L. Feuerbach. Philosophy cannot be only a form of a contemplative worldview, philosophical reflection should serve as a tool for understanding the worldview and methodological foundations of human activity in its entire spectrum from cognition to the transformation of reality.

We have already noted the stable connection of the leading political economists with philosophy at a time of intense bourgeois progress. This progress was contradictory, unevenly distributed, but it was, because there was a philosophy of bourgeois development. Economic science relied on philosophical methodology and scientific discoveries. The leader of the progress was industrial capital, focused on the construction of real production capacities, the use of scientific and technological achievements. In the twentieth century, capitalism has changed significantly, its ideologists have lost their former confidence in a prosperous future. Rational thinking was supplanted by empiricism, and with it came utilitarianism in its most primitive expression. Planning has an ideological scale; it is a function of intelligence, which has taken shape in human consciousness. Let's repeat: such fundamental signs of consciousness as the ability to abstract and generalize, combined with the anticipatory reflection of changes in reality, intersect precisely in the need to plan activities. Otherwise, the knowledge of the patterns of change, the delayed effect of the actual action lose their meaning.

Planning can also be understood as the realization of freedom of action. The question: what kind of planning ensures the effectiveness of activities is solved in theory, but the reality of planning is determined by politics, and politics only partly coincides with logical necessity. If politicians really strive to make the development of production high-quality and efficient, then they must expand planning on a total scale, find a balance in the structure of investments, thinking, first of all, about activating human potential. In order for human capital to work and become profitable, its corresponding accumulations are needed. This is the law of normal capitalism. There are examples of the implementation of an economic policy focused on the systematic development of the human factor. Let us refer to the Chinese modification of the principle of inclusiveness developed by D. Acemoglu and J. Robinson. The Chinese concretized the ideas of the authors of the project in ways to achieve common goals: putting forward the development of human resources as a priority; focus on achieving full employment; professional development of workers, social security and sustainability of promotion, which guarantees

small towns in the regions of the Southern Federal District and the North Caucasus Federal District to reduce the migration of the population located in these regions, we consider it justified to focus on the analysis of planning experience, the reasons and conditions for the efficiency of production development, depending on which planning should be a locomotive progress in the real sector of the economy of these enterprises located in small towns. Theoretical research is combined with a critical analysis of specific practical results.

The vector of modernization of the regional management approach has been determined. Time has already gone by the clock. It remains to be recalled that "Time is our living space", therefore, lost time, untimely actions inevitably lead to the loss of the advantage of an advantageous position in a competitive world - misunderstanding of this is mortally dangerous for all of Russia. 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 universal, relevant, it is strategic. 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, 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 no less important to understand the role and significance of quality activity, that is, to what extent leaders penetrated into the essence of things, learned to manage things, change their properties (range), shape, 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 arises whether we are stepping on the same rake that has been stepped on all the years of reforms.

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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 such words as 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 high-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 allows generalization of best practices, formalize it in an accessible and understandable form and make it available to everyone who wants to apply this best practice. 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 (ONS AS 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 allows us to solve not only the problem of improving quality,



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but also the problem of efficiency and productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

### Conclusion

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 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 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, a strategy was put in place to improve the quality, competitiveness of products, which would be able to conquer 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 priority 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, makes it possible to calculate the static parameters of the technological process for the production of priority products at 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 priority 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 Caucasus 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 the regional authorities in the development of production of competitive and import-substituting products, lower prices for components and energy costs, and benefits in the transportation of manufactured products by enterprises of the regions of the Southern Federal District and the North Caucasus Federal District are most necessary.

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, especially, 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 priority 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.

Innovative technological processes have been developed for the production of priority products using modern technological equipment with advanced nanotechnologies, which form the basis for reducing

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the cost of priority 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 gender 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 priority 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 a stable TEP and prevents them from bankruptcy.

Complex indicators of the effectiveness of innovative technological processes for the manufacture of footwear, similar to other types of priority 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 were identified, allowing to eliminate bottlenecks, to minimize 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

methods of targeted programming 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 priority 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 priority 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 of the regions of the Southern Federal District and the North Caucasus Federal District with a stable position both in the domestic and in the markets of near and far abroad. All that is needed is their good will.

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Article



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## FEATURES OF THE FORMATION OF SUSTAINABLE DEMAND FOR FASHION INDUSTRY PRODUCTS BY CONSUMERS OF SMALL AND MEDIUM-SIZED CITIES

**Abstract:** in the article, the authors for the first time considered the issues of a significant improvement in the quality of domestic products, filling them with the following properties: quality ideology, quality management, fashion and technical regulation, quality system, market quality, advertising, excursion into the past - as a guarantee of quality. In the future, all these criteria will provide a quality revolution, guaranteeing manufacturers a stable success in the market, and consumers of products - its high quality.

**Key words:** quality, priority, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TEP, assortment policy, economic policy.

**Language:** English

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### Introduction

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The life cycle of any product (including a pair of shoes) is a concept that describes the sales of products, profits, consumers, competitors and marketing strategy from the moment the product enters the market until it is withdrawn from the market.

Currently, enterprises operating in a competitive environment with changing external influences are increasingly attaching importance to conducting marketing research of their products. It is also important that the information acquired in the course of such research is used in multivariate analysis and justification of management decisions on the range of manufactured products, their quantity, prices, consumer properties, etc. Underestimating the value



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of the results of the marketing system at the enterprise, its production capacity, intellectual and human resources become unclaimed. The dynamics of the impact of market demand on manufactured goods should be monitored by the marketing service at all stages of their life cycle and taken into account in systems responsible for the quality and quantity of manufactured products, their price, introduction of innovations, development of new types of products. Thus, all types of products, technologies and services have a certain life cycle. The success of an enterprise depends on the degree of coordination of the various stages of the main life processes. The situation on the market changes at each stage of the life cycle and

requires a corresponding change in the strategy and tactics of the company's behavior in the market, which is of particular importance.

The main types of products go through 4-5 stages before disappearing from the market:

- presentation (introduction to the market);
- growth (development);
- maturity (stabilization);
- decline (decline and renewal of products);
- dying (dying and the beginning of the product renewal cycle).

Figure 1 is a graphic illustration of the life cycle of a product in the market.

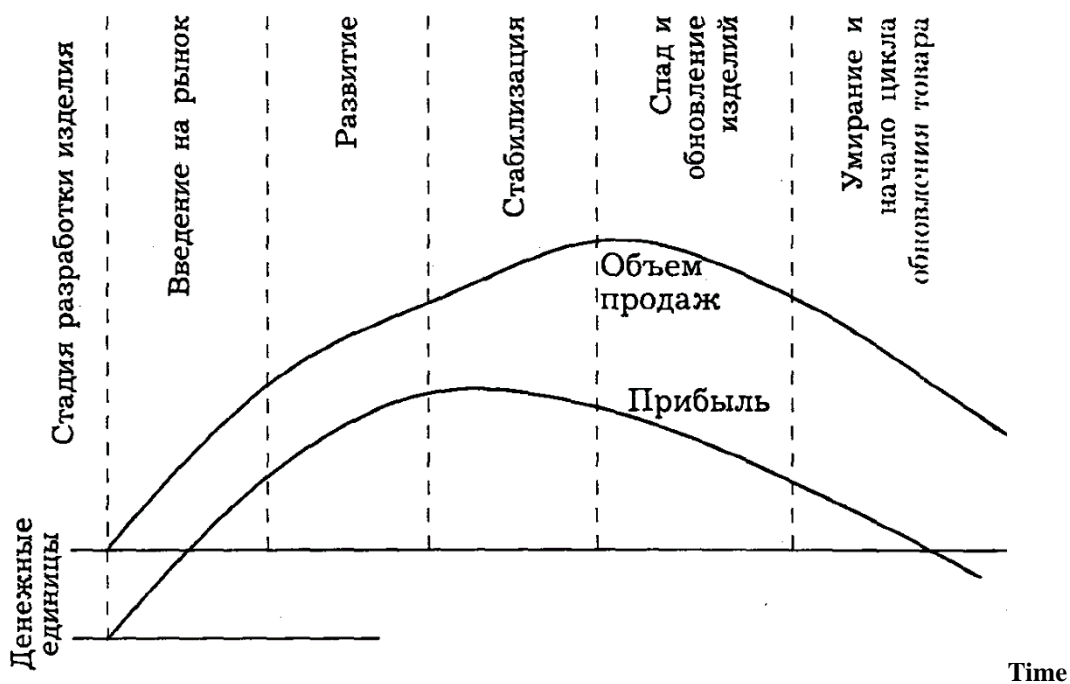


Figure 1. Product life cycle in the market

The given graphic illustration is conditional. Each product has its own life cycle characteristics.

So, we can distinguish the following stages of the product life cycle.

The first stage is the presentation stage (the period of introducing the product to the market). At this stage, the demand for the product is growing slowly. This is due to the fact that the period when a new type of product is introduced to the market is not yet known to most prospective buyers.

At this stage, the company makes a small profit. Often an entrepreneur calculates losses, sometimes even very large ones. Vendors are usually very careful in replenishing their assortment with goods that are at the presentation stage. They are aware that most regular customers are not familiar with this type of product, so there is always a difficulty in selling these products. As a result, retailers may claim various

benefits for themselves, including free delivery of billboards and other materials, shared advertising costs, and so on. A powerful retailer of goods may even claim exclusive distribution rights in its sales area. At this stage, prices are set to a minimum, the enterprise has little or no profit.

The second stage is the growth stage. If the product survives the first stage, it continues to evolve. At this stage, sales increase rapidly. Modified versions of the base model should be offered to meet the growing market. Relative returns are high.

The third stage is the stage of maturity. At this stage, the product has its own market and is in demand. At the stage of maturity, competition increases and reaches its maximum, as many firms enter the market. As a result, profits are reduced overall and per unit of product, since discounting is widely used.

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The fourth stage is the decline stage. At this stage, a product that does not undergo any changes bothers consumers, or the need that it was designed to satisfy disappears. An unpredictable reason for a decrease in sales during a downturn can be technical obsolescence of the product. During the recession phase, industry-wide sales decline and many firms exit the market as customers shrink and the product mix concentrates on best-selling models.

The fifth stage is the stages of decline and dying, i.e., the decline and renewal of the product, as well as the dying and the beginning of the product renewal cycle, are characterized by a slow and then a sharp drop in demand. In the face of declining sales and profits, manufacturers sometimes make efforts to restore demand for a particular product. They include the following steps:

- new type of packaging;
- special advertising;
- price change.

Although it is difficult enough to abandon manufactured products, sooner or later, as sales continue to decline, entrepreneurs are forced to make such a decision. At this stage, the following steps are taken:

- withdrawal from production of this type of product;

- gradual narrowing of investments;
- development of private organizational changes in relations.

Intermediaries so that they do not suffer losses along the way, and an inventory of surpluses.

For products that are clearly in decline, sales representatives begin to reduce the number of deliveries, seek to minimize repeat orders, then gradually phase out the supply of goods. They may even lower the price of leftovers in order to abandon the product entirely.

Thus, each stage of the product life cycle is a variable that determines the marketing activities in the target market.

The life cycle of a product depends on the number of substitute products, their competitiveness, as well as on the correct adoption of managerial decisions aimed at developing support measures to optimize the structure of the product life cycle. The main measures to optimize the structure of the product life cycle include:

- the correct use of various elements of marketing at various stages of the product life cycle;
- production strategy of the enterprise.

Table 1 shows the main elements of marketing at different stages of the life cycle.

**Table 1. The main elements of marketing at different stages of the product life cycle**

Elements of Marketing	Product life cycle stages				
	performance	growth	maturity	decline	dying
<b>Goals</b>	Bring product to market	Win a strong position	Maintain market position	Engage all stocks	Go to a new lossless lifecycle
<b>Price</b>	high	High, then slowly begins to decline	Stabilizes, then decreases	Keeps on falling	Minimal (up to scanty)
<b>Sales channels</b>	Agents supplying trial lots of goods	Channels are used to increase sales, wholesalers are included	All possible channels are involved	The number of distribution channels is decreasing	Only those channels that provide the minimum supply are active
<b>Advertising</b>	On the consumer properties of the new product, its advantages, its prestige is emphasized	Reinforced advertising, focuses on a variety of shopping motives	supportive, persuasive	supportive, reminiscent	reminiscent

It is very important to maintain the optimality of the life cycle, to determine the initial price for the manufactured product and the maximum possible price reduction, while maintaining break-even production. To optimize this factor, the enterprise should develop discount systems that allow attracting various consumer segments to purchase the company's

products and thereby reduce the stock of manufactured but not yet sold products at the moment when it becomes clear that this product is losing its previously occupied market niche .

In the practice of pricing, a large number of discounts are known, which are used at various levels: enterprises, sales organizations and trade. The

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following types of discounts are the most common for footwear industry enterprises:

- bonus - a price discount of up to 10%, which is provided to a large wholesale buyer for a stipulated volume of turnover during a certain period;
- seasonal - provided to the consumer when the shoes are sold outside the season of the main sale, the purpose of introducing discounts of this type is to maintain a constant level of sales throughout the year, in addition, this discount saves the manufacturer from part of the storage costs and reduces the risk of liquidity;
- dealership - provided to wholesalers and retailers, agents and intermediaries to cover their expenses;
- special - provided to regular customers;
- discount to encourage sales - a measure to reduce the sale price of shoes, which is guaranteed to resellers if they take for sale new types of shoes or vice versa types of shoes that are at the stage of decline in the life cycle;
- discount for trial batches and product orders - set by the manufacturer in order to interest the buyer in new models of shoes;
- discount for expediting payment - a measure of price reduction for each "saved" week against the period specified in the contract;
- discount for settlement with real money - a consumer who pays for deliveries on time with real money, and not with their substitutes, can achieve a discount from the base price, because, in the last price, the enterprise usually includes possible losses from non-payments;
- a discount for the regularity of orders is set by the manufacturer in order to retain a regular customer;
- advertising - a discount on the price of shoes provided by the enterprise to a retailer so that the latter can organize local advertising of shoes;
- marketing - a discount from the wholesale price provided to the supply and marketing

organization for the implementation of functions for the sale of shoes in transit with participation in the calculations;

- trade - part of the retail price of shoes, remaining at the disposal of trade organizations and enterprises to cover distribution costs and generate profits;
- discount from the price - is applied in case of buying shoes of reduced quality.

In addition, an enterprise can go for an initiative price reduction in case of underutilization of production capacities, a reduction in market share under the onslaught of an aggressive competitive environment, etc.

If an enterprise uses an initiative periodic price reduction as a tool to influence consumers, taking care of its costs, developing measures to reduce them by improving equipment and technology, introducing new types of materials into production, constantly improving the quality of shoes, then one should be wary of a premature or sharp decrease product prices. Because a retail consumer of shoes may have a stereotype about the "poor quality" of the goods offered to him. And as a result, the company will not receive an increase in profits due to an increase in sales due to a decrease in prices, but a sharp drop in demand for this type of footwear and, as a result, a decrease in sales and a negative financial result for this type of product. The life cycle of shoes is significantly influenced by such phenomena of time as: style, fashion, fetish. Style is the main original form of expression that arises in a particular area of human activity. Once created, a style can exist for many generations, either gaining wide popularity or losing it. Fashion is the most popular or widespread style in a given period of time in a given field of activity. Figure 2 shows the impact of fashion on the product life cycle.

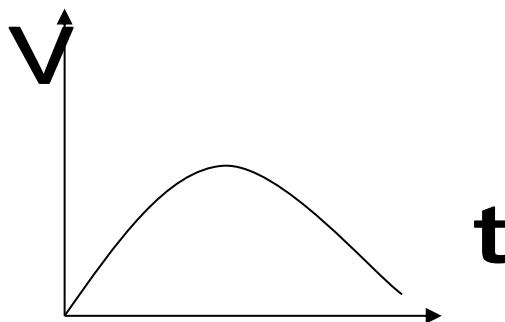


Figure 2. The impact of fashion on the product life cycle

Fetish - private manifestations of fashion that win everyone's attention, are perceived with great

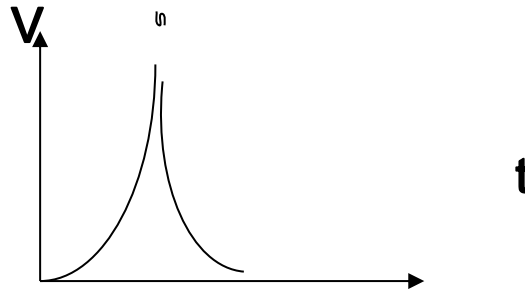
enthusiasm, quickly reach the peak of popularity and very quickly move into the decline stage. The cycle of

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their recognition is short and, as a rule, the number of their adherents is limited. Figure 3 shows the influence

of the fetish factor on changing the life cycle of a product.



