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THE QUALITY MANAGEMENT SYSTEM IS THE BASIS OF TECHNICAL REGULATION FOR THE PRODUCTION OF IMPORT- SUBSTITUTING PRODUCTS

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

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

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Introduction

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The results obtained confirm the correctness of the chosen decision on the implementation of QMS and participatory production management and

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presupposes their rigorous implementation in the future.

General requirements for products in terms of establishing technical parameters, sanitary standards and safety measures are determined by the GOST of the Russian Federation, and for each product, technical conditions have been developed and approved in accordance with the established procedure, where specific values of product quality are determined, in accordance with technical regulations.

There are two periods in the history of the quality problem. During the first, serious interest in what is quality was mainly limited to professional theory. Philosophers tried to define quality and its systemic position, however, even in numerous philosophical disputes, the concept of "quality" was not among the main problems.

The actualization of the theory of quality turned out to depend on the degree of elaboration of the system-forming philosophical concept "being" in the context of the basic concepts derived from it, ie. of those concepts that help to make the ascent from an extremely abstract statement of existence with the only distinguishing property of being, to exist, to a concrete understanding with an established content, thanks to answers to derived questions such as "What is everything from?", "How does everything exist? ", "Is there non-being? ", "In what systemic forms does being acquire its definiteness? "

Apparently, it was the last of the listed questions that led philosophy to the "path" of that interpretation of quality, which "hooked" not only those who "equipped" a type of worldview that was fundamentally new in human history.

It is logical to assume that the problem of the substance of being, as the first step towards the theory of quality, hardly worried anyone outside the limited community of philosophers. Everything indicates that it was interesting for those whose gaze was turned to the Cosmos, to the depths of its construction, and the overwhelming majority of fellow countrymen, philosophers, were at the mercy of their earthly problems.

Main part

The problem of the quality of life was solved in accordance with the socio-cultural architecture of society. This problem undoubtedly took place, but it could not mature into an actual one for society. The reason is simple - the lack of a sufficient level of mass demand for a quality product.

The problem of quality has acquired a scale of social relevance in the context of the transition to an economy of mass production, the democratization of social relations, the development of education, the availability of education and other cultural values. For the issue of quality to become one of the most important for society, it was necessary that it became

relevant for the majority of those who form this society. Without the right to freedom and purchasing power to make choices, "quality" cannot be among the priorities of the mass consciousness. Elite quality requests are developed in exclusive, unconventional theories, the main goal of which is not the achievement of the truth, but the satisfaction of the customers' needs.

Of course, they knew about the qualitative and quantitative characteristics of phenomena of natural and artificial origin long before these signs were actualized in social being and the consciousness reflecting its development, but in the light of our research, the existence of knowledge of quality is de facto not so significant. The subject of the research is not awareness of quality, but the development of understanding of quality at different horizons of social history.

Development is a universal state of everything that exists, from the simplest material substrates to the highest forms of thinking. Both the quality and its quantitative expression were improved, the dependence of the qualitative and quantitative changes became clear. The emphasis shifted from quantity to quality. Having proved its evolutionary strength, humanity switched to the principle: "take not by number, but by skill." The struggle for survival was replaced by the desire for a quality standard of living in a wide range of interpretations. The struggle for a decent quality life has begun.

As history shows, moving away from savagery and barbarism, laying the foundations of civilization, people have noticeably changed in the external forms of their manifestation, but civilization penetrates into the depths of human nature slowly and hard. Biological history has laid an active principle in human nature, combined with a developed ability of thinking, which is noticeably superior to all other types of reflection. But this whole superstructure was formed over a rather rigid animal frame, subordinated to the systemic goal of surviving in the struggle. The conditions of the struggle were transformed, making adjustments to the means and forms, but the natural base itself turned out to be very inertial.

The transition from natural egoism of the biological level to intelligently active egoism, despite the well-known civilizational means of cultivation, did not meet the forecasts of either romantics or realist optimists. Civilization was marked by non-civilizational forms of relations in the movement towards a quality life, which further actualized the interest in quality. To be in line with the most important problems, quality had to appear in several functions: as a goal, as a means, as a condition for the development of all social subjects at all levels of life.

History for historians is events and participants, lined up in time sequence, a kind of chronology of significant facts of social and, in part, personal life. A philosopher and a specialist, not a historian, see their

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own interests in history. Philosophical and special interest in history is dictated by the need to understand the dialectics of the process in relation to human activity. The specialist seeks to discover in the past tendencies of ways to solve his problem, sometimes far from private.

Intuitively, at the dawn of civilization, the term history (historia) was interpreted in the sense of studying the sought process as opposed to chronological description. The Ionians called the story, the story of the past, the logos (logos). Only after a while, already in the works of the founders of philosophy, the logos acquired its modern meaning - a thought, an idea. I. Herodotus and Thucydides understood history as a comprehension of the course, events of the past, necessary for "instruction in the way of life" to those who live in the present. Having passed the test of time, historicism has strengthened its position, has become the ideological base of cultural memory. ON. Berdyaev asserted: "From the first days of Creation ... man is in the historical, and the historical is in man. Immersion into the depths of time is immersion within oneself."

The past dissolves in time, leaving us, along with the memory of the past, thoughts about the present and responsibility for the future. New is always relative. Goethe was right in saying that everything clever is already known, you just need to think it over again.