**Figure 3. Fetish impact on product life cycle change**

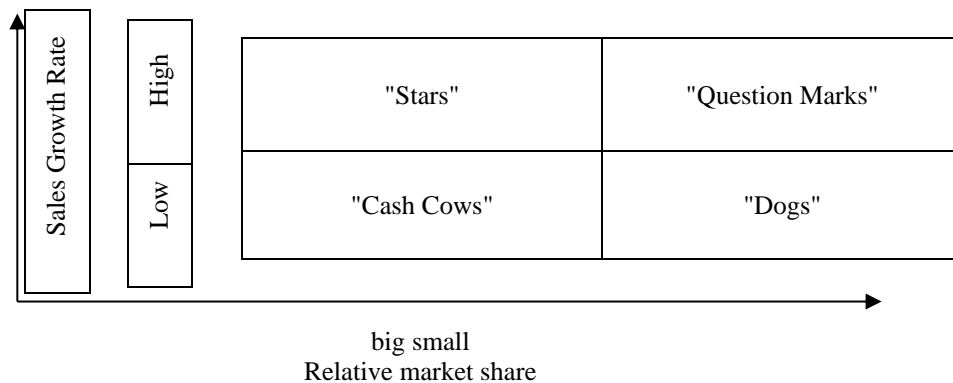
Thus, the footwear manufacturer must plan its production strategy based on the possibilities of using marketing elements to optimize the structure of the product life cycle.

Different companies 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 company 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 products and services of a firm with a differentiated production program on the basis of the so-called growth matrix, or “portfolio of business development directions” (Figure 4).



**Figure 4. Boston Advisory Group Matrix**

The application of this classification requires taking into account the current and potential market segmentation, 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 Figure 4, star combinations of goods and services are located in the upper left quadrant. These products are characterized by rapid growth in sales, which require large amounts of working capital, but

the cash flow is also large, since these combinations of goods and services are leaders in their market segments. Usually in this case, there is a balance of cash flow within the company. Sales agents willingly sell such combinations of goods and services: their production volumes are large, they lead the market and are in high demand, but, as a rule, they do not bring profit to the manufacturer. Over time, but as their life cycle develops, the sales dynamics slow down, and they turn into either “cash cows” or, if their market share decreases and they lose competitiveness, into “dogs”, i.e.



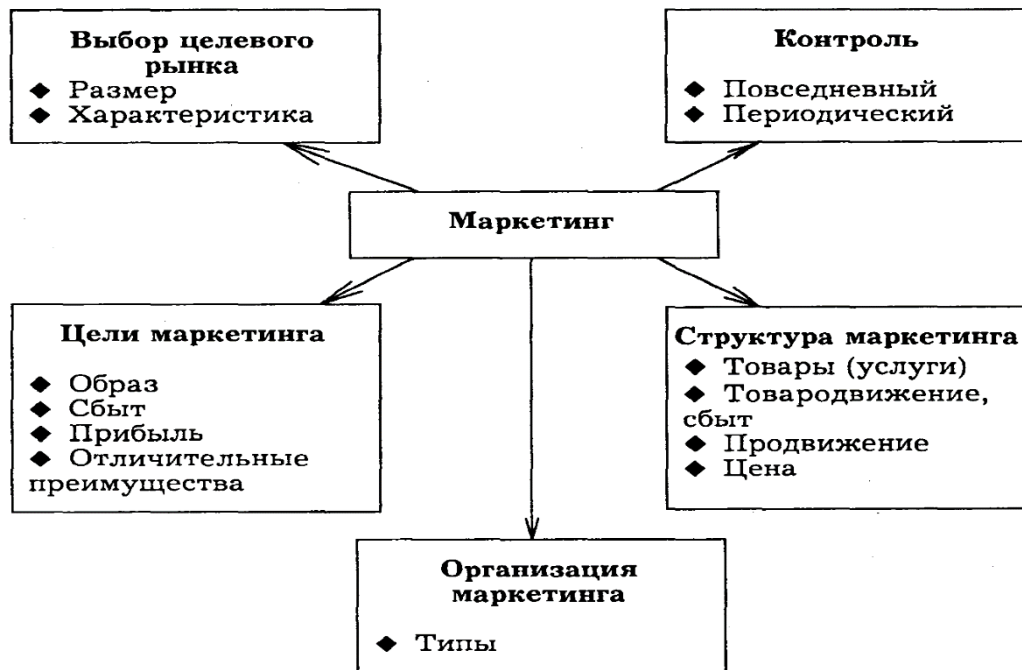
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Combinations of goods and services belonging to the category of "cash cows" are characterized by low dynamics of sales growth. However, their market share is usually high and they can be "milked" because they are able to generate more revenue than is required for investment in production. These product combinations are especially popular with salespeople because of their high demand and are attractive to the sales and marketing manager because they can bring in the real money needed to develop and support sales of new or upgraded products and services.

The really difficult problems pose to the management of the company, before the managers of marketing and sales, the products belonging to the category of "question mark" ("difficult children"), which are located in the upper right quadrant of the matrix. They tend to have a small market share, often need support, and lag far behind the leading products in terms of market position and customer credibility.

Those who deal with them inevitably have the following questions: will they become "stars" or "cash cows"; how much time and money it will take for them to "stand on their feet"; what are their prospects in the market? Such combinations of goods and services, as a rule, do not enjoy the sympathy of sales representatives. Small market share and weak demand, often a low degree of trust and lack of customer awareness, weak advantages over competing products make them difficult to sell. However, if they turn into "stars" or "cash cows", sales agents should direct maximum efforts to organize their sale. However, the sales and marketing manager may find it necessary to introduce a special promotional commission rate and provide personal guidance to support salespeople's efforts to market these combinations of goods and services.



**Figure 5. Factors controlled by marketing**

The development of new combinations of goods and services is carried out taking into account the targets and strategies of enterprises and is accompanied by an analysis of the position of the company, the consequence of which is a decision on the possible diversification of activities. When developing a strategy, a prerequisite is to take into account factors that are controlled by marketing (Figure 5). As well as factors that are not controlled by marketing (Figure 6).

Marketing research and profitability studies of new product concepts are conducted separately from the assessment 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 conceptual design 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 continually 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.

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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.



**Figure 6. Factors uncontrollable by marketing**

The development of a market economy sets the task of developing new approaches to the management of microeconomic systems. Usually, the functioning of any enterprise in a market economy is aimed at obtaining maximum profit, the value of which is significantly influenced by the rationality of decisions made by the management of the enterprise on the basis of taking into account external and internal factors, as well as an analysis of the economic situation that is developing in the market. Recently, the direction associated with maintaining profits at a certain level that satisfies the management of the enterprise has become relevant.

At present, many phenomena of the real economic situation can be explained with the help of

economic and mathematical models. Therefore, in order to make an adequate decision based on forecasting the profit of an enterprise, it is necessary to develop an economic and mathematical model of the process of its change, which takes into account both external and internal factors. In addition, in a changing economic situation, it is useful to apply dynamic models that reflect the process of production, storage and sale of products over time. The constructed models of such processes turn out to be more complex due to the need to take into account many local factors. However, the potential scope of these models is much wider. For example, the construction of an economic and mathematical model of the process of changing the profit of an enterprise,

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first of all, are necessary for management to make informed management decisions on regulating the levels of manufactured and sold products. The model will reflect not only the periods of time for increasing the volume of output and obtaining more profit, but also the periods associated with its reduction and the sale of only products stored in the warehouse. In addition, the management of the enterprise, based on the economic and mathematical model of the process of changing profits, will be able to make the right economic decisions in cases where the forecast value of the enterprise's profit is very small or completely absent. associated with its reduction and the sale of only products stored in the warehouse. In addition, the management of the enterprise, based on the economic and mathematical model of the process of changing profits, will be able to make the right economic decisions in cases where the forecast value of the enterprise's profit is very small or completely absent. associated with its reduction and the sale of only products stored in the warehouse. In addition, the management of the enterprise, based on the economic and mathematical model of the process of changing profits, will be able to make the right economic decisions in cases where the forecast value of the enterprise's profit is very small or completely absent.

The developed dynamic model makes it possible to determine the profit from the sold goods, taking into account the seasonality of demand, the current price of the product, the cost price, and to carry out regulation based on data on the quantity of goods produced and sold on the market. With the help of the constructed model, the processes taking place in the production, sale and storage of finished products, as well as in the field of its repair, are taken into account. In addition, the model can form the basis of expert decision-making systems for calculations related to determining the profit of an enterprise, which will help remove uncertainty in the process of determining the profit of an enterprise with seasonal fluctuations in demand for products in a market economy. The model constructed by the authors allows taking into account the processes occurring in the production, sale and

storage of finished products, as well as in the field of its repair.

Consider an illustrated example based on the considered model. To do this, in Table 2 we present the initial data for solving this economic and mathematical model.

Table 2 uses the following conventions:

t – current time, weeks;

C - the total cost of the product (pair of shoes) rub.;

R – profitability of sales, %;

p1 – initially planned selling price of a pair of shoes, rub.;

p2 – price at the introduced discount (surcharge), under the influence of market factors, rub.;

$\Delta p1$  - the difference between the initial price p 1 and the price p 2, rub.;

S is the size of the discount (surcharge) in % of the price;

k2 - payment for storage of a unit of goods per unit of time t, in% of the cost;

Na is the amplitude value of the volume of footwear production for the period, pieces;

Nmax is the production of shoes at the maximum load of production capacities, pieces;

Nmin - the expected production of footwear to meet the most likely needs of the company's regular customers (set by the company's management based on the actual situation on the market), pieces;

t - the period of one turnover of working capital of the enterprise, weeks;

k - coefficient of repaired products;

m, n0 are constant coefficients;

$\phi1$ ,  $\phi2$  are phase angles.

Suppose a shoe manufacturing company has an order for the production of 500 pairs of shoes at a price of 395 rubles per pair, 625 pairs at a price of 375 rubles per pair. The production capacity of the enterprise allows to produce 2000 pairs of shoes for a period equal to 4 months. The head of the enterprise must decide how much it is possible to "upload" the production capacity of the enterprise in order to sell the rest of the possible production of shoes on his own.

**Table 2. Initial data for calculating EMM - forecasting the profit of an enterprise in conditions of unstable demand for children's shoes**

t	C	p1	p2	$\Delta p1$	k2	Na	Nmin	Nmax	t	k	m	P	$\phi1$	$\phi2$	n0	
1	305	395	350	45	0.3	112.5	100	125	12	0.01	-1	3.14	65	45	1	
2	305	395	350	45	0.3	112.5	100	125					-1	60		45
3	305	395	350	45	0.3	112.5	100	125					-1	60		45
4	305	395	350	45	0.3	112.5	100	125					-1	45		45
5	305	395	350	45	0.3	112.5	100	125					-1	45		45
6	305	395	350	45	0.3	112.5	100	125					-1	45		45
7	305	395	350	45	0.3	112.5	100	125					-1	45		45
8	305	395	350	45	0.3	112.5	100	125					-1	45		45
9	305	395	350	45	0.3	112.5	100	125					-1	50		50
10	305	395	350	45	0.3	112.5	100	125					-1	55		55

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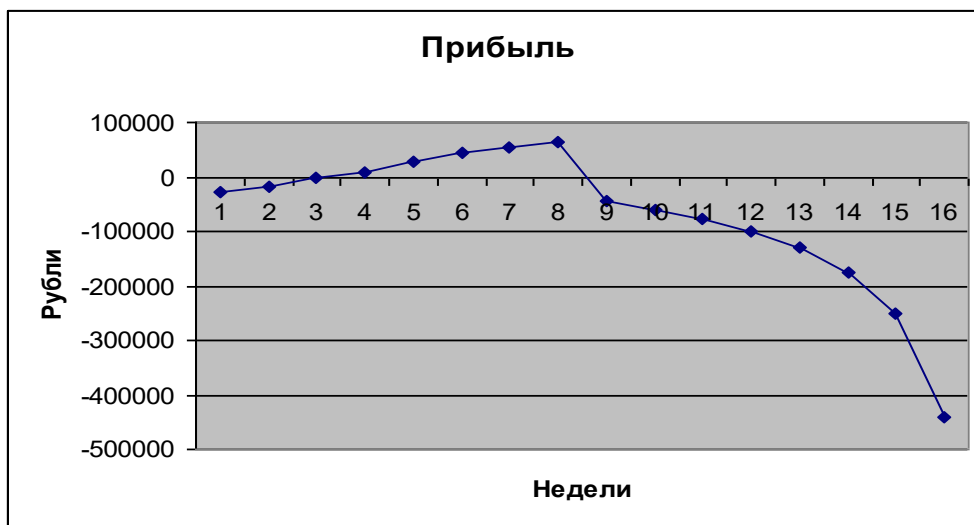
<b>ISRA (India)</b> = 6.317	<b>SIS (USA)</b> = 0.912	<b>ICV (Poland)</b> = 6.630
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<b>JIF</b> = 1.500	<b>SJIF (Morocco)</b> = 7.184	<b>OAJI (USA)</b> = 0.350

11	305	395	350	45	0.3	112.5	100	125			-1		60	60	
12	305	395	350	45	0.3	112.5	100	125			-1		65	65	
13	305	395	350	45	0.3	112.5	100	125			-1		70	70	
14	305	395	350	45	0.3	112.5	100	125			-1		75	75	
15	305	395	350	45	0.3	112.5	100	125			-1		80	80	
16	305	395	350	45	0.3	112.5	100	125			-1		85	85	

Suppose the management of the enterprise decided to additionally produce (in excess of orders) another 475 pairs of shoes and sell this volume on their own.

Thus, the program for the production of children's shoes for the period will total 1625 pairs.

Solving this EMM model with basic conditions: production program - 1600 pairs; the possible size of the discount to the price level for a pair of up to 350 rubles, in the MS Excel environment we will obtain the following data presented in Figure 8.



**Figure 8. Dynamics of the company's profit**

Thus, from Figure 8 it can be seen that the enterprise in the production of shoes under these conditions will make a profit within 5.5 weeks. Somewhere from the middle of the third week to the

end of the 8th week, further production of children's shoes of this type becomes impractical. Table 3 shows the values of the profit dynamics.

**Table 3. Valuesprofit dynamics, rub.**

weeks	1	2	3	4	5	6	7	8	TOTAL
Profit	-28287.5	-17002.6	-1217.64	9667.719	27453.06	13956	17135.98	61241.57	82946.6

Table 3 shows that the total profit that can be achieved by the enterprise under these conditions is 82946.6 rubles.

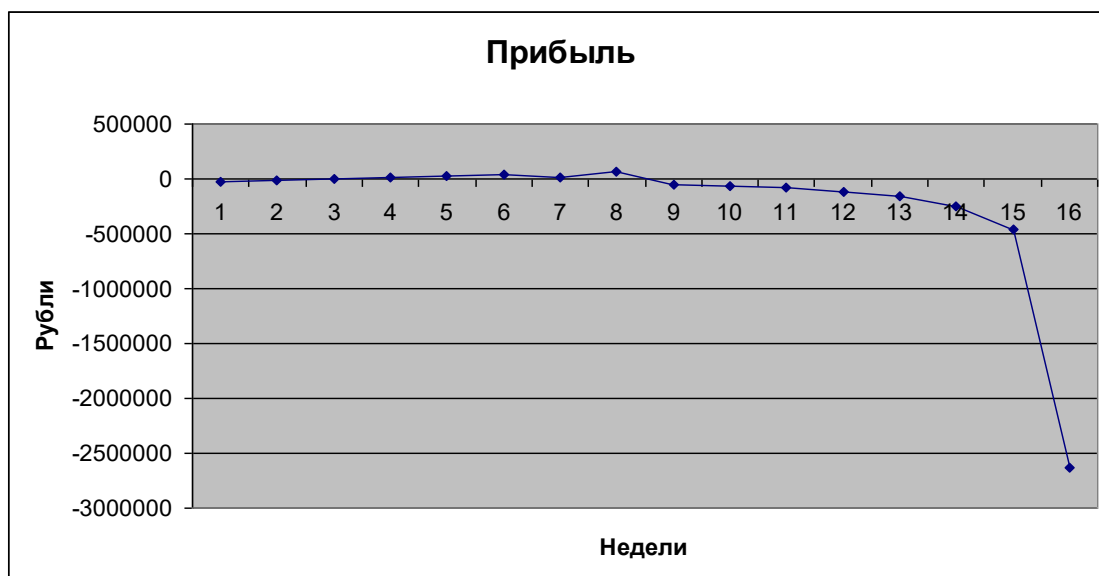
At the same time, when selling goods at a price in the forecast period that exceeds the initial one, for

example, by 10 rubles. (405 rubles) we get a completely different character of the chart (Figure 9).



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**Figure 9. The dynamics of the profit of a shoe company when planning a surcharge**

Figure 9 shows that the enterprise under these conditions will make a profit for only 4.5 weeks. And the amount of total profit for this period will be reduced to 80464.5 rubles. (table 4) Thus, the period of economic life of children's shoes with the introduction of the allowance will be reduced by 1

week, which will entail a decrease in the profit of the enterprise by 2482.1ruble. This is due to the fact that at a relatively high price of a product, there is a gradual drop in demand, and, accordingly, in sales volume along with profit.

**Table 4. Dynamics of profit with a surcharge**

weeks	Profit
1	-29116.3
2	-17881.4
3	-2158.25
4	9927.772
5	28222.75
6	11126.32
7	15034.23
8	65309.36
TOTAL	80464.5

Obviously, in this situation, one should not increase the price of the product, but a more correct solution would be to reduce the cost of production. The presented model for calculating the price optimization equation for a specific production program allows you to track the period of time for the management of the enterprise to set the maximum price for products, or not to sell products at all, since the enterprise may incur losses.