History is a treasure of ideas, a goldmine for a thinking person, no matter what he does. A different attitude to history is the cumulative result of the action of two causes: the first is the interpretation of time, the second is oneself in time. In the pre-Christian period of history, time was interpreted cyclically, presenting it as the sum of repeating cycles closed on themselves. With Christianity, the view of time has changed. Time appeared as an ascent to the infinite, dividing into the finite terrestrial and infinite extraterrestrial. The opposition of cyclical and extracyclical consideration of time is characteristic of theological theory. We are not interested in it, however, as well as the properties of time in their abstract form.

After Hegel and Karl Marx, it is not the idea of something in general that is actual, but immersion in a concrete-objective or concrete-historical state of what is the object of research. In the case of time, it is important to analyze not so much its universal properties, to determine where and how it moves. The important thing is that everything that exists in time can only take place if it conforms to these objective characteristics of time. To exist in time means to have the properties of time. This provision is universal both for the infinite variety of individual phenomena, and for the sign of being inherent in them, to which "quality" and "quantity" belong.

The standard understanding of the law of transition of quantitative changes into qualitative ones simplifies the look at their connection. Both G. Hegel and F. Engels were far from the meaning that was

spread under the cover of the dialectical theory of development. Quantity does not go directly into quality. A new quality, a qualitative state, arises as a transition from the previous quality. In the changed quantitative conditions, the measure exhausts the stability reserve of functioning.

Measure - "qualitative quantity", it indicates the limits of the quantity change without significant consequences for the given quality of the phenomenon. The exit of quantitative indicators necessary for the achieved quality beyond the limits of the measure inevitably entails qualitative transformations. Simultaneously with the loss of the previous quality, there is a process of birth from it, on its basis, a new quality commensurate with the changed quantity. Measure occupies a key position in the relationship between quality and quantity. On the other hand, quality experts prefer not to think seriously about measure, reducing the measure to quantitative standards. As if a measure is some kind of passing state of the "quality-quantity" system. It is necessary to clearly understand the objective and functional role of the measure in the management of both quality and quantity.

"Measure" does not belong to either quality or quantity. It expresses the systemic way of relations between quality and quantity, connects them. So, first: quantity and quality interact through measure, measure mediates their connection. What "benefit" will the practitioner gain from this opinion? Mass production, including its "zealous" variety, requires a measured characteristic. Chinese consumer goods are a classic example of the destruction of dialectical unity in the "quantity-quality" system.

The market, in essence, is not capable of being the controller of the measure that regulates relations in the "quantity-quality" system. With the acquisition of wholesale forms of development, the dominant position of financial capital and its natural generation - large-scale speculation and mediation, the modern market opposed itself to production and lost interest in the state of production. The market, using the specifics of mass production, is satiated to the extent of its perversity and can afford to set the quality characteristics of goods.

The state behaves in the market like a kindergarten teacher. It puts the interests of the market ahead of the interests of manufacturers and the mass consumer. Under the "roof" of the general idea - the market pulls production, the market and the state are growing together. Quality-quantitative assessments are imprisoned in the zone of subjective arbitrariness.

As long as the theory of quality is not systematically built, the theory of quality management will be based on empirical principles that are not able to cover the subject of management as a whole, and are relatively significant in the limited specifics of production. In the absence of anything better, they are used, extrapolating local experience to other

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conditions, and the effect is obtained due to the added adaptation measures, unfortunately, again, temporary and partial.

In the kaleidoscope of the history of changing quality management methods, a certain logic can be discerned. Life, on the other hand, requires not a "definite" logic, but logical certainty in the form of a holistic, systemically grounded theory of quality as a methodological basis for constructing universal principles of the theory of quality management. The starting point here should be the idea of a systematic quality-quantity relationship within the framework of the measure of their coexistence.

Quantity helps the quality to fully unfold. A quality thing can be created in one copy, but in order to reveal the qualitative potential of a manufacturer, a single copy (or work) is clearly not enough. The Faberge firm gained fame with the first branded product, but it became a brand due to subsequent successes in creating a collection.

An example of a systemic understanding of quality within the framework of a measure - dimensional certainty is small series, the release of collectible coins, medals. Quality is fixed within the limits of a quantitative value that serves as a measure of its expression. The point here is not only to provide preferential conditions for the vip consumer of products. The dependence of objective quality features on the number of copies produced is also significant. Mass production is objectively associated with a decrease in product quality. Measure is a border service of quality, the transition to a measured quantity is a crime against quality.

A mass domestic manufacturer is hardly interested in the theory of quality. It is not relevant to him. If, nevertheless, by chance someone stumbles upon our reasoning, then, most likely, they will smile at their naivety. Trying to rebuild the Russian market with the help of theory, to give it a civilized look is classic quixoticism. First, it is necessary to organize the market space by means of political will, legislative initiatives and effective, not fake, control over the legal order, return the manufacturer of the goods to the market, removing an unmeasured number of intermediaries - speculators.

The real manufacturer is not interested in speculative operations. For sustainable development, he needs his own consumer, who, by the way, in turn, is not at all opposed to having his own definite and accessible producer within the framework of moral and legal relations.

A sense of national dignity is nurtured by history and existing reality. You can study at school according to the best history textbooks, but besides school history lessons, there is a current life that is more impressive than historical excursions. In the East, they say: "How many times do not repeat halva, it will not be sweet in your mouth." Theory has always been considered the best practical guide, albeit in

normalized conditions of activity. Going into an illegal and semi-legal position, the manufacturer is alienated from quality and, naturally, from the theory of quality. Further, the substitution of quality with pseudo quality occurs and the cost of advertising props grows.

The quality of human activity reflects such a complex of its characteristics, which corresponds to the maximum extent to the ideal idea of success. The object of management is human activity in the totality of its factors, characteristics and characteristics. But any human activity is a set of actions aimed at solving a problem that allows you to achieve the goal. Therefore, we can talk about quality management as the management of those characteristics of human activity that make this activity what is necessary for reliable and real achievement of the goal.

The management of any processes ultimately results in an impact on their certain characteristics: productivity, reliability, timeliness, design, efficiency, etc. The complex of such characteristics reflects the quality of activities. That is why we can talk about quality management as a special approach. In management, there is a goal and a means of achieving it. Moreover, quite definite relations are established between these two factors. These are relations of concreteness, interdependence, direct interaction, adjustment, flexibility, adjustment.

In most cases, our domestic management of quality is seen as nothing more than a means to an end. If we consider that the goals, as a rule, are not sufficiently defined, then the means of achieving them have the same property. Quality in management is present as a general characteristic of manufactured products, achieved through norms, standards, and technical control. The world experience in management indicates a change in the status of quality in the management system and processes. In the strategic plans of many firms, quality is considered as the main goal of management, which determines both profit, and image, and stability, and confidence in competition, and development prospects. At least the experience of Japan testifies to this.

Modern management requires the formulation of the quality problem as a management goal, and the achievement of this goal requires quite definite means. In quality management, it is of great importance to understand that quality cannot be achieved without taking into account all its components, without organizing interaction in the management system according to quality criteria. In many previously created quality management systems, the main role was played by the characteristics of the product, the properties of the manufactured object, and not a set of certain characteristics reflecting the socio-economic process of the functioning and development of production, the quality of the socio-economic system in general. The quality of products is a consequence of the action of many factors - the quality of

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personnel, the quality of the organization of production, the quality of equipment and technology, the quality of management,

The quality problem in management should have the status of a goal and a subject of management. It is difficult, but necessary, because it is necessary to approach differently to the definition of the content of the problems solved in management, to evaluate them according to very complex factors. Product quality can be seen, evaluated, understood. But the quality of the firm's activity, which gives good quality products, is difficult to determine and evaluate, all the more to assess the quality potential. Not everything can be judged by the end result, not everything is equally explicitly includes the end result. Much, as it were, falls out in the process of its production, receipt, transforms into other properties. That is why the quality of products and the quality of activities are not the same thing, but the latter is much more important for the analysis of management, its organization, for setting goals and guidelines for management, the choice of means and methods of management.

This is where the real need for a systematic approach arises and becomes more acute, and not just for its declaration. In practice, in the very formulation of the problem, in the disclosure of its content, we often exclude the very possibility of a systematic approach to solving problems.

One should not think that quality is determined only by technological components, there are factors that go beyond technology. These are factors of labor culture, production aesthetics, market conditions, social consciousness, production infrastructure, etc.

A systematic approach in methodological terms involves taking into account not only what exists in stock, in a given product, in finished form, but also what existed in the process of its manufacture or formation. In many cases, these were complex and lengthy processes in which something disappears, turns into something else, something changes status. But nothing passes without a trace, and everything remains in one way or another in quality. That is why the concept of quality itself is valuable, that it focuses on a systematic approach, if it is considered as the goal of management, that it requires taking into account the factors of procedural and structure, existence and development, factors of compliance with a certain external environment, human interests, values of social life, etc.

Today, quality management requires more than just standards and government quality requirements. They can only reflect the minimum level of quality that the state should protect. In general, state quality requirements are a system of administrative quality management. No standards and government requirements will be able to keep up with changing human interests, market processes of competition, and changes in the value system and lifestyle. But it is they who determine the understanding of quality and the

need for flexible, socio-economic quality management.

Quality needs criteria that reflect the dynamics of socio-economic processes. Quality should be determined by market situations that characterize the processes of dynamics of supply and demand, needs and values. After all, only the market through the mechanisms of supply and demand, competition, pricing and other processes can show the true quality of the product, show what must be taken into account in its characteristics. State requirements, if they should be, can guarantee only a minimum of quality, through which a system of consumer protection from completely substandard products is built. The real dynamics of quality can be understood only in terms of economic indicators of demand and consumption, competition, price, functional purpose of a product, its impact on lifestyle and role in changing a person's lifestyle.

Quality is not only a set of product properties, it is also the initiative and activity of manufacturers in achieving these properties, in finding and achieving a certain combination of them. Quality is a concept of a socio-economic type, it is not a static system of properties, it is a person's attitude to his work, to society, to management. In terms of awarding the Quality Mark, we have always been in a state of growth. But we felt the true dynamics of quality despite this indicator. There is a natural conclusion that either the criteria were underestimated, or these indicators were simply compiled and used incorrectly. The quality mark did not show true quality. This can be judged at least by the export of products. The volume of products with the Quality Mark was growing in our country, and the demand for our products in the world market was decreasing due to poor quality, its discrepancy with world standards.