When analyzing and forecasting socio-economic phenomena, the researcher often encounters the multidimensionality of their description. This happens when solving the problem of market segmentation, building a typology of countries according to a sufficiently large number of indicators, predicting the market situation for individual goods, studying and

predicting economic depression, and many other problems.

Often in economic research, the task of analyzing data that is heterogeneous in a certain sense arises. In such cases, before moving on to building regression models, it is necessary to identify homogeneous groups of objects and build regression dependencies within each group. The development of this approach is a variant of classification according to several general indicators (principal components) obtained using the methods of factor and component analysis.

Methods of multivariate analysis are the most effective quantitative tool for studying socio-economic processes described by a large number of characteristics. These include cluster analysis, taxonomy, pattern recognition, and factor analysis.

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Cluster analysis is one of the multidimensional methods for classifying enterprises. It is a set of methods that allow classifying multidimensional observations, each of which is described by a set of initial variables  $X_1, X_2, \dots, X_m$ .

The task of cluster analysis is to divide the initial set of objects into groups of similar, close objects. These groups are called clusters. The results of such a classification should have a meaningful interpretation.

Cluster analysis methods allow solving the following problems:

- carrying out the classification of objects, taking into account the features that reflect the essence, nature of the objects. The solution of such a problem, as a rule, leads to a deepening of knowledge about the totality of objects being classified;
- verification of the assumptions made about the presence of a certain structure in the studied set of objects, i.e. search for an existing structure;
- construction of new classifications for poorly studied phenomena, when it is necessary to establish the presence of connections within the population and try to introduce structure into it.

Cluster analysis is a set of different algorithms for distributing objects into clusters. To date, a huge number of clustering algorithms are known.

One of the most common methods of cluster analysis is the k-means method, which refers to iterative methods of cluster analysis. It is often referred to as the reference method of cluster analysis. The number of clusters  $K$  is set by the user. The procedure is as follows. At the first step,  $K$  clusters - standards are determined. Further, each object is attached to the nearest standard. The criterion is the minimum distance within the cluster relative to the average. As soon as the object is included in the cluster, the average is recalculated. After the reference is recalculated, the objects are again distributed among the nearest clusters, and so on. The procedure ends when the process stabilizes, i.e. while stabilizing the centers of gravity.

Enterprises - standards, united in a cluster, are shown in Table 5.

**Table 5. Enterprise Benchmarks**

No.	Manufacturer's name	Issue 2019	Volume of sales
1	Bris-Bosphorus LLC	15064	14310.8
2	LLC "Mercury TV"	89.3	84.835
3	OOO "Mira"	175.7	166.91
4	CJSC Donobuv, Rostov region	964.7	916.47
5	SE KBR "Narbek"	43.3	41.135
6	ZAO Migrikol	212	201.4

Find the distance between all six objects. The calculation is carried out according to the formula (6):

$$\rho(x_i, x_j) = \sqrt{x \sum_{e=1}^k (x_{ie} - x_{je})^2} \quad (6)$$

The results obtained are presented in the form of table 6.

It follows from the matrix that objects 3 and 6 are the closest  $d_{3,6}=50.07$  and therefore are combined into one cluster. In our case, this is the enterprise of Mira LLC and Migrikol CJSC. At the next stage, it is necessary to attach not an object to an object, but an object to the resulting cluster. So, to calculate the distance between an object and a cluster, we use the following (formula 7):

$$\rho(S_l, S_{(m,g)}) = \alpha p_{lm} + \beta p_{lg} + \gamma p_{mg} + \delta (p_{lm} - p_{lg}) \quad (7)$$

**Table 6. Distance between objects**

1	15064	89.3	175.7	964.7	43.3	212
X2	14310	84.83	166.91	916.47	41.1	201.4
		20654.23	20535.05	19446.77	20717.70	20484.98
	20654.23		119.17	1207.46	63.47	169.24
	20535.05	119.17		1088.28	182.64	50.07
	19446.77	1207.46	1088.28		1270.93	1038.21

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	20717.70	63.47	182.64	1270.93		232.71
	20484.98	169.24	50.07	1038.21	232.71	
<b>No.</b>	1	2	3	4	5	6

After the calculations, we get table 7.

**Table 7. Distance between object and cluster**

#1	#2	№3,6	#4	#5
	20654.70	20485.20	19447.30	20718.20
20654.70		50.70	1207.40	63.45
20485.20	50.07		1088.20	182.40
19447.30	1207.40	1038.2		1270.90
20718.20	63.40	182.40	1270.90	

As a result of the calculation according to the model, object No. 2 was attached to the cluster, since they are the closest,  $d_{2,3,6}=50.7$ . In our case, this is the enterprise Mercury TV LLC.

In the future, we will find the distance between clusters according to the “nearest neighbor” principle,

using the recalculation formula. Distance between object and cluster.

As a result of the calculation according to the model, object No. 5 was attached to the cluster, since they are the closest,  $d_{5,2,3,6}=63.4$ . In our case, this is the enterprise of the SE KBR "Narbek".

**Table 9. Distance between object and cluster**

#1	№2,3,6,5	#4
	20485.20	19447.30
20485.20		63.4
19447.30	63.4	

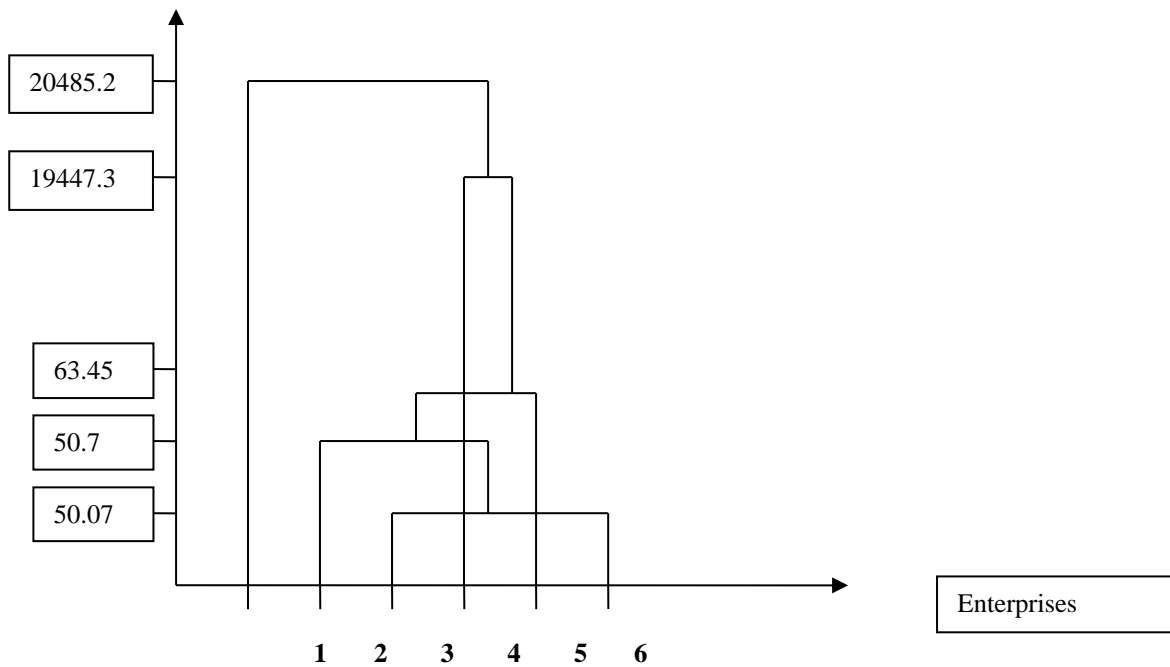
Let's add to the existing cluster enterprise No. 4 CJSC "Donobuv", Rostov region.

#1	№2,3,6	#4	#5
	20485.20	19447.30	20718.20
20485.20		1270.90	63.4
19447.30	1038.2		182.40
20718.20	63.4	182.40	

The results of the hierarchical classification of objects are shown in Figure 10 as a dendrogram.

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**Figure 10. Dendrogram**

As a result of cluster analysis, we obtain groups of similar objects. They are objects numbered 2,3,6, 1,4.

In conclusion, it should be noted that various methods of cluster analysis make it possible to obtain clusters that differ in size and shape.

On a functional basis, a shoe cluster can be formed in the Southern Federal District and the North Caucasus Federal District. When using a mathematical model, it must be taken into account that it groups homogeneous groups of enterprises, uniting them according to the minimum distance criterion. Therefore, within a cluster can be allocated under clusters.

Any production of shoes or other goods must begin with a sales plan, which is developed by the sales (marketing) department. This financial forecast should include the planned sales volumes for the period, the planned selling price and the planned profit for this type of product.

For the mathematical model, such a type of product as children's shoes was chosen. In the Southern Federal District and the North Caucasus Federal District, there is no production of this type of product, and, consequently, all products are imported. Establishing production in our region is considered cost-effective and expedient.

But in industrial production, it is necessary to know the point in time when it is necessary to stop the production of this shoe model and switch to a new

model or sew another model in large volumes (product diversification).

For this purpose, you can use such an indicator as price elasticity. It shows the percentage change in sales as a result of a 1% price change and can be compared across different brands. The price elasticity related to the sales function considered here has the following properties:

- its absolute value increases as the positive or negative deviations from competitors' prices increase;
- the sales function under consideration does not prescribe an unambiguous dynamics of price elasticity over time (it can increase, decrease or remain unchanged);
- since the influence of absolute prices is not significant, that is, price changes do not lead to a decrease in primary demand, but to a change in market share, direct price elasticity and cross price elasticity (percentage change in sales with a one percent change in competitors' prices) coincide in magnitude and distinguish them not necessary.

At the first stage of building the model, we will predict the ideal scheme for the sale of children's shoes by the manufacturer through the store. The firm incurs additional costs for hiring staff and renting a trading pavilion. The amount of additional costs may vary and depend on market conditions.

We summarize the initial data of the ideal model in Table 10.



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**Table 10. Initial data**

Indicator, rub.:	Sum
variable costs	302.95
fixed costs	5598.13
Selling price	395
Units sold	2000
Sales volume at the point of sale	5000
Salesperson's salary	5000
Number of sellers	2
Sales area, sq. m	100
Rent for 1 sq. m	100

Sales forecast for 1 month (25 business days).

The volume of sales increases by 5 pairs per day. The company will begin to make a profit on the 10th day of sales, when the daily sales volume reaches 65 pairs of shoes. Up to this point, the company must sell 360 pairs.

If the additional costs of the enterprise grow, then the break-even point will move to the right, therefore, the enterprise will receive a smaller amount of profit (on the graph, the profit is shown as a shaded triangle).

Let's build a break-even chart based on table 10.

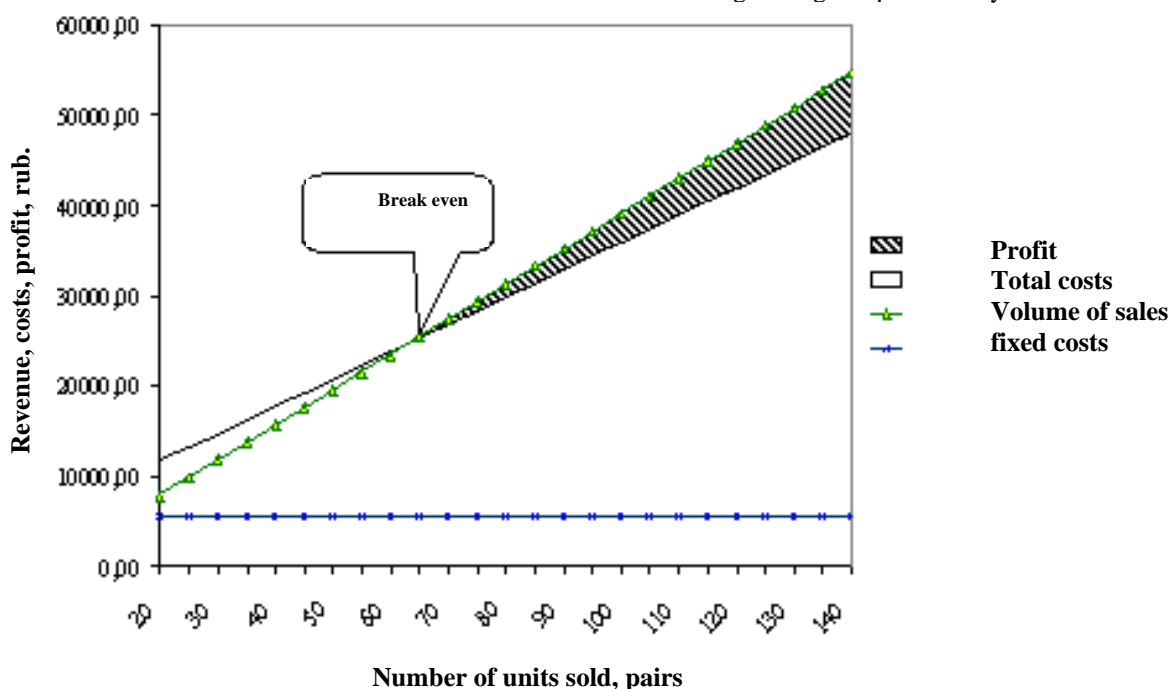
When using the break-even chart in this form, keep in mind the following:

- calculation of break-even conditions and plotting charts

break-even - just tools for analyzing pricing decisions, but not an apparatus for predicting future commercial results;

- the break-even chart in the form shown in Figure 11 is built on the basis of the possibility of a linear increase in production (sales) volumes without any seasonality. Meanwhile, for many types of goods, ignoring seasonality is unlawful. For example, for production, where costs are incurred mainly at the beginning of a long production cycle, and the sale of finished products is only after its completion (this is how a shoe company can work, preparing the entire batch of products for wholesale sales to trading companies on the eve of the new season);

- Analyzing the conditions for achieving break-even, we must not forget that this is just an intermediate finish on the way to the main goal - achieving the highest profitability of sales.



**Figure 11. Break-even chart (children's shoes)**

When calculating the conditions for achieving break-even or building the corresponding schedules, it

is important to correctly set data on the degree of use of production capacities and the conditions for the sale

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of goods. Let's say the above graph was built for the conditions of full, one hundred percent use of production capacities and full sale of all manufactured products, that is, it characterized the result of the company at all maxima: output, sales, revenue.

In practice, it is simply dangerous to adhere to such an overly optimistic approach, and all conditions

must be adjusted downward. So the use of production capacity should be taken at the level of 75-80%. It should be taken into account in the calculations and the possibility of settling of part of the manufactured products in stocks due to the slow implementation process.

**Table 11. Sales volume of children's shoes**

Number	Qty. Steam	Volume of sales	Fast. costs	Variable costs	Total costs	Profit	Add. Cost
1	twenty	7820.00	5598.13	6059	11657.13	-3837.13	80
2	25	9775.00	5598.13	7573.75	13171.88	-3396.88	100
3	thirty	11730.00	5598.13	9088.5	14686.63	-2956.63	120
4	35	13685.00	5598.13	10603.25	16201.38	-2516.38	140
5	40	15640.00	5598.13	12118	17716.13	-2076.13	160
6	45	17595.00	5598.13	13632.75	19230.88	-1635.88	180
7	fifty	19550.00	5598.13	15147.5	20745.63	-1195.63	200
8	55	21505.00	5598.13	16662.25	22260.38	-755.38	220
9	60	23460.00	5598.13	18177	23775.13	-315.13	240
10	65	25415.00	5598.13	19691.75	25289.88	125.12	260
11	70	27370.00	5598.13	21206.5	26804.63	565.37	280
12	75	29325.00	5598.13	22721.25	28319.38	1005.62	300
13	80	31280.00	5598.13	24236	29834.13	1445.87	320
14	85	33235.00	5598.13	25750.75	31348.88	1886.12	340
15	90	35190.00	5598.13	27265.5	32863.63	2326.37	360
16	95	37145.00	5598.13	28780.25	34378.38	2766.62	380
17	100	39100.00	5598.13	30295	35893.13	3206.87	400
18	105	41055.00	5598.13	31809.75	37407.88	3647.12	420
19	110	43010.00	5598.13	33324.5	38922.63	4087.37	440
20	115	44965.00	5598.13	34839.25	40437.38	4527.62	460
21	120	46920.00	5598.13	36354	41952.13	4967.87	480
22	125	48875.00	5598.13	37868.75	43466.88	5408.12	500
23	130	50830.00	5598.13	39383.5	44981.63	5848.37	520
24	135	52785.00	5598.13	40898.25	46496.38	6288.62	540
25	140	54740.00	5598.13	42413	48011.13	6728.87	560
Σ	2000	782000		605900	745853.25	36146.75	8000

Downward adjustments are also desirable in order to take into account possible disruptions in the process of production, transportation or organization of sales of goods.

Let's take the constructed ideal model as the forecast presented by the company's marketers. Let's see how the amount of profit will change depending on the influence of seasonality.

The volume of footwear sales grows disproportionately (faster) than in the model considered earlier (table 12).

With an increased growth in sales, by the end of the month the company will have to produce about 4,000 pairs of children's shoes of this model, but the production program is designed for 2,000 pairs. To reach a new level of production and sales, investments are needed in the purchase of additional equipment and the construction of a new workshop.

**Table 12. Sales growth**

Day	Qty. unit, steam	price, rub.	Volume of sales	Add. costs	Fast. costs	Variable costs	Total costs	Profit
1	20	395	7820	80	5598.13	6059	11657.13	-3837.13
2	25	395	9775	100	5598.13	7573.75	13171.88	-3396.88

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3	30	395	11730	120	5598.13	9088.5	14686.63	-2956.63
4	35	395	13685	140	5598.13	10603.25	16201.38	-2516.38
5	40	395	15640	160	5598.13	12118	17716.13	-2076.13
6	46	395	17986	184	5598.13	13935.7	19533.83	-1547.83
7	53	395	20723	212	5598.13	16056.35	21654.48	-931.48
8	61	395	23851	244	5598.13	18479.95	24078.08	-227.08
9	71	395	27761	284	5598.13	21509.45	27107.58	653.42

Therefore, the management of the firm should consider raising the price by 10% instead of increasing the scale of output in order to reduce the amount of demand to the level provided by the current capacity of the firm. Naturally, in this case, the company's management hopes to gain profit by selling at prices with a higher unit gain (sales price minus variable costs). As it is easy to calculate, it will increase accordingly by 39.5 rubles, that is, it reaches the value of 131.55 rubles. or 30.28% of the new price. It is required to check the conditions for the successful implementation of such a policy.

First, we determine the extent of the break-even reduction in sales after the price increase. The relative break-even change in sales will be (%):

$$BSCp = -\Delta P / (CM + \Delta P) \cdot 100 = -39.5 / (92.05 + 39.5) \cdot 100 = -30,$$

where BSCp is the break-even increase in sales as a result of price changes, %;

$\Delta P$  - price change;

SM - specific gain.

Determining the break-even change in sales in absolute terms, in this case we take as a starting point not the already achieved, but the expected sales volume (after all, it is its achievement that we want to prevent). Then the break-even change in sales is (pairs):

$$BSCa = 4000(-0.3) = 1200.$$

Thus, if, after the increase in the price of shoes, the volume of its sales decreases by less than 1200 pairs, then the company will receive a larger profit than before. If sales fall by more than 1200 pairs, then the firm will face a reduction in sales profits (the price effect will be smaller than the volume effect).

We must also take into account the benefit of avoiding fixed cost increases. According to the engineering service of the enterprise, the purchase of equipment that would allow the enterprise to produce up to 4,000 pairs of shoes per month would require expenses in the amount of 100,000 rubles. Therefore,

given the averted need to incur such costs, the firm will not lose when the price rises even if its sales are reduced by even more than 30%, namely by 30% plus that break-even reduction in sales that nullifies the firm's gain from prevented increase in fixed costs. The calculation of such a complex break-even reduction in sales (in which we show the amount of costs for equipment not purchased, respectively, with a minus sign) gives us the following result:

$$BSCp = -30 + (-100000) / (131.554000) \cdot 100 = -30 - 19 = -49\%;$$

$$BSCa = -0.494000 = -1960 \text{ (pairs of shoes).}$$

To make the economic boundaries of the decision to reduce the price more obvious to us, we summarize them in Table 13.

Let us first of all pay attention to options 3, 6 and 8. Option 3 corresponds to a situation where a decline in sales after a price increase allows the company to produce the same volume of products, that is, investing in additional equipment is unnecessary. From this point on, the company begins to receive additional profit due to savings on semi-fixed costs. Therefore, from this level of sales reduction in column G, the value of the cost of purchasing equipment equal to 100,000 rubles appears. Since these are saved costs, we show them with a minus sign.

Option 6 corresponds to the situation when the price effect and the scale effect balance each other and the gain becomes zero. In other words, the increase in winnings after the price increase (39.5 rubles), multiplied by the entire volume of possible future sales (4000 pairs), turns out to be equal to the reduction in winnings, defined as the product of the new absolute value of the winnings (131.55 rubles) by the reduction sales volume compared to the possible future level (1200 = 40000.3).

But since the firm also saves semi-fixed costs, in fact, at this moment, its change in profit has not yet become zero. She still receives an increase in profit in the amount of the amount of saved fixed costs (100,000 rubles).

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**Table 13. Determination of break-even volume of sales when the price increases**

Options	Scales possible cuts sales volumes		Change in the total amount of the company's gain from sales, rub.			Prevented increase in fixed costs, rub.	Change in total profit after price change (E-W)
	%	couples (4000*%)/100	Increase in the calculation of the possible future sales volume (39.5 * 4000)	Decrease per reduction in sales (131.55*B)	TOTAL (Y+D)		
BUT	B	AT	G	D	E	AND	W
1	0	0	158000	0	158000	0	158000
2	10	400	158000	-52620	105380	0	105380
3	15	600	158000	-78930	79070	0	79070
4	20	800	158000	-105240	52760	-100000	152760
5	25	1000	158000	-131550	26450	-100000	126450
6	30	1201	158000	-158000	0	-100000	100000
7	40	1600	158000	-210480	-52480	-100000	47520
8	49	1961	158000	-258000	-100000	-100000	0
9	50	2000	158000	-263100	-105100	-100000	-5100
10	60	2400	158000	-315720	-157720	-100000	-57720

And only in option 8 does the increase in the firm's profit really become zero. Only with such a drop in sales volumes - by 1961 pairs against a possible future level of 4000 pairs - does the volume effect fully balance both the price effect and the savings in fixed costs.

So, if a price increase of 10% causes a drop in the number of sales by 50% or more, then the company needs to look for another option for pricing.

This can be seen even more clearly in Figure 12.

As we can see, with a reduction in sales in the range of 0-800 pairs, the company receives additional profit (+ΔP) due to the fact that for each unit sold he receives a larger gain than at the previous price, and its amount exceeds the loss of gain as a result of reduced sales. When the decline in sales reaches 800 pairs, the situation changes: the company's profit

growth is also affected by savings on unrealized semi-fixed costs. Therefore, the break-even point actually shifts from the position of 1201 pairs to the position of 1961 pairs of sales reduction. At this point, the losses due to the volume effect cancel out all the gains from the price effect and avoiding the growth of semi-fixed costs.

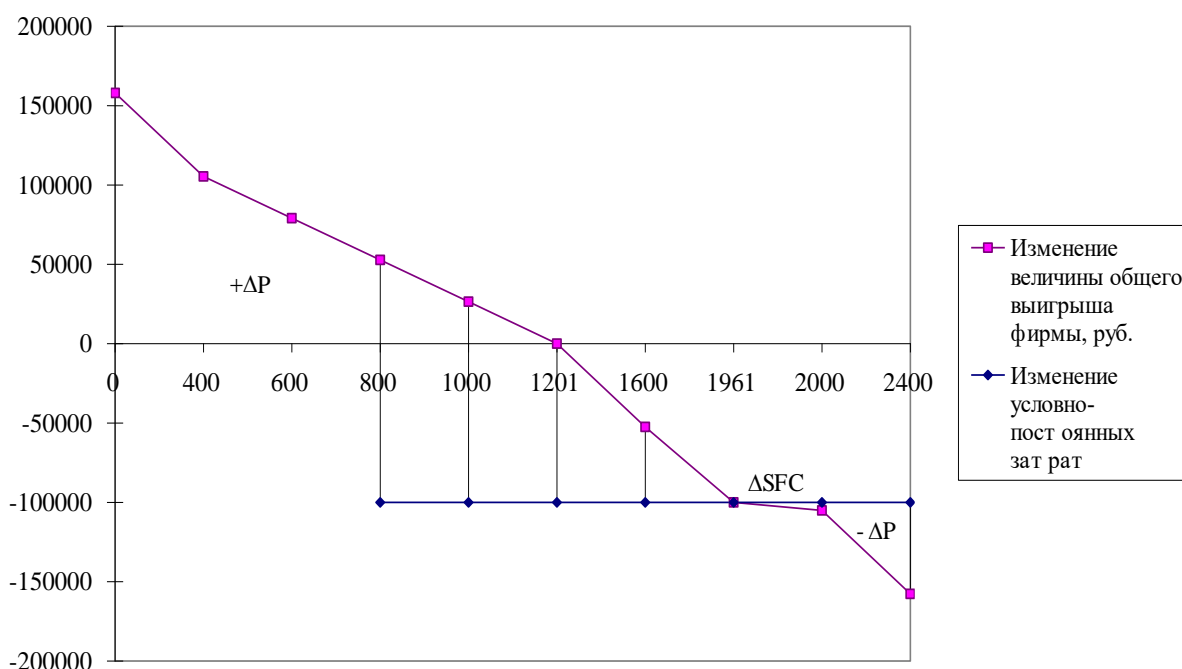
If, however, the drop in sales exceeds this limit, then the company will begin to incur direct losses (-ΔP).

As a result of the price increase of 10%, sales of children's shoes increased by 15% from the previously planned sales of 2,000 pairs to 2,300 units. Since the company had a reserve of production capacity, it was able to increase production without additional semi-fixed costs.



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**Figure 12. Economic impact of price increase and avoidance of investment in capacity expansion: +ΔP,-ΔP - respectively, the increase and decrease in the company's profit;ΔSFC - change in semi-fixed costs**

Now consider a situation where the company is forced to reduce the price of shoes, as well as incur additional semi-fixed costs.

First, consider the option when the demand for shoes has an elasticity equal to one, and therefore the sales volume increases exactly by as many percent as the price decreases by percent (table 14).

**Table 14. Conditions for a firm to break even with a 5% price cut**

Indicators of changes in the operating environment of the firm	Meaning	
	Initial	After price reduction
Price for a pair, rub.	434.5	412.8
Price change, %	-	5%
Specific gain of the company, rub.	131.55	109.8
Win, % of the price	30.28%	26.61%
Break-even change in sales volume, %	-	19.8%
Break-even change in sales volume, pairs	-	455
Total sales, pairs	2300	2755
The total gain of the company, rub.	302565	302565

The break-even change in sales volume is equal to:

$$BSC_p = -(-21.7) / (131.55 + (-21.7)100) = 18.9\%$$

Thus, a price reduction of 5% will pay off for the company only if the number of pairs of shoes sold increases by 18.9% or 455 pairs.

Let's simulate several scenarios for the development of events, laying in them different levels of elasticity of demand - both less and more than one (Table 15). This will help us analyze the financial implications for the firm of the combined decision of lowering the price and purchasing additional equipment to increase shoe production to meet the increase in demand after the price reduction.

To make the logic of its construction more understandable, let's consider option 3 as an example, in which the increase in the number of pairs of shoes sold (after a 5% price reduction for all the analyzed options) will be 15%. Without calculations, we would estimate such an elastic change in demand as a very favorable scenario. But we'll do the math.

So, a 15% increase in the number of sales would mean that the firm would be able to sell 345 more pairs of shoes per month, that is, the number of sales would increase to 2645 pairs. But since they will now be sold at 21.7 rubles. cheaper (not at 434.5 rubles, but only at 412.8 rubles), then, based on the previous sales volume (2300), the loss of the company (price effect)

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will be - 49967.5 rubles. Obviously, this value is the same for all considered options.

**Table 15. Modeling the financial impact of lowering the price and purchasing additional equipment**

Options	The scale of the possible changes in sales volumes, %	Increase in the number of goods sold, pairs, 2300*B/100	Change in the total amount of the company's gain from sales, rub.			incremental fixed costs per month, rub.	Change in total profit after price change, rub. (HEDGEHOG)
			Reduction based on the previous sales volume (21.7 * 2300)	Increase in calculation for sales growth (109.8*V)	TOTAL (Y+D)		
BUT	B	AT	G	D	E	AND	W
1	0	0	-49967.5	0	-49967.5	0	-49967.5
2	10	230	-49967.5	25259.75	-24707.8	10000	-34707.75
3	15	345	-49967.5	37889.63	-12077.9	10000	-22077.88
4	19.8	455	-49967.5	49967.5	0	10000	-10000
5	23.7	546	-49967.5	59967.5	10000	10000	0
6	30	690	-49967.5	75779.25	25811.75	10000	15811.75
7	40	920	-49967.5	101039	51071.5	20000	31071.5

But the increase in sales will bring to the firm an increase in winnings. Since variable costs are not affected by price changes in any way and remain at the same level - 302.95 rubles, the new value of the specific gain after the price reduction will be 109.8 rubles. (412.8-302.95). Multiplying it by the increase in the number of pairs of shoes sold, we get the increase in the profit of the firm (the volume effect). It for this option will be 37889.63 rubles. (109.8345).

The total resulting change in the size of the company's gain under the influence of the price effect and economies of scale will be - 12077.9 rubles. (- 49967.5 +37889.63).

Since the company could not provide such an increase in output on the existing fleet of equipment, it purchased additional equipment, which led to an increase in the amount of its fixed costs per month by 10,000 rubles. This, accordingly, leads to an even greater reduction in the value of its gain. It for this option will be -22077.88 rubles.

Therefore, this option, despite a 15% increase in the number of pairs of shoes sold, will be unsuccessful for the company. Her monthly winnings will be reduced by -22077.88 rubles.

The company will be able to receive an increase in winnings only if the increase in the number of sales is more than 23.7%.

But let's pay attention to option 7, where we simulated the most favorable development of the situation - an increase in the number of sales by 40%, or by 920 pairs of shoes. Such an increase in volume by the enterprise can be achieved with additional fixed costs in the amount of 20,000 rubles. But the gain in this case will turn out to be the largest of all the options considered, which will be ensured by an extremely large value of the volume effect - it will bring the company an increase in gain in the amount of 31,071.5 rubles.

Let's go back to our sales forecast. As a result of a price reduction of 5%, sales increased by 39.1% and amounted to 3,200 pairs of shoes per month. Also, the company was forced to purchase additional equipment (10,000 rubles) in order to ensure sales growth.

Consider another situation where the variable costs of a product (a pair of shoes) change. Let's turn to the above BSCp formula. To do this, we need to simply subtract the change in variable costs from the price change before calculating the break-even sales change (%). Let us also pay attention to the fact that, in contrast to the calculation that we carried out for an isolated price change, in this case the values used for the calculation must necessarily be expressed in absolute monetary units (in rubles or another

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currency). And then the equation will take the following form:

$$BSCp = - (\Delta P - \Delta VC) / (CM0 + (\Delta P - \Delta VC))100,$$

where BSCp is the value of the break-even increase in sales, %;

$\Delta P$  - price change;

CM0 is the previous absolute value of the specific gain;

$\Delta VC$  - change in the value of variable costs.

Returning to the problems of our enterprise, we use this formula to calculate the break-even increase in sales it needs. Suppose changes in variable costs amounted to 15 rubles. Therefore, the change in the specific gain for her will be equal to:

$$\Delta CM = (\Delta P - \Delta VC) \cdot -21.7 - (-15) \cdot -6.7.$$

Since we previously established that the specific gain before the price change was 131.55 rubles, now nothing prevents us from calculating the break-even change in sales volume.

$$BSCp = - (-6.7) / (131.55 + (-6.7))100 = 4.85\%.$$

In physical terms, this will be respectively:

$$23000 \cdot 0.0485 = 111 \text{ pairs}$$

Now let's turn to the analysis of the impact on the break-even increase in sales of possible changes in fixed costs. The formula for calculating this effect is as follows:

$$BSV = \Delta FC / CMa,$$

where BSV is the breakeven sales volume, nat. units;

$\Delta FC$  - increase in the amount of fixed costs, rub.;

CMa – specific absolute gain, rub.