Now the processes of restructuring of our production are underway, and it is very important to lay fundamentally new foundations of quality management in the management system, to orient production towards quality as the goal of management and the basis for the successful functioning of production. Quality is a type of development, it is new approaches to regulating product life cycles, creating new types of products, assessing obsolescence and physical wear, taking into account the principle of universality.

Quality management also requires an information support system corresponding to this goal. Relying only on the meager data of domestic reporting, it is sometimes impossible to draw up a true picture of the state of quality, all the more to find the reasons for its change or evaluate the formation processes. But the main thing in management is the sources of quality and tendencies of its change.

In the traditional view, the problem of quality management is reduced mainly to the problem of quality control. This is a sign and factor of the

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administrative approach to quality management. But experience, both domestic and foreign, shows that the main factor in quality management is a comprehensive motivation for quality, in which the leading role is played not by control, it can be

minimized, but by the way of activity of a production worker, in which both functions and goals, and means of self-affirmation, and interests, and attitude to the company, and sociability, and the socio-economic atmosphere of activity (Figure 1).

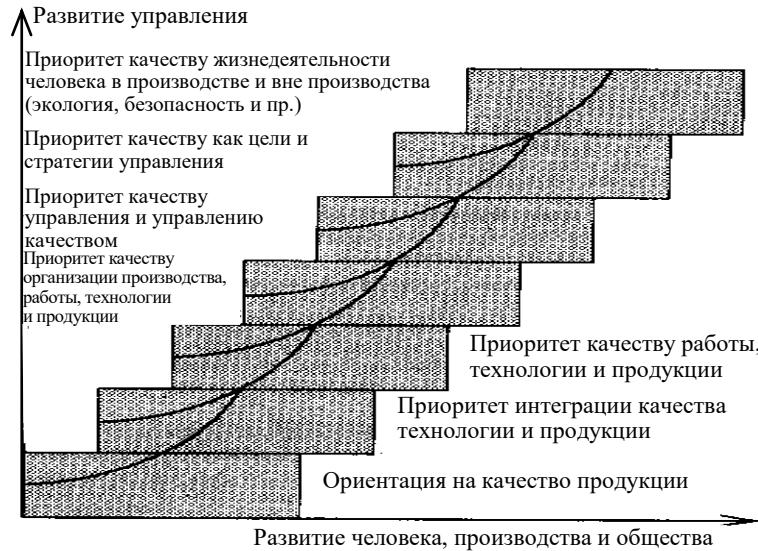


Figure 1. Changing the priorities and role of management in achieving quality, seven steps into the future

Management should be focused specifically on the way of activity corresponding to a certain type of quality activities. As a result, this gives product quality without strict administrative control, but control as a system of analytical evaluation. In a market economy,

the "quality mark" is the price of a product, its popularity, demand, the image of a company that cannot produce low-quality products at all (Figure 2)

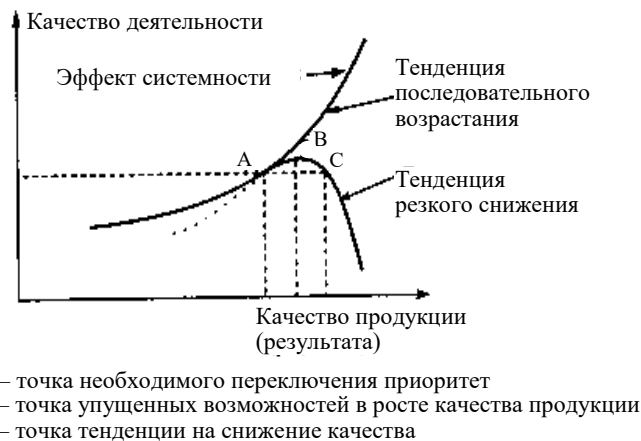


Figure 2. Quality of activity and quality of products: trends of interdependence

Achieving a certain quality is costly. The value of quality costs is the most important characteristic reflecting quality management. But quality costs do not yet characterize the potential for achieving quality. The costs can be very high, but the quality is low, because the costs do not always have an immediate and direct return. They sometimes serve only to consistently form the quality potential, for example,

the costs of the qualifications of workers, production infrastructure.

Therefore, in quality management, the formation of quality potential is of great importance, which includes the culture of activity, the socio-psychological atmosphere, the qualifications and education of workers, technology, technical equipment, and the type of organization of activities.

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Quality does involve serious costs, but it guarantees a stable market position. Working for quality, the manufacturer creates confidence in his own and national future. Correctly built understanding of quality guarantees the future even in the conditions of the domestic market floor.

We will try, in the order of introduction to the theory of quality, to formulate practically significant fundamental provisions:

Quality is not limited to the sum of properties that are important for the existence of a product; it is a peculiar combination of them, built on the basis of usually two features - more general and more specific. For example. Shoes - "clothes for the feet", hat - "clothes for the head", mufflers - "clothes for the nose and neck", etc. Therefore, the focus should be on them.

Quality allows for changes that do not lead to a loss of quality, but reduce or increase its consumer value; quality - a set of qualitative states that satisfy, to varying degrees, system-forming characteristics. "Backlash" of quality allows you to maneuver in the process of creating a product with a given quality, depending on the specific capabilities of the manufacturer and the consumer.