Since we remember that unit gain is equal to price minus variable costs, we can easily find for this example that the break-even increase in sales volume

required to compensate for such an increase in fixed costs is equal to:

$$BSV = 10,000 \text{ rubles} / (412.8 \text{ rubles} / \text{pair} - 302.95 \text{ rubles} / \text{pair}) = 91 \text{ pairs}$$

Now the managers of the enterprise will be able to make a decision, which will depend on the following conditions:

1. How likely, given the current market situation, is it possible to sell the required volume of products every month?

2. How big is the danger that the volume of sales will be less and the company will begin to incur losses?

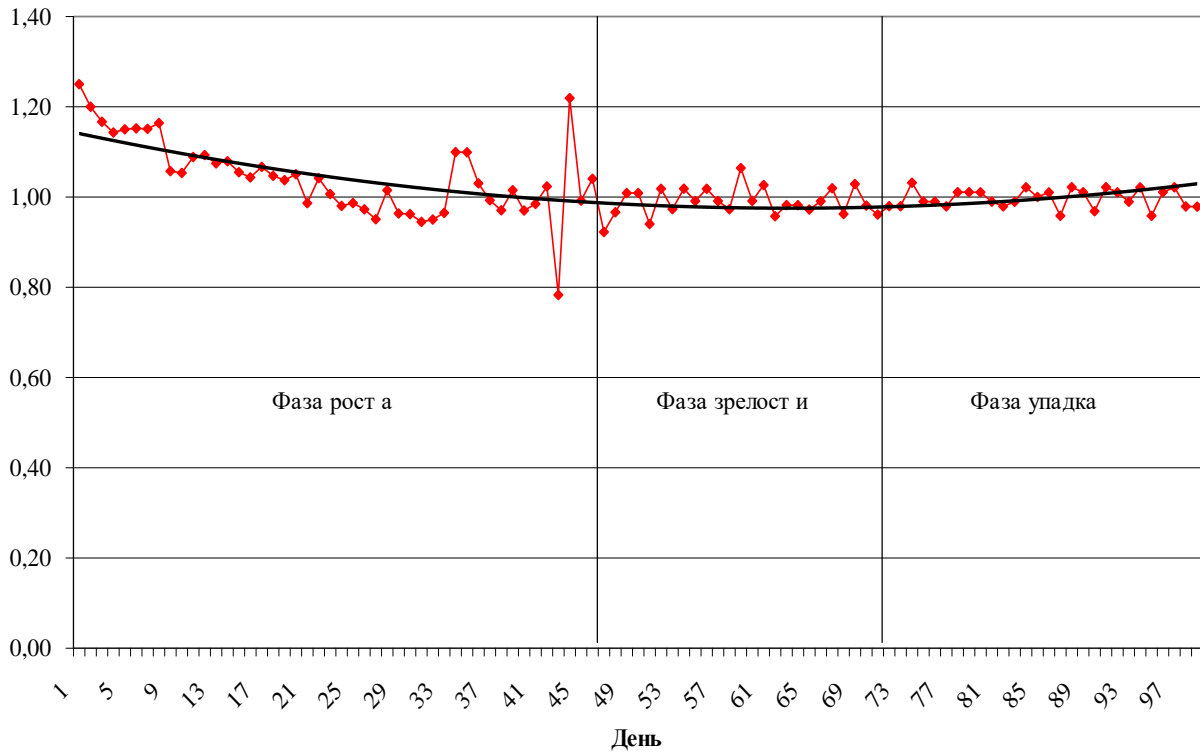
3. Is it possible to abandon the chosen pricing strategy and how quickly can this be done?

These are the questions that marketers need to address.

Let's look at the model again. On the 60th day of shoe sales, the price effect ceases and sales begin to decline. The company again decides to reduce the price of products, but demand is less and less responsive to such a change. Here, the firm must increase sales through marketing promotions, brand development, retail merchandising, and so on. These activities will increase the maturity stage of the footwear life cycle and generate additional profit. But when the demand for shoes stops responding to price changes and other non-price factors, the company needs to stop producing this model. At this point, the elasticity of demand will begin to increase and the maturity stage will move into the decline stage (Figure 13). The trend line drawn by the elasticity of demand showed that this brand of children's shoes was in the growth stage from day 1 to day 49.

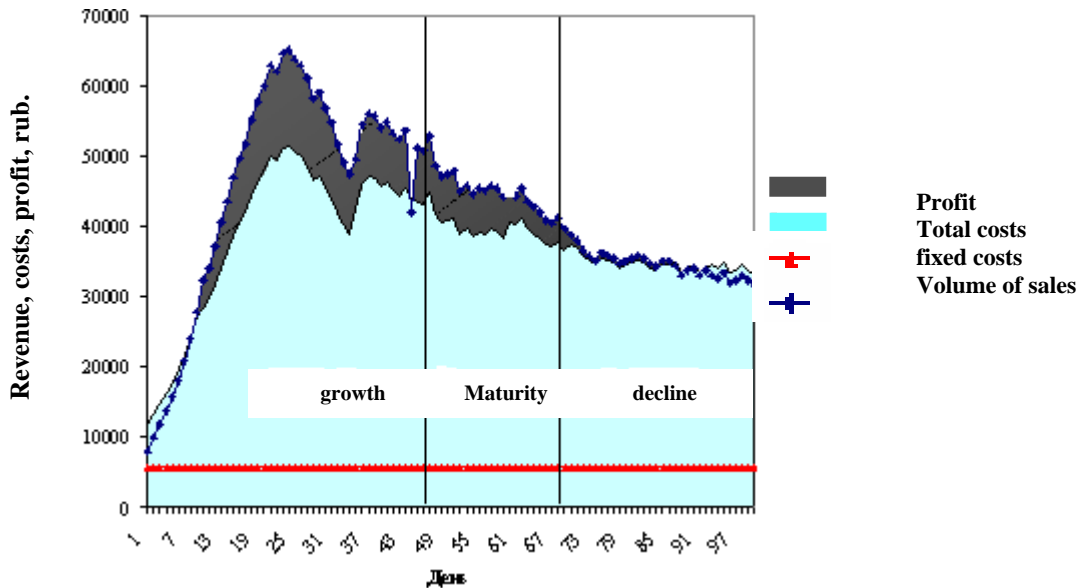
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**Figure 13. Elasticity of demand**

Let's analyze the change in profits during the life cycle of shoes (Figure 14).



**Figure 14. Sales of shoes during the life cycle of shoes**

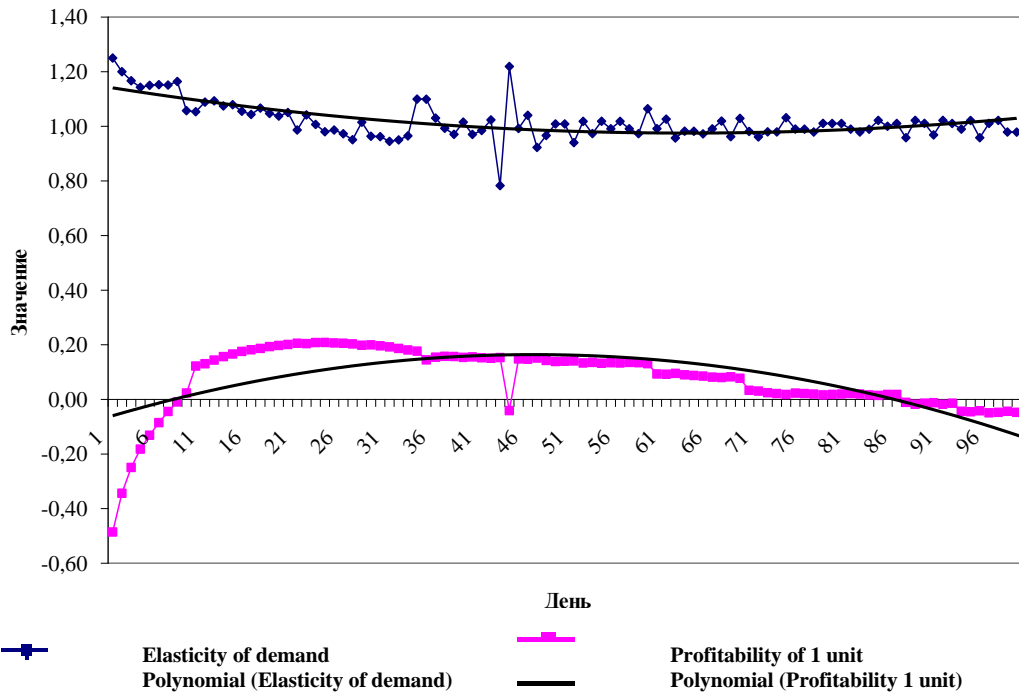
As can be seen from Figure 14, the company received a maximum of profit at the stage of growth and a minimum at the stage of decline.

Let's compare the obtained results with the profitability of 1 pair of shoes throughout the life cycle of a children's shoe model (Figure 15).



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**Figure 15. Elasticity of demand and profitability of 1 pair of shoes depending on the stage of the life cycle**

At the stage of growth, the profitability of 1 unit (pair) reaches its maximum value (about 20%), at the stage of maturity it decreases to 15%, and by the stage of decline it reaches its minimum values.

Let's compare the elasticity of demand and the daily sales volume divided by the average sales volume for the period (Figure 16).

The average sales volume for the life cycle was 105 pairs. The maximum excess over the average level is observed at the growth stage. Slightly above average at maturity and below average at decline. At the stage of maturity, the enterprise had to apply one of the above recommendations to increase sales in order not to receive losses in the future.

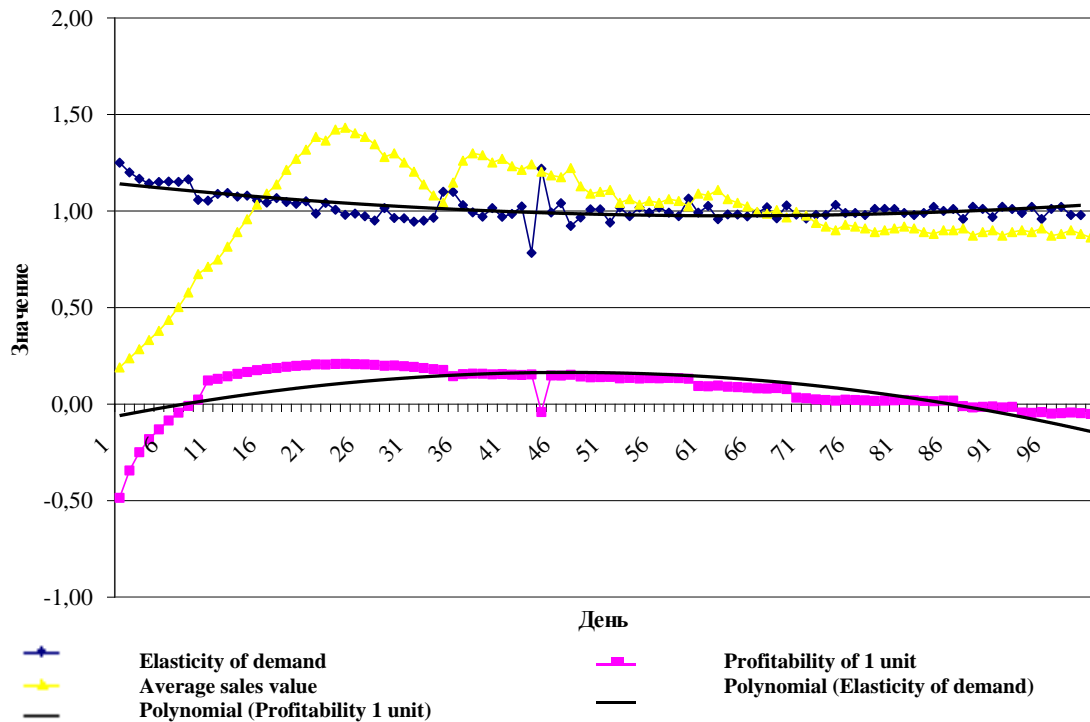
Let's add to the graph shown in Figure 17 the break-even sales volume per each day of the life cycle of a shoe brand.

The break-even sales chart intersects with the average sales chart at the stage of transition from the maturity stage to the decline stage. Thus, when the following facts occur at the enterprise for a separate category (brand) of products:

1. The elasticity of demand increases;
2. The profitability of 1 unit of production is reduced;
3. Decreased sales volume
4. Sales are approaching break-even sales it is necessary to stop producing this brand of footwear or modernize it, that is, give additional properties necessary for consumers.

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**Figure 16. Daily sales divided by average sales**

The company needs to stop the production of shoes of this model in the interval between the 60th and 70th day of sales. Further production will bring losses, as the demand for this model becomes inelastic.

$$Pr \text{ } \u003d \text{ } V (C - Z_{perm.}) - Z_{post.}$$

The amount of profit depends on the number of pairs of shoes sold, the difference between the price of a pair of shoes and the amount of variable costs attributable to it, i.e. the amount allocated to cover fixed costs, and the amount of fixed costs.

When applying operating leverage, business leaders have the opportunity to influence three main elements: fixed costs, variable costs and prices, each of which is to some extent related to sales volume. Let's consider the effect of changes in each of these elements on the example of Donlbu LLC during the

release Expenses for the preparation and development of production - 0.71 rubles;

- expenses for the maintenance and operation of equipment - 18.65 rubles;
- overhead costs - 10.26 rubles;
- raw materials;
- general business expenses - 114.95 rubles;
- commercial expenses - 14.84 rubles.

Thus, fixed costs amount to - 159.41 rubles. (21.06%).

The value of fixed costs in the amount of the entire volume of production is 2486796 rubles, respectively, the amount of revenue minus variable costs (i.e. the sum of fixed costs and profits) per one pair of shoes is 292.61 rubles. 2238116.4 rub. ceteris paribus will cause a reduction in volume.

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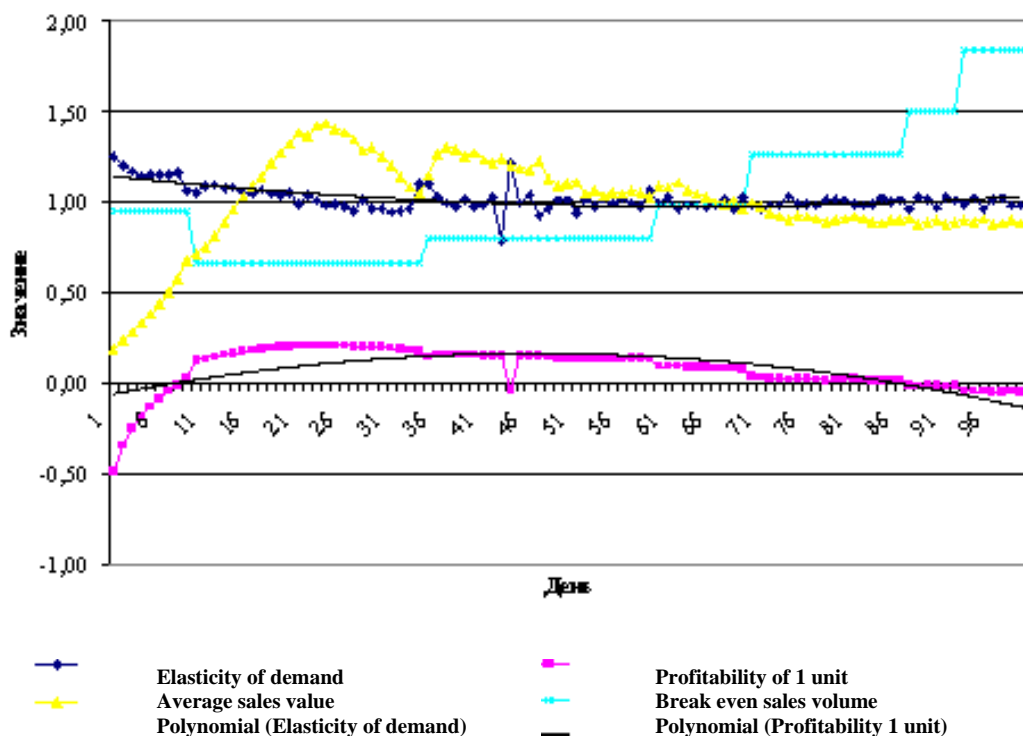


Figure 17. Break-even sales volume

The processes of globalization, the strengthening of international competition, which characterize the world economy, were an objective prerequisite for changing the paradigm of competitiveness management, which consists in the rejection of traditional industrial policy and the transition to a new industrial policy based on clusters (cluster policy). As a result of globalization, factors of production become mobile, competition between countries intensifies, therefore, not only innovations and education, but also the relationship between enterprises are important for development and maintaining superiority over competitors, which led to the creation of network structures - clusters.

The cluster 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.

In the studies performed, the issues of the formation of a regional shoe cluster in the Southern Federal District were considered. As a result of the work carried out, the prerequisites for creating a cluster were identified, such as:

- a large concentration of skilled labor;
- clear specialization of manufacturers;

- long-term traditions of shoe craft;
- availability of local suppliers of quality raw materials;
- high demand in the region for quality footwear.

We believe that for the development of the shoe cluster in the Southern Federal District it is necessary to:

- legalization of preferential taxation of producers;
- creation of an effective system for marketing products;
- improving the quality and design of shoes;
- increase in assortment;
- uniting the efforts of the players to promote the shoes of the region.

In the course of the work, it was proved that the cluster is a socio-economic system and belongs to the class of organizational systems.

An organizational system (organization) is a system, i.e. a set of interrelated elements, but this is not just a set of elements, but it exists or is created artificially to achieve certain goals, that is, the system is a means to achieve goals.

An economic and mathematical model for creating a cluster in the Southern Federal District is also given. Calculations were made by the method of multivariate classification and cluster analysis. As a result of the calculation according to the model, enterprises were united into a cluster.

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The calculated technical and economic indicators can serve as the result of the performed research. Thus, the estimated output of pairs of shoes at the end of the fifth year of the cluster's operation will be 190,156,000 pairs, which will ensure economic stability for the cluster by that time.

Estimated gross profit at the end of the fifth year of the cluster will be 26928568.4 thousand rubles. rub., the total cost of production, respectively, 162921748.2 thousand rubles. It is planned to create 76268 jobs. The average monthly salary of one worker in the production of men's shoes will be 11,761.94 rubles, in the production of women's and children's shoes 10,504.46 rubles. and 10425.8 rubles, respectively. The most profitable is the production of women's shoes - 18.8%, the profitability of the production of men's shoes will be 16.6%. Less profitable is the production of children's shoes - 9.31%, and this is not surprising, since the production of shoes for children requires the highest costs. The average profitability will be 16.64%.