- Quality does not exist outside of quantity, they are dialectical opposites, their opposition is valid only within the limits of unity, from which it follows that, creating quality, it is necessary to put quantitative expressions in qualitative characteristics both in relation to individual properties of the product and the quantity of commodity products. A.K. Savrasov, finding himself in a difficult life situation, made several copies of his famous painting *The Rooks Have Arrived*. As a rule, copyright copies have a high level of craftsmanship and are well paid for. The artist was also paid. When asked a question to P. Tretyakov: he would buy copies of paintings by the artist A.K. Savrasova, what happened to the original? P. Tretyakov's answer turned out to be categorically predictable - no! Quality requires not only skill but also inspiration. Inspiration burns out with repetitions.

- Quality and quantity are linked by a measure that is most often forgotten. Meanwhile, when defining quality, one must simultaneously think about its dimension, both from the position of the market conjuncture, and from the point of view of the very signs of quality. "Quality" is concretized in the concept of "quality". "Quality" is a concept that reflects the model image of a product, "quality" - defines the quantitative limits of reality and reasonableness of quality (physical and moral status of the product).

- Quality and perception of quality are stable phenomena, but time changes them too. Originally, quality was equated with meaning. The quality criteria were the utility and the size of the object, the relationship. With the development of consciousness and practical possibilities, the foundations of

comparison and choice were formed. Quality is relatively separate from quantity. Utility differentiation takes place, participation is rethought as quantitative features. The evolution of the understanding of quality is directly due to the embodiment of creative potential in activity. The discrepancy in the intensity of advancement of individual skill, the interests of those who are called upon to clear the path of talent and mass consciousness complicates the understanding of quality and the process of quality management. Of particular importance is the concreteness of the interpretation of quality, in particular, such a basic feature of it as objectivity. The social theory of being is built on a natural historical basis - its outline was laid by nature, and the historical drawing was created by man. In the natural environment, all signs, including such synthetic ones as quality, are products of a spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: in what status and to what extent is consciousness included in what is traditionally called the quality of things (there is more clarity with services)? The social theory of being is built on a natural historical basis - its outline was laid by nature, and the historical drawing was created by man. In the natural environment, all signs, including such synthetic ones as quality, are products of a spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: in what status and to what extent is consciousness included in what is traditionally called the quality of things (there is more clarity with services)? The social theory of being is built on a natural historical basis - its outline was laid by nature, and the historical drawing was created by man. In the natural environment, all signs, including such synthetic ones as quality, are products of a spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: in what status and to what extent is consciousness included in what is traditionally called the quality of things (there is more clarity with services)? In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is

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impossible without socio-cultural concretization. In this connection, two questions are being actualized: in what status and to what extent is consciousness included in what is traditionally called the quality of things (there is more clarity with services)? In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: in what status and to what extent is consciousness included in what is traditionally called the quality of things (there is more clarity with services)?

The answers to both questions must be sought in the philosophical theory of alienation. The theory of alienation is not directly related to the theory of quality. It contains the keys to the methodology for constructing a theory of quality.... From the above considerations, it is clear that the authors are not idealists, rather they are balancing on the verge of pessimism and optimism. They are critical of the modern, pragmatized approach of market liberals to scientific and philosophically sound theory. A light version of the theory, when a fragment torn from the general theory is turned into a theory itself and adjusted to the construction of a market perverted to please speculators, theoretical economists and suppliers of a high-quality surrogate for domestic counters suits. How long the Russian economy will maintain such a configuration is not given to us (and not only to us) to know, however, the world experience of economic development at various stages of economic relations indicates that transition periods are passing and over time, economic life comes to a normal state.

The trajectory of the process of alienation of human creativity into what exists outside of it must necessarily preserve and activate the ability to create. Unlike the being of nature, the being of a person is not substantial. It is not self-sufficient and can take place exclusively due to interchange, initially with nature, and subsequently with society, through which human relations to each other and interaction with nature are built. The tool that ensures the existence of a person is labor, the highest quality of labor is manifested in activity.

The quality of activity, on the one hand, is an indicator of the quality of a person's life (it should be so!), On the other hand, quality activity is built into the quality of what he transforms. The quality of the "first" (natural) nature is formed by itself as a set of objectively related natural features, spontaneously. The quality of the "second" nature (reconstructed, adapted by man to suit his interests) is synthetic. It appears to be a double helix formed by natural features of natural material (possibly - in relations between people, knowledge expressed indirectly) and qualitative characteristics of human activity -

knowledge, emotions, will, value orientation, skill. As a result, the quality of the product, in contrast to the product itself, embodies the quality of the person.

Personality is alienated in quality and therefore, in principle, alienation is natural and does not oppress personality. The negative consequence of alienation is caused by the disproportionate replacement of the lost energy of activity. Finding out the poor quality of the goods, the hidden production defects, the deceitful actions of the seller, the normal buyer gets upset, first of all, because of his own poor-quality decision. Other transaction losses are most often reimbursed. The feeling of imperfection of one's own taste and knowledge remains.

The quality of everything that is created by activity includes the properties of activity, both practical and spiritual in an objectified (objective or functional) expression. Hence, it follows that it is necessary to form and direct the development of the ability of mass consciousness to qualitatively evaluate goods: a certain experience in Soviet times was and showed its effectiveness: "circles", "schools", "universities", including those initiated by television and radio. The place of systemic enlightenment of the mass consumer, professional assistance in the development of a culture of high-quality selectivity, is today flooded with aggressive advertising on the air, the quality of which is not controlled or the control is not commensurate with the size of deception. Who should be the main educator? The manufacturer and only he, because only he fully, according to the logic of the formation of understanding, should know what is quality. Taking on the production of a product without comprehending the specificity of the quality of this product means a professional failure in the market. The release of a product with a fake quality is prosecuted by law, however, formally and ex post facto. Suppliers of pseudo-quality goods hope for the latter.

For the sake of objectivity, let's say: true creators of high-quality products will be outcasts in our market as long as the law enforcement officers are confident in their own impunity for corruption. Nevertheless, it is necessary to go forward. History is ugly, but nevertheless it is moving towards order by the conservatism of manufacturing techniques, but even at that time the municipal authorities strictly checked the quality of the products, as well as the abilities of the candidate for manufacturers, there was an official regulation approved by the authorities of the city or country. Agricultural products were controlled by the consumers themselves.

The Industrial Revolution simplified the production process, created conditions for mass production. Adequate quality control measures were required. With the leveling of social architectonics and greater accessibility to the assortment of goods, ideas about quality changed in the direction of its quality - qualitative components. At the same time, the

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possibility of falsifying quality was formed. Further, both de facto and de jure, there was only a step to the substitution of brand qualities. Going beyond the border of the measure opens the way for legal violations and moral crisis, up to and including limit.

Were the trends in the interpretation of quality and attitudes towards quality in the economy of mass production inevitable? No, they were generated by a new nature of production, reflected this character and to a certain extent were an objective reflection, but, in addition to the object reflected by consciousness, there is a perspective of reflection, conditioned by the position of the consciousness of the reflecting subject, his interests as a participant in the processes taking place in objective reality.

Objective reality itself, by definition, is located outside and independent of consciousness. Its reflection is subjectified, which, in general, looks in accordance with the theory of reflection. However, it admits, in private, both subjective distortion - involuntary - due to misunderstanding, and deliberate in order to obtain a temporary gain. Competition is always a struggle, unfortunately, the struggle is not always conducted according to the rules.

Quality has been and remains a subject of manipulation in the interests of those who run the market. Consensus about the quality of the creator, producer, seller, and consumer is the sweetest fairy tale. Agreement is achievable between creator, consumer and producer. This "trinity" embodies the subjective mechanism for resolving the problem of alienation. Creator - the creator of a product finds satisfaction in production and consumption. He realizes his human strength in them. The producer is interested in a sustainable relationship with the creator and the consumer. The consumer is satisfied with the quality and value for money. "Shares" and "sale" do not confuse him or deceive him.

The previous quality management, although it had such a name, had the following disadvantages:

1. It was carried out in the conditions of administrative management and therefore bore the imprint of this management (administrative methods of quality regulation, limited opportunities for motivating high quality, reliance mainly on the quality control system, quality planning and thereby limiting its improvement).

2. Quality in management processes was considered as a means of achieving certain goals (implementation of predominantly quantitative indicators of the plan).

3. Quality was declared very broadly, but was not a factor in the management mechanism, the call for quality was not supported by additional funding.

4. The main thing in the understanding and regulation of quality was the quality of the products. Hence, all actions to improve quality and its analysis began with the product and were tied to it. This is the management methodology, this is the approach to

quality management: take into account only what directly affects the quality of products, and assess its quality according to planned indicators. This was a limited approach.

Let's designate new approaches to quality management:

1. Quality must enter the management process as a goal that determines all the necessary means of achieving it. The difference is that the goal directs the development, and the means provide the purposefulness of the processes, the possibility of achieving the goal. Quality is something to strive for, and not something that would act as a tool or method for any achievements of a different nature.

2. From an orientation towards product quality, it is necessary to move to an orientation towards the quality of activities. This requires expanding the range of factors included in the methodology of problem analysis, formulation and search. This means understanding that the quality of products is determined by the quality of life, it is this that shows what quality is necessary and achievable; this means that product quality must be viewed from the perspective of quality of life. This would indicate a truly human factor of governance.

3. Quality management should be based on market mechanisms of economic development. This means that you should not strive to manage quality based on requirements. The main thing is the economic motivation of quality, both in general and in small things, ensuring its achievement, quality research.

4. The quality management methodology assumes a systematic approach. This means that in quality management, the main thing is to identify all hidden and explicit, direct and indirect relationships of factors that affect quality and shape quality, and we will name practical recommendations for quality management:

1. When working with personnel, attention should be paid not only to their qualifications, but also to the quality of education.

2. Do not strive to make demands on product quality or even on the quality of work, but strive to increase activity in relation to quality, to look for ways to improve quality at every workplace, to form quality, both in small things and in general.

3. It is necessary to find the main thing in the process of forming the quality of activity. It is different for different firms, but it always exists.

4. It is not standards and requirements that solve the quality problem, but people interested in improving quality.

5. Quality is not only and not so much a characteristic of manufactured products as a socio-economic characteristic of an activity. It is necessary to strive not only for the quality of products, but mainly for the quality of activities, because this lays

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the potential for quality even when initially does not affect the quality of the product.

6. The quality of activity is not just labor productivity, it is awareness of activity, culture, attitude to activity, professionalization, education, which allows using professional skills in a different way.

7. Striving for the quality of activity means not only working well, but striving for self-improvement, creativity, self-education.