We also considered various options. sales of shoes within a month, for example, 100% sales of manufactured shoes, 80% and 50%. Calculations show that with 100% of the sale of shoes in the specified period of time, not only the costs of production and sale of shoes are covered, but also a fairly significant profit is obtained. This indicates the effective operation of the shoe cluster, as well as the correct marketing and assortment policy, it is also possible to make a profit when selling 80% of the manufactured children's, men's and women's shoes.

If only 50% of all footwear is sold, the activity of the cluster will not bring income, which allows us to assert that such cases are unacceptable when the sale of manufactured shoes is less than 50% within a month. If such a situation arises, it is necessary to attract borrowed funds to cover the costs and subsequent output, which provokes the possibility of the cluster becoming bankrupt.

To ensure 100% sales of manufactured shoes, 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 characteristics of the regions of the Southern Federal District, as well as national characteristics of residents of the regions of the Southern Federal District. The cluster provides for the production of footwear using both mechanized innovative technical processes and manual labor, which should meet the demand of both the elite consumer and the mass consumer, creating the prerequisites for the sale of all footwear.

The developed innovative technological processes for the production of men's, women's and children's shoes using modern technological equipment manufactured by leading companies in the world will allow the production of shoes in a wide

range not only by type, but also by fastening methods, which is also a guarantee of sustainable demand for the proposed range of shoes .

The proposed technological equipment, 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, allows, taking into account the available production areas choose the optimal volume of manufacturing shoes with high TEC.

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 within the footwear cluster. 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 footwear.

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 shoe market in the Southern Federal District and the North Caucasus Federal District, and provide an opportunity for the development of the domestic shoe industry.

From the analysis performed, we note the following trends in the development of the shoe industry in the Southern Federal District and the North Caucasus Federal District are characterized by a high level of migration of the working population to developing industries. The leather and footwear industry for the two 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.

1. On the territory of the region there are unused sectoral fixed assets suitable for restoration.

2. In the Southern Federal District and the North Caucasus Federal District there are many specialized educational institutions for training personnel in the field of the leather and footwear 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



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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 region are very significant.

We offer the following set of measures:

1. Creation of a regional development and maintenance program

domestic shoe production in the region.

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 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 the regional authorities in the formation and development of the shoe cluster, their reduction in prices for components and energy costs, and for a convenient transport interchange is necessary. All this together will allow such a formation a long life and stable positions not only in domestic, but also in foreign markets. All that is needed is the good will and support of all participants in the municipal, regional and federal branches of government.

## PARIS COUTURE WEEK 2022



### Collections/Fashion

28 January 2022

Paris Couture Fashion Week 2022 has come to an end, which means it's time to take stock. We

decided to tell you about the most bright shows recent days and note what we remember them most of all.

**Fendi**

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**Couture Paris Fashion Week 2022: the most spectacular shows of recent days**

Fendi dedicated their couture show at Palais Brongniart to the love of Rome. Brand creative director Kim Jones showed off embroidered capes, beaded dresses with long thin lines inspired by Roman modernity, as well as all sorts of Italian-inspired capes. The most significant hits of the collection were

hand-painted monastic faces and statues, which were printed on luxurious velvet fabrics in full size. Following the trend for drapery, Fendi also showed us royal dresses in scarlet rose and cloudless night sky, complemented by sequins and shimmering threads.



**Charles de Vilmorin**

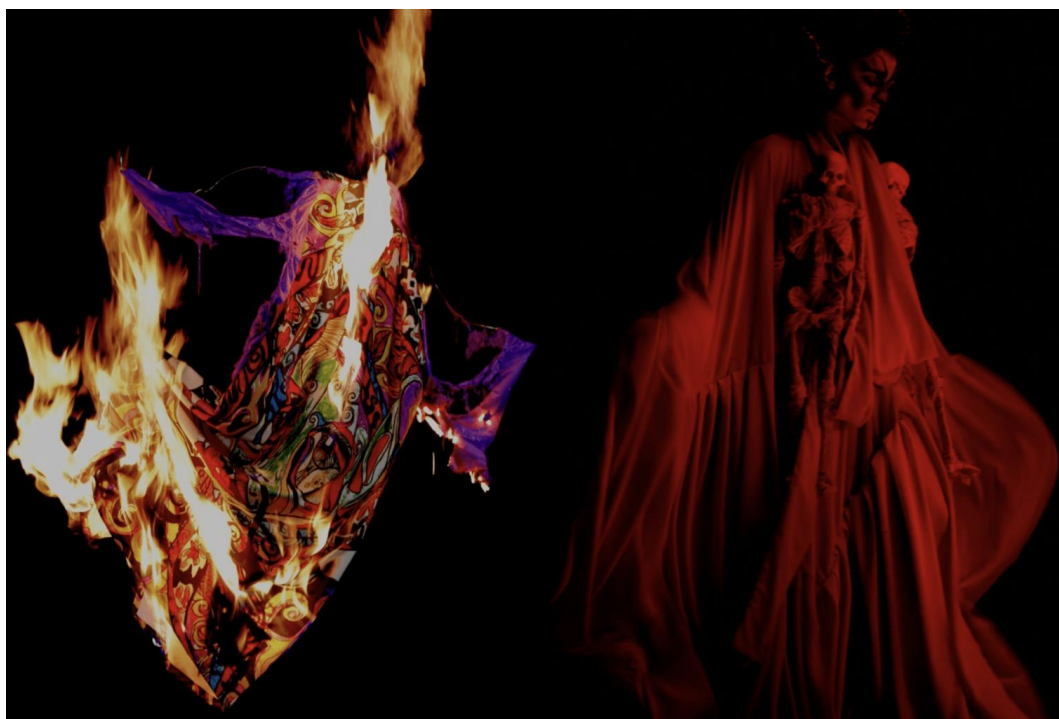


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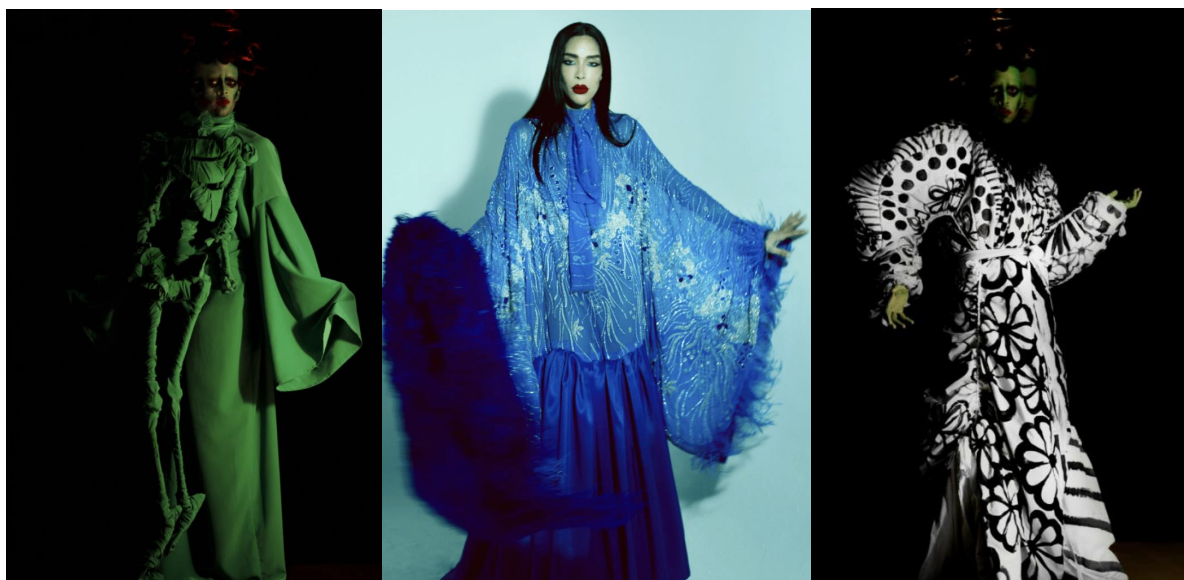
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For the Spring/Summer 2022 couture collection, Charles de Vilmorin turned to the work of the great science fiction director Tim Burton. The Charles de Vilmorin dance of death is an allegory that reminds us that in the end, no one can escape the Grim Reaper, but fashion will help us all heal.

In the video presentation of the collection, we see a young man who, in the darkness of the night, begins to sew luxurious clothes in the style of the 80s. The dresses he created are decorated with fabric miniatures of skeletons dancing with real people, sequins, feathers and even naive black and white drawings from childhood.



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Menswear-inspired styling cues we spotted in ralph laurent's fall/winter 2022 collection **collections/fashion**

24March 2022

Two years after their last offline show, Ralph Laurent is back in New York to show us that there are things that only get better with age. And in this case we are talking about the exceptional sense of classical style and the unsurpassed taste of its creators.

From the classic three-piece suit to the cute teddy bear pullover, Ralph Laurent's fall collection is full of recognizable brand codes, reminiscent of American aristocrats and British dandies. But there are also new combinations that, with the light hand of Jack Becht, migrated from the men's wardrobe, becoming basis of women's.

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1. Pullover and dress shirt



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2. Black monochrome and plaid double-breasted coat



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3. Basic trio: jet black, milky and light gray



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4. Combination of houndstooth and classic check glencheck



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5. Pullover with a high neck, worn under a matching shirt

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6. Multi-texture



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7. Repetition of print colors in the outfit itself



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8. Jabot and the classic two-piece striped

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<b>ISI</b> (Dubai, UAE)	= <b>1.582</b>	<b>ПИИЦ</b> (Russia)	= <b>3.939</b>	<b>PIF</b> (India)	= <b>1.940</b>
<b>GIF</b> (Australia)	= <b>0.564</b>	<b>ESJI</b> (KZ)	= <b>8.771</b>	<b>IBI</b> (India)	= <b>4.260</b>
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9. Nothing superfluous: only a white shirt and black trousers with arrows



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10. Multi-faceted stripes and a scarf instead of a tie

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11. Tie worn with a dress



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12. Large contrast cage and butterfly for a tuxedo

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13. Quilted jacket instead of a jacket



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14. Bloomers tucked into over the knee boots and a jacket resembling a tunic

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15. Tuxedo coat and velvet skinnies



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16. A down jacket that has become the main focus of a classic look



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The current situation in the world has shown that everyone has the right to express their position in the way they can best do it. Journalists shoot reports, citizens go to peaceful rallies, and designers create clothes dedicated to certain high-profile events. Speaking of the latter, we note that catwalks have long become not just a place to showcase clothes and promote new trends, but a real platform where fashion and politics, intertwined, become a single organism.

It all started back in the second half of the 20th century, when youth subcultures, like hippies and punks, actively indicated their agreement or disagreement with certain foundations and laws of society. Remember the loud slogans of Vivienne Westwood, who since the beginning of her design career has been openly talking to the public on the topics of environmental protection, climate change and even Brexit. And luckily, she's not the only one. History remembers a lot of examples when fashion and politics met in order to be heard (and in this case, seen) by everyone.

### Conclusion

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 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, a strategy was put in place to improve the quality, competitiveness of products, which would be able to conquer 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 priority 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, makes it possible to calculate the static parameters of the technological process for the production of priority products at 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 priority 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 Caucasus 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 the regional authorities in the development of production of competitive and priority products, lower prices for components, energy costs and benefits for the transportation of manufactured products by enterprises of the regions of the Southern Federal District and the North Caucasus Federal District are most necessary.

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, especially, 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

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predict the maximum income from the production of priority 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.

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 priority 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 gender 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 priority 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 a stable TEP and prevents them from bankruptcy.

Complex indicators of the effectiveness of innovative technological processes for the manufacture of footwear, similar to other types of

priority 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 were identified, allowing to eliminate bottlenecks, to minimize 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 methods of targeted programming 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 priority 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 priority 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 of the regions of the Southern Federal District and the North Caucasus Federal District with a stable position both in the domestic and in the markets of near and far abroad. All that is needed is their good will.

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## INTERNATIONAL METHODOLOGICAL ASPECTS CHARACTERIZING FOOD SAFETY AND THE SYSTEM OF INDICATORS EVALUATING IT

**Abstract:** Socio-economic and political processes and realities emerging and threatening it on a global scale are considered the main factor threatening food security in countries. On the one hand, this is due to the occurrence of global economic, financial, and agrarian crises, the reduction of international food markets and the increase of prices in them, and on the other hand, the trend of decreasing agricultural arable land is maintained in the context of the growth of the world population and the intensification of urbanization processes. Opinions on these issues are expressed in the scientific article and interpreted from a scientific and theoretical point of view.

**Key words:** food security, social security, consumer basket, agriculture, consumer products, food indicators.

**Language:** English

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### Introduction

As a result of global climate changes, globalization of the economy, in order to obtain high profits in the world market, the production of dangerous products, plant pests and various dangerous diseases as a result of the large-scale use of various antibiotics, hormones and similar components and additives harmful to human health in the production processes of food products. The spread of viruses is exacerbating the above problems. In particular, since 2020, the issue of growing and delivering basic types of agricultural and food products for population consumption is considered the most urgent task in the world, in the conditions of increased epidemiological risks, i.e. due to the COVID-19 pandemic.

In September 2015, the agenda of the meeting with the participation of the UN member states adopted the global Millennium Development Program and Sustainable Development Goals until 2030. One of the objectives set in this program is the commitment to "eliminate hunger, ensure food security, and promote healthy nutrition and sustainable agriculture"[1].

Various approaches to the interpretation and determination of food safety and its components have

expanded in the beginning of the last century and in the years of the Second World War due to the aggravation of the problem of providing food products to the population on a global scale. In order to solve this problem, efforts have been made to create an international organization dealing with food and agricultural issues within the UN.

Various approaches to the interpretation and determination of food safety and its components have expanded in the beginning of the last century and in the years of the Second World War due to the aggravation of the problem of providing food products to the population on a global scale. In order to solve this problem, efforts have been made to create an international organization dealing with food and agricultural issues within the UN. Until this period, the term food security of the state was not used. However, increasing the production of food products at the expense of the countries' own funds, and the issues of self-sufficiency of the population with food products through the development of agriculture have increased. In the period from May 18 to June 3, 1943, a conference on the creation of an international organization on food and agricultural issues was organized in the city of Hot Springs, USA, with the

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participation of representatives of 46 countries of the world. At the conference, recommendations were made to the states on the development of national agriculture and the reduction of customs duties on agricultural food products. It was also suggested that the new organization be called the Food and Agriculture Organization of the United Nations (FAO).

It should be noted that the main international body that determines the strategy in the field of food safety is the Food and Agriculture Organization of the United Nations. The committee was established in 1974 as an intergovernmental body to review and adopt policy measures on food security. The committee organizes international summits and forums on food security issues. They define near-term tasks and measures to ensure food safety. Assessment of food security and determination of measures in the areas defined by the UNFCCC are carried out by FAO. UNICEF and the World Health Organization and other international organizations and associations are involved in these works[2].

The term food security entered international circulation after the grain crisis of 1972-1973. During this period, in the case of excess food production in the developed countries, famine occurred among the population in the third world countries. This problem has begun to be discussed in the world community. In the context of these discussions, the UN General Assembly held in December 1974 approved the "International Commitments to Ensure World Food Security" developed by FAO. However, the term "food safety" is not defined in this document.

It is important to clearly define the criteria and indicators of food safety in the implementation of the state policy aimed at ensuring the country's food safety. Assessment of food security, first of all, requires the creation of a system of target indicators for the interested party, and encourages taking measures based on socio-economic development programs at various levels to achieve them. The methods and indicators used to assess food safety at different levels have a direct impact on the effectiveness of measures aimed at achieving this goal. After all, what cannot be measured cannot be effectively regulated.

According to M.R. Bulatasov, indicators of ensuring food safety are as follows:

- 1) level of production of agricultural products, raw materials and food per capita;
- 2) level of consumption of basic types of food products per capita;
- 3) energy content of the population's diet;
- 4) consumption of food products by individual population groups;
- 5) the share of the import of basic food products in the volume of commodity resources;

6) the (comparative) volume of strategic and current food reserves in relation to standard requirements;

7) the main mechanisms and risks of ensuring food safety[3].

E.S. Baytilenova and A. Daurbaeva highlight the following main criteria of food safety assessment methods in the case of the Republic of Kazakhstan:

- production of 75-80 percent of the total volume of food products by local producers in the country;
- consumption of food products at a reasonable level of calories by the population (3000 kcal per day);
- to ensure a reasonable composition of food and fully meet the needs of the population in physiologically based standards (norms);
- creation of food insurance reserves at the level of 17 percent of the annual volume of food consumption;
- the existence of real opportunities to meet the need for food products that are not produced in the country or are produced in small quantities at the expense of imports;
- grain production in the amount of not less than 1 ton per capita[4].

E. Balatsky, N. S. Ogluzdin and S. V. Paramonova established the following indicators representing the criteria of food safety:

- the share of food costs in the total costs of individual groups of the population;
- regional supply of products. This indicator is measured by comparing the retail price levels of the same goods in different regions of the country;
- the level of "convenience" of food (the share of consumption of modern products that reduce and save time spent on household chores);
- the "naturalness" (purity) and quality of products, the impact of products, including those obtained using genetic engineering, biotechnology methods, on human health[5].