On the way to consensus stands the seller, the subject of relations who, in essence, has nothing to do with the quality of the goods, but it is he who is the key figure in the market economy. We get everything we need from him. He is a monopolist and as such dictates the terms of the relationship through price interest and profit margins. Not a single branded light industry enterprise has appeared in Russia for twenty years, on the contrary, a lot of trade brands have appeared. Shopping rows are multiplying, and the consumer is assured that the production of goods is unprofitable. The culture of the organization of trade is replaced by the concept of "quality of sale". The culture of trade is measured by assortment, price and physical availability of goods, high-quality consulting support, lack of queues, compliance with sanitary and hygienic standards, appearance and behavior of personnel, service maintenance. The "quality of trade" is determined by the proportionality of the price and quality of the goods, the conformity of the sold goods to its certificate, and the demonstration of the goods. The seller's profit should not exceed the manufacturer's profit. Both need not wait for an increase in purchasing activity only by increasing consumer salaries, but create a most favored nation treatment for the buyer (without colluding with another predator of the market - banks).

Only in Russia and only the liberals - the market people at every opportunity remember how bad it was for the people before the advent of true democracy - they starved, went ragged, lived who knows where and how. Monitoring the quality of life - through quality consumption opportunities - is advisable within the current time frame. There is only one criterion - the consumer basket is growing and how does it grow?

The rate of inflation is a necessary but insufficient indicator of the state of the quality of life. The government took inflation reduction as its main reference point. The indicator is actually socially and economically significant, testifies to the culture of the market and, indirectly, to the state of production. The disadvantage of this indicator is the lack of quality in it. The quality of life is determined through the amount of products consumed in monetary terms. The qualitative composition remains constant and one can only speculate about quality, since quality dilutes quality. The quality of footwear, clothing, cereals, fish, vegetables, fruits within the general name varies

greatly. The reserve for quality manipulation is significant. The main thing is still in understanding quality, not the name, but the system characteristic of the product, reflecting the assortment,

Quality represents a system of properties that are essential for a product - this is commonplace and well-known, which is actively used. By replacing properties or their consistency in a quality product. Essential properties are those that are not simply inherent in the product, they determine its functionality. Such properties, as a rule, are revealed in the process of "work" of the product for its intended purpose, they are hidden from the unprofessional glance of the consumer. In its "pure" form, the market is an intermediary and should not be interested in the quality of products. The task of the market in the theory of the organization of commodity production is the organization of exchange between the producer and the consumer. The development of the market stimulates the increase in production in the interests of the consumer within the framework of the infrastructural status of the market.

Monopolization of production led to the accumulation of financial capital, the autonomy of the latter and control over the market. As a result, the market has turned from an intermediary into a key subject, the indicator function - to show the demand for goods - is trying to replace the role of the organizer of economic activity as a whole, which distorts the system of the economy.

The economy of commodity production was created by the production of a product and the need for a mass product. The system-forming factor here is the production of goods as a product necessary for consumption by others, that is, the process of alienating consumption. In natural production, product quality was hardly a pressing issue. The quality was "dissolved" in the conservatism of technique and technology, in the traditionality of the assortment. The question of quality was raised by the consumer when he got the opportunity to compare at the fair. The market, which grew out of fair gatherings, gradually enriched the representative status with the advertising business, taking control of the relationship between the manufacturer and the consumer. Levers of management - financial policy, directions - the main - two: the impact on the quantity and quality.

Product quality has gained relevance in commercial production. It became clear that in the understanding of quality there are sensory and rational thinking (the latter in the form of calculation). The subjective factor is objectified and fetishized. The market is not able to directly influence the objective properties of a product (using its own mechanisms), but it can very well even objectify subjective ideas. Thus, the manipulation of quality was first included in the functions of the market, then it became an element of economic policy.

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A sound and healthy economic policy is designed to work on improving quality in two interrelated directions: technical and technological, completed by a rigid legal block of support, and socio-cultural - to provide comprehensive support for the formation of conditions for subjective perception of quality, to block the negative effect of advertising influence, which has long and thoroughly become an attribute of market speculation. on the importance of quality to the customer. The availability of choice and ability to pay does not serve as the basis for the indisputability of a high-quality acquisition.

In the existing market, price and quality are divorced even at auctions that are famous for the careful organizational culture. The buyer is turned into an expert and this grimace of the market is not as bad as it is illogical. The market forces the consumer to develop as a person. From a layman with a wallet, so as not to be suckers, we involuntarily try to learn more about the subject of interest, improve our "purchasing skills". The term is not new, it is used by journalists, but for them it is a passing, verbal number, and for us it is no longer a new combination of common words, but the most important concept, without which the modern theory of quality does not have a systemic integral form.

"Purchasing qualifications" include, along with certain knowledge that helps to determine the location of the store, the range of prices for the goods, requires basic information about the manufacturer, the quality characteristics of the goods, the market reputation of the manufacturer, the tradition of the company, the scale of activity. Today, in the consumer market, the naive buyer runs the risk, beyond all reasonable measures, of becoming a victim not only of deception, but also of his own carelessness, therefore, without any rights to compensation.

A buyer in Russia is formally protected. In real life, one has to be guided by the famous rule "rescuing drowning people ("buyers") is the work of the drowning people themselves, read "buyers". Increasing the "purchasing qualifications", if desired, is a mutually beneficial business for the state, activating the cultural national heritage and the patriotic mood of the mass consumer. Although there is another way, tested under Mao in China - "the worse the better."