It is easy for everyone to calculate these indicators on the basis of the information provided by statistical authorities on their websites, and they can have a general idea of the level of food supply in the area where they live and their family. But it does not allow a full assessment of the country's food security.

According to L.I.Abalkin, economic security is a condition of the economic system that enables it to develop dynamically and effectively and to solve social tasks[6].

Uzbek scientist H.P.Abulqosimov, recognizing the definition given by L.I.Abalkin, interprets the concept of economic security as the country's economic independence and stability of the national economy, as well as its ability to develop and progress on its own despite internal and external threats[7]. In his opinion, in order to understand the essence of the concept of "Economic Security", first of all, it is necessary to determine the interdependence of the concepts of "development", "stability" and "security".

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The structural elements of economic security, that is, the classification of the forms of manifestation, was developed by H.P. Abulkosimov in a more complete way. He classified the forms of economic security from the point of view of the subjects of the economy, from the point of view of individual, enterprise and state economic security, and from the point of view of economic spheres, production-economy, economy-consumption, financial, transport-communication, social spheres[7]. Food safety is included in the group of forms of safety that arise in the economy-consumption sector.

The systems of criteria and indicators for evaluating food safety at the international, national and regional levels proposed by A.N.Anishenko, V.Uskova, R.Yu.Selimenkov, A.N.Chekovinsky deserve attention. According to them, food security at the international level is evaluated on the basis of two criteria: the volume of world grain reserves going into the next harvest period and the level of world grain production per capita.

S.S. Bekenov, a scientist from Uzbekistan, proposed to include the coefficient of food dependence in the criteria for evaluating food safety. To calculate this coefficient, according to him, the following formula is used:

$$K = I / P$$

Here: **I** is the import volume of this product, **P** is the amount of demand for this product in the country.

According to S.S. Bekenov, the following three levels of food addiction can be distinguished:

- if the food dependence coefficient is between 0.1 and 0.2, then the level of food dependence is at a safe level;
- if the food addiction coefficient is around 0.25-0.3, it is proposed to call this situation the dangerous limit of food addiction;

- if the coefficient of dependence on food is higher than 0.5, then the level of dependence is dangerous[8].

According to the author, this indicator is extremely relevant for the countries of the transition economy, because as a result of the expansion of imports in the conditions of the liberalization of foreign trade, many domestic producers were squeezed out in the domestic market in Russia, Kyrgyzstan and other countries. About 40% of food products in Russia, 35% in Kazakhstan, and 45% in Ukraine are imported products. They have crossed the dangerous threshold of food dependence on the foreign market.

Also, Fatima Nazarova offers 30 different indicator systems for assessing food supply. In this, of course[9], their importance, harmonious unity and taking into account the unique features of our country are noteworthy.

The scientist studies this indicator system, dividing it into 2 groups. Group 1 includes synthetic, i.e., embodied indicators that are widely used in world practice, and group 2 includes indicators that directly affect the supply of food products to the population.

Among the elements of economic security, food security has a special place. The main goal of the economy is to satisfy the needs of man and his socio-economic needs, including the need for food. Satisfying the need for food is the primary goal. Of course, the purpose of life for a person is not only to eat food and satisfy the need for it. It has many other socio-economic, political, cultural, spiritual, etc. needs exist. But in order to achieve his other high goals, to satisfy his many needs, first of all, man needs to satisfy his need for food. That's why ensuring food security plays an important role in human economic activity.

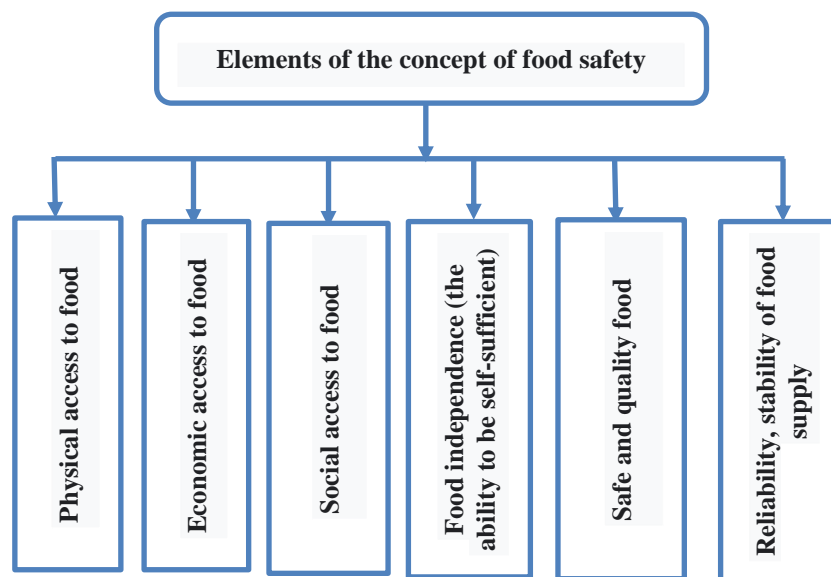


Figure 1. Elements of food safety



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It should be noted that in some regions of the world, as a result of mutual and civil wars, terrorist activities, and political tension, the volume of food production has sharply decreased, the number of refugees and migrants has increased, and as a result of their unofficial entry into the territory of the country, prices in the international and domestic food markets have increased. The excess of the navos causes the emergence of problematic situations that make it difficult to ensure food safety. Also, the deterioration of the political, socio-economic situation in the traditional partner countries, the interruption or weakening of food production, export and import relations with them is also a serious external threat to ensure food security.

The main criteria of food safety at the national level are as follows:

- the level of self-sufficiency of the country with food and the fact that the independent supply of food products does not depend on supply on the basis of imports;
- comparative amounts of strategic and current food reserves in relation to the normative standards of consumption;
- level of food production per capita;
- level of consumption of extremely important products;
- level of physical and economic access to food for different classes of the population;
- stability of the prices of basic food products;
- quality and ecological purity of food products.

The food security of the country's regions is evaluated by the following criteria and indicators:

1. Physical access to food. It is defined by the provision of space for 1,000 people to carry out food trade and the presence of a network of roads in the area. At the same time, another indicator that determines the availability of food is its price. Based on it, the following are analyzed:

- average purchase prices of food products consumed in households (rubles/1kg);
- the value of food products in households of different composition (in relation to each member of the household / ruble);
- expenditure on food as part of consumption expenditure of the population (on average per household member per month);
- production of basic types of agricultural products per capita (kg, units).

2. Economic access to food is expressed through poverty and purchasing power coefficients of population income.

3. The quality and safety of food products produced and consumed in the region is determined by the percentage of discarded goods (quality coefficient).

4. Amount of seasonal reserves of food products, primarily grain, from one harvest to the next.

5. The dependence of the region (district) on food imports is determined by the ratio of production and consumption of the main types of food products.

6. The level of satisfaction of the population's needs for basic food products. This indicator is determined by the nutrition coefficient.

7. The level of energy resources in the diet of the population in the researched area. This indicator is determined by comparing the caloric content of food with medical standards[10].

If the following conditions are met, the food security of the country will be fully ensured:

- if the population of the country is provided with ecologically clean, healthy food products produced in the homeland according to scientifically based standards, taking into account gender, age, working conditions, natural and climatic conditions;
- if the prices of these food products are at an acceptable level for all citizens, large families, pensioners, regardless of their nationality and profession;
- creating strategic reserves of food in case of natural disasters, wars or other emergency situations. These reserves provide an opportunity to prevent famine in the country for at least five years, based on the introduction of a balanced distribution of food products. In the USA and Switzerland, a grain reserve sufficient for this period has been created;
- ASM, fisheries and forestry will develop sustainably and will have reserves that will allow to accelerate the production of food products, help other countries affected by natural disasters or war;
- science will be at the level of the world's highest achievements and will provide all spheres of life with the latest techniques and technology, and will improve the gene pool of animal husbandry and plant science, and provide reliable forecasts for the development of society in the future;
- conservation and restoration policies and practices ensure the preservation and improvement of the environment.

Food safety is partially ensured if the following conditions are met:

- at least 85 percent of the country's population will be provided with domestically produced food products, and these products will be ecologically clean and beneficial for human health. This standard will be close to the standards adopted by FAO;
- the prices of these products will be at an acceptable level for the main part of the working population of the country;

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- the prices of these products will be at an acceptable level for the main part of the working population of the country;

A country's food security is not achieved if:

- 60-80% of the country's population is provided with ecologically pure and healthy food products produced in the country;

- the prices of these products will not be at an acceptable level for the majority of the working population;

- the strategic stock of food is reduced or does not exist;

- the production capacity does not allow to accelerate the production of food products[11].

In the "National Program for Ensuring Food Security in the Country in 2019-2024" approved by the decision of the Cabinet of Ministers of the Republic of Uzbekistan "On Approval of the National Program for Ensuring Food Security in the Country in 2019-2024", which was discussed on March 7-25, 2019, Indicators of the state of ensuring food safety are determined according to the following directions:

*a) quantitative indicators:*

minimum consumption basket;

capacity level of average daily population rations by regions;

average monthly salary;

total income per capita of the population;

life expectancy;

level of education;

per capita consumption of staple foods.

*b) quality indicators:*

level of housing provision;

employment and unemployment;

financial security;

openness of education;

free access to health care services;

peace and security in society;

healthy ecological situation[12].

These indicators are evaluated according to the following important directions, based on the levels of welfare of different social strata of the population, consumption abilities:

the quality of food consumption of the population - the energy value of the ration consumed by 1 person per day should not be less than 80% of the accepted consumption basket, the consumption of products for 1 person in 1 year (90-100% of the medical norm), animal protein should not be less than 50% of the total protein);

the level of health of the population - natural growth, life expectancy, the impact of poor nutrition on the spread of diseases;

quality of education - ratio of literate population, etc.;

the ability to consume food products - the growth rate of agricultural products (not less than 5-7% per year), the share of profitable enterprises (not less than 60%), the stagnation rate of grain production (not less

than 75%), the ratio of debtor and creditor debt of organizations (not less than 40%), the total ratio of investments in agriculture (not less than 10%);

the possibility of economic consumption of food products in the cross-section of social groups, in the cross-section of urban and rural areas - the share of food costs in the total costs (not more than 35%), the increase in the consumption of food products taking into account the real income of the population (not less than 1%) the total share of low-income population is not more than 8% in urban areas and 10% in rural areas), the level of income inequality (not more than 45%), the share of unemployment (not more than 4%), the share of domestic consumption of the population in imports (not more than 20%) without it) and others[12].

In the assessment of food safety, the total share of the following products produced in Uzbekistan compared to imported products is used as an indicator:

grain - not less than 95%;

sugar - 80%;

vegetable oils - 80%;

meat products (calculated as meat) – 85%;

milk and milk products (calculated as milk) - 90%;

fish products - 80%;

potatoes - 95%;

table salt - 85%[12].

The above-mentioned prompts us to turn not only to the theoretical aspects of food safety identification and assessment, but also to the world experience of its assessment. After all, the number of theoretical works on the subject is increasing year by year, but not all of them have found their practical expression and are not recognized at the international level. In our opinion, when researching modern methods and indicators of food safety, it is appropriate to pay attention to the methods tested and currently used by international organizations or specialized entities of individual countries.

FAO is one of the leading international organizations not only in theoretical understanding of food security problems, but also in its assessment. The FAO methodology makes it possible to assess food security both globally and regionally using a set of specific indicators.

The following principles of sustainable food production and agriculture have been established by these organizations:

- increasing the efficiency of resource use plays an important role in ensuring the stability of agriculture.

- to ensure sustainability, strong efforts to preserve, protect and improve natural resources are necessary.

- agriculture that does not ensure the protection and strengthening of livelihood sources, equality and social well-being of the population of rural areas is not considered sustainable.

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- increasing the tolerance of people, communities and ecosystems to external influences - is a decisive factor in ensuring the stability of agriculture.

- responsible and effective management mechanisms are necessary for sustainable food production and agriculture[13].

The total number of indicators used by FAO to assess food security at the national level is 43 (31 basic and 12 additional). These data are regularly updated at various levels depending on the requirements of the time. In particular, data on indicators of dietary calorie consumption per capita are updated frequently. The rest of the indicators are less updated, because the data is not available for all countries and at all times.

The Food and Agriculture Organization of the United Nations has developed indicators for the following four areas that are used to assess the food security situation:

1) the availability of the product (in which indicators are used, such as production volumes, yield/productivity, level of reserves, damages and losses, etc.);

2) access to food (the economic possibilities of purchasing the required amount of food for the income in the current state, the transportation of food, that is, the share of paved roads in their total length, the density of railways are analyzed);

3) stability of food supply (sufficiency of food products in different seasons and periods, their prices are evaluated, etc., cases of natural disasters and social upheavals are observed);

4) food consumption (the level of actual consumption is evaluated from the point of view of the satiety of food, that is, its saturation with calories, proteins, microelements, etc.)[14].

The methods used by FAO to collect the necessary data deserve special attention, data on food production, import and export are collected using the balance method on the basis of official national statistics. Information on the condition of transport infrastructure is obtained from the sources of the World Bank, and the impact level of anthropometric indicators is obtained from the World Health Organization.

Also, the total amount of calories for each region is determined depending on the age and gender of the population. Using this information, it is possible to calculate the calorie intake for the entire population. It should be noted that the recorded indicators differ sharply in each country.

However, it is observed that most of the developing countries do not have a satisfactory system of collecting statistical data on agriculture, in particular, even the minimum data collection does not meet the requirements of an acceptable information system on food security.

For this reason, FAO experts often rely on survey results based on household surveys. One of the most important modern food and food security information programs in the world's regions is the FAO Country STAT[15] initiative. CountrySTAT is a web-based information technology system for food and agricultural statistics at national and subnational levels.

The system CountrySTAT has launched in most regions of sub-Saharan Africa and is currently being expanded to other African countries as well as outside the region. Concept definitions and classifications used by FAO (in particular, the FAOSTAT system), CountrySTAT has become the country's only information system that organizes, harmonizes and standardizes statistical data from several sources on a universal platform[16].

Among the indicators of food consumption by FAO, anemia among pregnant women (the amount of hemoglobin in the blood is below 110 grams) deserves special attention. Anemia can cause a lack of oxygen for the fetus, which negatively affects its development. One of the main causes of anemia in the world is a lack of iron intake.

Of particular interest is the proportion of people who regularly overeat among additional indicators used by FAO to assess food security. For comparison, for developed countries, the percentage of people who regularly overeat is 45.7% (according to data from 2014-2016), for Germany this figure is 50.3%, for the USA it is 60.8%.

Thus, the use of FAO food security indicators makes it possible to compare different countries according to certain indicators, to monitor the dynamics of changes in their values over time, but they do not allow a general integrated assessment of the food security situation in certain countries.

In particular, in 2021, the volume of production of grain products per capita will increase from 76.7% to 159.1% compared to 1991 according to WHO rational standards of consumption, from 71.7% to 148.6% according to the standards of UzR SSV, and the production of rice and vegetables will increase according to consumption. It increased from 146.9% to 247.3% and from 153.7% to 258.7% (Table 1).



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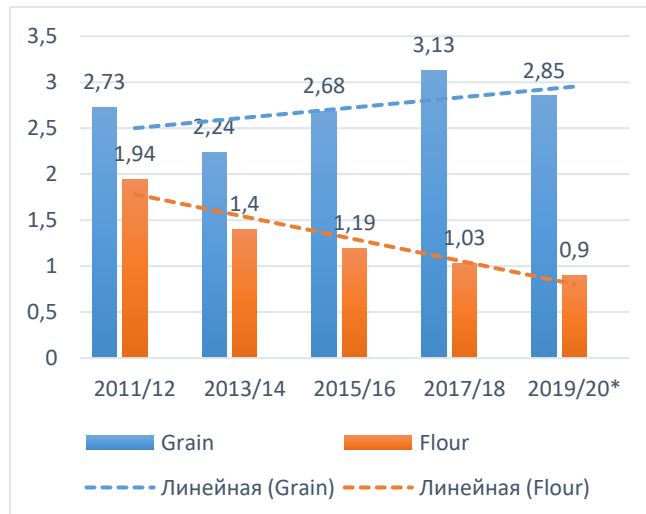
**Table 1. The ratio of the volume of production of the main types of agricultural products per capita to rational consumption norms (%) [17]**

Products	Compared to WHO standards*, %			In relation to the SSV standards of the Republic of Uzbekistan, %		
	1991	2016	2021	1991	2016	2021
Grain	76,7	206,3	159,1	71,7	192,7	148,6
Potatoes	17,9	95,4	85,5	17,8	95,1	85,2
Vegetables and fruit crops	146,9	249,6	247,3	153,7	261	258,7
Fruits and berries	31,1	119,5	96,9	30,2	115,9	93,9
Meat (live weight)	54,6	99,6	103,7	52,4	95,6	99,6
Milk	36,4	76,4	78,0	35,6	74,8	76,3
Eggs (pieces)	24,6	83,2	91,0	21,8	73,8	80,7

\*In recent years, WHO has set food consumption standards in kg. changed from to kcal. Since there was no possibility to calculate in kcal, the calculation was done in kilograms.

According to the above analysis, it can be evaluated as the final result of the economic reforms carried out in the agrarian sector during the years of independence. In particular, per capita production of potatoes, milk and dairy products, eggs, fruits and berries, meat (in live weight) has somewhat approached the level of their rational consumption standards. Cereal products are provided on average by 150% compared to the standards of rational consumption per capita.

However, this situation does not mean that food security has been achieved in terms of grain production in the country. The reason is that one of the indicators characterizing the safety of food is the state's import dependence on these products. From this point of view, the analyzes show that the trend of importing a significant amount of grain and flour in our country every year is maintained.



**Figure 2. Dynamics of grain and flour import in the Republic of Uzbekistan, million tons**

This, in turn, is explained by the lack of a direct opportunity to use the grain grown in our republic for consumption as bread and bakery products. For this reason, the assessment of the food security situation based on the volume of grain production and the indicators of dependence on imports of this product is only when it is recognized that the flour and bread industries are highly developed.

On the other hand, grain raw materials are mainly grown in irrigated fields. This, in turn, is considered one of the main internal threats that prevent the implementation of the task of achieving sustainable food security in the context of limited water resources and the continuation of this trend in the future.

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## THE USE OF SOME ANGLICISMS IN RUSSIAN AND UZBEK OFFICIAL-BUSINESS DOCUMENTS AT THE END OF XX<sup>TH</sup> – BEGINNING OF XIX<sup>ST</sup> CENTURIES

**Abstract:** This given article discusses the use of English borrowing in the texts of Russian and Uzbek official-business documents at the end of XX<sup>th</sup> – beginning of XXI<sup>st</sup> centuries. The materials of scientific linguistic literature are analyzed; the beginning of the penetration of English lexical units into Russian and Uzbek languages. In the article, the following are examined in detail on the factual materials: 1) the structure and phonetic, semantic and morphological adaptation of Anglicisms in the texts Russian and Uzbek official written monuments; 2) primary fixation of English lexical units in historical business acts of the Russian and Uzbek languages; 3) the role of English words in enriching the vocabulary in analyzed languages; 4) English lexical units, not fixed in Russian and Uzbek explanatory dictionaries.

**Key words:** borrowing, Anglicism, adaptation, lexical units, official-business monuments, Russian, English, Uzbek.

**Language:** Russian

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### ИСПОЛЬЗОВАНИЕ НЕКОТОРЫХ АНГЛИЦИЗМОВ В РУССКИХ И УЗБЕКСКИХ ОФИЦИАЛЬНО-ДЕЛОВЫХ ДОКУМЕНТАХ В КОНЦЕ XX ГО И В НАЧАЛЕ XXI ВВ.

**Аннотация:** В данной статье рассматривается использование английских заимствований в текстах русских и узбекских официально-деловых документов в конце XIX – начале XX вв. Анализированы материалы научной лингвистической литературы, в ней на фактическом материале подробно рассмотрены 1) структура и фонетическая, семантическая и морфологическая адаптация англицизмов в текстах памятников русской и узбекской деловой письменности; 2) первичная фиксация английских лексических единиц в исторических деловых актах русского и узбекского языков; 3) роль английских слов в обогащении словарного состава рассматриваемых языков; 4) английские лексические единицы, не фиксированные в русских и узбекских толковых словарях.

**Ключевые слова:** заимствование, англицизмы, адаптация, лексические единицы, деловые памятники, русский язык, английский язык, узбекский язык.

#### Введение

Заимствование лексических единиц одного языка другим – естественное и закономерное явление. Этот процесс содействует обогащению языка и не оказывает влияния на его самобытность, т.к. при этом сохраняется основной

собственный словарный фонд. Однако в истории языка бывают периоды весьма интенсивного иноязычного влияния и широкого употребления иноязычных слов, что может вызвать негативное отношение к иноязычным словам, которые расцениваются не только как недопустимое



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засорение родного языка, но и как символы чужой идеологии и культуры [3; 55].

Заемствования играют большую роль в историческом изменении языков, в первую очередь в пополнении словарного запаса. Такое языковое явление содействует усилению социальных, культурных, политических и экономических связей народов мира и их языков. В связи с этим необходимость исследования фактов, заимствованных лексических единиц, содержащихся в словарном составе языков, давно осознана в языкознании и никогда не теряла своей актуальности.

Основополагающим, на наш взгляд, является само определение термина «заимствование», что предопределяет в дальнейшем выбор пути и методологии исследования.

И.И.Огиенко, занимавшийся проблемой исследования проникновения иноязычных слов из одного языка в другой, указывает, что «одним из важных факторов в деле развития языка является заимствование им чужих слов из соседних языков» [9;10]. Он, говоря о причинах заимствования слов, пишет: «... чем культурнее и оригинальнее народ, тем сильнее он влияет на соседей. Заимствует обыкновенно менее культурный народ у более культурного, но, конечно, в небольшой степени бывает и обратно. Это – главная причина заимствования слов»[9; 15].

Согласно американскому лингвисту Л. Блумфилду, заимствование – это определенный вид языковых явлений. По его мнению, выделяется три вида заимствований: 1) заимствование понятий культуры; 2) «внутреннее» заимствование как результат непосредственных языковых контактов; 3) диалектальные заимствования, проникающие в литературный язык из диалектов [1; 14].

### Анализ предмета

Российские лингвисты понятию «заимствование» давали разные объяснения. Л.П.Крысин под заимствованием понимает процесс перемещения различных элементов (морфологии, фонологии, лексики, семантики, синтаксиса) из одного языка в другой [7;18], Н.М.Шанский – всякое слово, пришедшее в русский язык извне[14;86], В.М.Аристова – слова, освоенные заимствующим языком в достаточной степени [2; 152]; Е.И.Диброва – слова, уподобленные в языке-преемнике на всех уровнях системы (графически, фонетически (орфоэпически), словообразовательно, морфологически, синтаксически)[4]. Однако эти определения не получили окончательного признания со стороны лингвистов.

На наш взгляд, более квалифицированная дефиниция термину «заимствование» дана

И.Г.Добродомовым: «Заимствование – элемент чужого языка (слово, морфема, синтаксическая конструкция и т.п.), перенесенный из одного языка в другой в результате языковых контактов, а также сам процесс перехода элементов из одного языка в другой»[ 5; 158–159].

Данное определение построено логически правильно: «из одного языка в другой» может проникать любая языковая единица, чуждая народам и странам понятие – морфема, слово (лексема), предложение. Фактически любой язык может включать в себя неограниченное количество заимствованных слов, если для них нет в нем соответствующих эквивалентов. Они могут быть непосредственными (из языка в язык) и опосредственными (через языки-посредники). Но следует помнить, что в качестве заимствования лексические единицы могут признаваться только тогда, когда отсутствует в родном языке эквивалентное слово для *нового* предмета или понятия.

Присоединяясь к мнению М.Н.Черкасовой, отметим, что «присутствие термина *заимствование* оправдано только при разграничении заимствованных единиц различных уровней (*лексические заимствования, морфологические заимствования, семантические заимствования, стилистические заимствования, словообразовательные заимствования*) и в описательных оборотах (*устные заимствования, письменные заимствования, ранние заимствования, прямые заимствования, опосредованные заимствования*). Неприемлемы также атрибутивные термины типа *заимствования из английского языка* вместо *заимствованная лексика* или *заимствованные слова из английского языка*, т.к., исходя из первого определения, непонятно, о единицах какого уровня идёт речь. Главным словом этих определительных словосочетаний выступает лексема “лексика”, а не “слово»[13; 9].

С появлением новых технических средств русский язык пополнился словами из английского языка типа *интернет, инжиниринг, флэшмоб, файл, сервер, пассворд, интерфейс, коннектор, софт, хард, роуминг* и др. Среди англоязычных компьютерных заимствований встречаются варваризмы: *on-line, off-line, www(world wide web), file, notebook, server, software, web, web-page, browser* и т.п., а также сложные слова: *internet-магазин, internet-провайдер, on-line-торговля, web-дизайн, web-страница* и пр.

Анализы текстов русских и узбекских официально-деловых документов показывают, многие научно-технические термины относятся английскому языку: *провайдер, сплит, сплиттер, фитнес, Wi-Fi, e-mail, Whats App* и др.

Значительное место среди англицизмов, употребленных в русских и узбекских деловых

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документах XXI в., занимает научно-техническая лексика. По своему составу данная тематическая группа небольшая, но интересная и тесно связана с укладом повседневной жизни. Это термины, связанные в основном с компьютерной технологией: *wi-fi*, *онлайн*, *оффлайн*, *сэндвич*, *мемори стик*, *флэшмоб*, и др.

Английская аббревиатура *wi-fi* [*< англ. wireless fidelity букв. «беспроводная точность»*] – система для подключения электронного оборудования, такого как компьютеры и электронные органайзеры, к интернету без использования проводов [26] используется в русских и узбекских официально-деловых документах в виде вкрапления:

«Портативное устройство для чтения книг в электронном формате, состоящее из размещенных в пластиковом корпусе центрального процессора с модулем памяти, динамика, Wi-Fi модуля, аккумуляторной батареи и сенсорного дисплея, выполненного с использованием технологии электронных чернил (E Ink) с функцией множественного касания, предназначенное для воспроизведения и хранения различных типов текстовых, графических и аудиофайлов...» [11].

«... eng zamonaviy kompyuter texnikasi, axborot kioskalari va virtual ma'lumotnoma xizmatlari bilan jihozlangan kutubxonaning qiroatxona zalida hamda Wi-Fi ma'lumotlar uzatishning simsiz texnologiyalaridan va internetdan foydalangan holda ...» [15].

Термин *wi-fi* введен в обиход для обозначения электронного оборудования, изобретенного в 1991 году в Нидерландах Вико Хейзосом [22].

Данный иноязычный графический облик *wi-fi* [вајфaj] (графический вариант *вай-фай* окказионален) сохранен почти во всех языках, в том числе в современном русском и узбекском языках. Он в виде отдельной словарной статьи дается в Толковом словаре русского языка XXI века следующим образом: «англ. Wi-Fi < wireless fidelity букв. 'беспроводная точность'... – Wi-Fi был создан в 1991 году NCR Corporation /AT&T (впоследствии – Lucent Technologies и Agere Systems) в Ньивегейн, Нидерланды. Продукты, предназначавшиеся изначально для систем кассового обслуживания, были выведены на рынок под маркой WaveLAN и обеспечивали скорость передачи данных от 1 до 2 Мбит/с. Стандарт IEEE 802.11n был утвержден в 2009 г.» [26].

Английский неологизм *онлайн* [*< англ. online, on-line «находящийся в состоянии подключения; подключенный к сети»*] стал использоваться в деловых документах русского и узбекского языков фактически с начала нового столетия: «При рассмотрении возможности представления сведений о наличии (отсутствии)

задолженности в *онлайн-режиме* необходимо учитывать текущие условия, при которых осуществляется перечисление денежных средств» [21].

«Товарлар учун харидорлар билан нақд пулли ҳисоб-китоблар назорат-касса машиналари, қонун ҳужжатларида назарда тутилган ҳолларда эса *онлайн* назорат-касса машиналари ёки виртуал кассалар қўлланилган ҳолда амалга оширилади...» [19].

Необходимо отметить, что в рассматриваемых нами источниках встречается форма данного термина, написанная латинской графикой «online», но не часто. Термин «онлайн» использовался «задолго до появления интернета, в те времена, когда компьютеры соединялись между собой по коммутируемым телефонным линиям при помощи модемов» [24], но он в современном русском и узбекском языках употребляется в значении «подключенный к интернету».

Данный термин нашел свое место в современных словарях. Например, его фиксирует «Толковый словарь русского языка XXI века» со значением «режим непосредственного подключения компьютера или др. устройства к сети, при котором связь между взаимодействующими системами не прерывается» [27].

**Оффлайн** [*< англ. offline, off-line «отключённая линия»*] встречается в текстах и русской, и узбекской деловой письменности как неологизм XXI века: «...в случае отсутствия технической возможности доставки оператору сведений в режиме реального времени чеки могут быть выданы в режиме *оффлайн*. При этом сведения должны быть переданы оператору в течение 24 часов» [12].

«...курслар якунидаги аттестациядан ўтмаган тингловчилар учун таянч олий таълим муассасалари томонидан тегишли йўналишларнинг ўқув дастурига мос ҳолда ишлаб чиқилган ўқув-методик ресурслар асосида масофадан ўқитишнинг онлайн ва *оффлайн* шаклларида такрорий қайта тайёрлаш ва малака ошириш курсларини ташкил этади» [20];

### Методология исследования

В источниках термин «онлайн» стал употребляться до возникновения Всемирной паутины. А само понятие возникло с момента соединения компьютерной техники между собой.

Он объясняется в «Толковом словаре русского языка XXI века» следующим образом: «Все, что существует, происходит вне Интернета, без подключения к компьютерной сети» [28].

Также в текстах официально-деловых документов встречаются немалое количество англицизмов сферы техники и бытовой лексики:

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**Сплиттер** (англ. splitter — рассекатель) — аэродинамическая плоскость, служащая для ограничения поступления воздуха под днище, и соответственно, создания разрежения под ним. Устанавливается внизу переднего бампера вплотную к нему примыкая задней кромкой. Воздух над сплиттером отводится вбок, вдоль колесных арок, или через кузов машины, через вентиляционные отверстия в бампере. Отводимый воздух может использоваться другими устройствами — системами охлаждения передних тормозов, системой охлаждения двигателя...» [23].

ТСИС Л.П. Крысина отмечает англицизма *сплит* в составе *сплиттер*. Слово *сплиттер* [англ. splitter < to split расщеплять] – устройство «расщепляющее» сигнал, поступающий на телевизионную антенну [8;732]. Но слово *сплит* отдельно не встречается в новейших толковых словарях русского или узбекского языков. Оно встречается в текстах официально-деловых документов XXIго века. Например: *сплит* тизимли кондиционер (операция хоналари учун) [16].

**Сэндвич, сэндвич** [англ. sandwich – по имени лорда Сэндвича (Sandwich), придумавшего эту разновидность бутерброда для того, чтобы можно было есть не прерывая карточной игры]. Два сложенных вместе ломтика хлеба с маслом и какой-н. закуской между ними [8;691].

Происхождение слово *сэндвич* связано с именем английского дипломата Джон Монтегю Сэндвича, жившего в XVIII в., который изобрел новый вид бутерброда. Слово «сэндвич» английского происхождения, относится к словам-эпонимам. Эпонимы – это слова, обозначающие предметы, названные в честь людей, которые их придумали, возможно даже запатентовали. Впервые термин «сэндвич» использовали в поваренной книге в 1827 году [25]. Согласно А.И. Дьякову, слово *сэндвич*, вместе с англицизмами *бройлер*, *йогурт*, *кетчуп*, *киви*, *лобстер* и другие проникли в русский язык в середине XX в [6].

В конце XX века слово *сэндвич* приобрело новое значение связанный со строительством, и в этом же значении оно часто употребляется в официально-деловых документах русского и узбекского языков XXI века: «Стены из панелей

*сэндвич*», «Панели *сэндвич* (пенополистирол, стеновые панели на основе пенополистирола)»[10].

«...тўрт типдаги гипермаркет, супермаркет ва минимаркетлар кўринишидаги, шунигиндек уларга туташ майдонларда барпо этиладиган *сэндвич-панеллардан* кенг фойдаланилган энгил конструкцияли, вақтинчалик йиғма павильонлардан иборат замонавий савдо мажмуаларининг (кейинги ўринларда замонавий савдо мажмуалари деб аталади) намунавий лойиҳалари ишлаб чиқилганлиги маълумот учун қабул қилинсин»[17].

«Чимбой, Андижон, Чуст, Сирдарё, Фарғона туманларида энгил қурилиш конструкцияларидан (шу жумладан, «*сэндвич*» типидан) фойдаланган ҳолда тоғли ва бориш қийин бўлган туманларда болалар спортини ривожлантириш дастури доирасида 5 та лойиҳани ишлаб чиқиш ва амалга ошириш» [18].

### Анализ и результаты

Таким образом, наблюдения над бытовой лексикой показали, что большая часть заимствований из английского языка – имена существительные, так как их перенос в русский язык не связан со структурными изменениями. Эти англицизмы заимствуются в русский и узбекский языки одновременно с их грамматической интеграцией.

Таким образом, в текстах русских и узбекских официально-деловых документах употреблялось немалое количество научно-технической лексики английского происхождения, возникшей в начале XXI века. Самое главное, она стала проникать в словарный состав узбекского языка непосредственно из английского благодаря развитию дипломатических и торговых отношений Узбекистана с Англией.

Среди англицизмов, фиксированных в текстах русских и узбекских деловых документов, имеются не отмеченные лексикографическими источниками русского и узбекского языков. Это в большей степени касается словарей узбекского языка.

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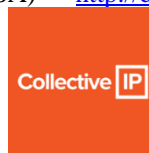
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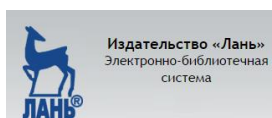
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