Imported consumer goods - not Chinese - in the 80s - 90s. was with us with a bang! The assortment, packaging, external features of the product were impressive. And what is the bottom line? After 10 years, the manufacturer returns the Soviet brands, naturally in the absence of effective control, not Soviet quality.

We know how to make quality products and are quite capable of regaining "our" market. The issue is not even the price, the problem is the loss of control over the consumer (and not only the consumer, judging by the failures in rocketry, the operation of

aircraft, etc.) market. They explain to us: we need economic measures. Correct, however, this is half-truth. If necessary, then accept. The power should have power that is not nominal. It's time to understand that economics has always been politics, economic theory has always been political economy.

Economic movement is self-movement, but it does not take place in a vacuum. Economy is the basis of social movement. Society provides the conditions for economic movement, and the state has the right to energetically join the mechanisms of economic self-movement, directing the development of the economy in the interests of society.

An amazing thing. When it comes to the future of technological progress, futurists of all stripes groan that the autonomization of the movement of technology will lead to the dominance of robots over humans, and it is better not to interfere with the development of the economy. For whom is it better? One conclusion suggests itself: not to disrupt the self-movement of the economy in the interests of those who have privatized the economy and whose service is the "border guards" who prohibit the control of economic processes through politics.

None of the convertible currencies is backed by a quality commodity equivalent and the "free" movement of currency continues under the guise of politics. Financial self-movement creates opportunities for chaos in the consumer market. The state sluggishly protects the legitimate interests of the national producer, even when the product is a product of interethnic integration. There is no political aggressiveness, politics is dragged along the wagon train of the economy instead of outstripping its development on the basis of objective socio-economic trends. I would like to believe the explanations of politicians regarding the success of joining the WTO. It is good that they were bargaining, creating a legal "safety cushion" for the domestic producer of consumer goods. Problem: how will they use concessions from the WTO now?

The time for political action - not decisions - is the most favorable. The intoxication of the nineties and zero seemed to be on the decline. Awareness of the qualitative advantages of many Soviet products of the light and food industries is returning. There is a revival in consumer cooperation, which can stimulate the production of agricultural products in the countryside. Mistrust in consumer imports is growing, including due to its massive Chinese production. Migration flows are stabilizing.

A harsh assessment of the socio-economic situation and a direct indication of the government's responsibility for the failure to fulfill the presidential instructions of 2020 in the Address of V.V. Putin, are associated with the determination to "tighten the screws" so that the movement goes on the intended course. A clear activation in interethnic economic relations within the Customs Union, a reboot of

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strategic relations with an emphasis on China, India, Iran, Latin America. The real possibility of full-scale cooperation with Egypt, Syria and the same Iran - the key states of the Middle East and the African North - all this is a unique international sphere for restoring the balance in the domestic consumer goods market.

Domestic producers need a "coherent" economic policy. By "intelligibility" they mean: clarity, consistency, guarantee support, allowing to cut off the many-sided arbitrariness of administrative authorities and "guardians" of order. Everyone is responsible for quality. Both those who produce and those who are called upon to ensure the rights of producers. The Customs Union has lit the green light on the path of national goods in the markets of the Treaty countries. Thus, an equilibrium real market competition has been created, which makes it possible to evaluate the natural rather than advertising quality. By the way, a wonderful topic of research is "real and" advertising quality", that is. created by advertising.

It is no less important to analyze the problem of quality in the coordinate system of national mentality and interethnic integration. Integration is deliberately replaced by globalization, despite the obviousness of the difference between these phenomena. Both trends are objective and characteristic of recent history.

Integration is the interethnic interpenetration of various types of activities of a socio - economic, cultural and humanitarian scale. It can have an interethnic size, for example - "Union State (RF and RB); local - the Customs Union; regional (Shanghai Organization, EEC). Globalization indicates a worldwide scale of the phenomenon. Among the global problems are those that have arisen as a result of general, but not necessarily integration, processes, and require a consolidated solution.

Global problems, in contrast to the problems associated with integration, are potentially relevant and have a strategic meaning. For example, how to protect life on Earth from large meteorites. When the time of the onset of the event is postponed, but it itself is overly relevant in importance, then speculators, including financial oligarchs, are actively rushing into the gap, trying to extract profit from uncertainty.

Quality is associated with globalization, but practically not so relevant. Quality is directly related to integration.

Let's consider the problem of "quality of consumer goods" in the "national" and "international" coordinate system. First of all, it is necessary to find an answer to the question: is integration capable of crowding out the national component of quality?

Integration processes are based on standardization and uniform metrological characteristics of production, which corresponds to objective reality. Technological progress is based on science, scientific knowledge is imperative in terms of normativity. However, the being of the common is not self-sufficient. General requirements are implemented

through special development, due to the specificity of the circumstances of the action. In other words, no matter how standardized the production of a product is, the originality of production conditions will still manifest in it.

The specificity of conditions - regional, national - is immanently present in the raw materials, climate, traditions, and culture of performers' consciousness. And in all this lies the power of production, which determines the nuances of the quality of the product, creating a special consumer interest in it. Tea is grown in our time all over the world, but the uniqueness of tea plantations in Sri Lanka, the national attitude to tea, ensured the leading position in the quality of the Ceylon product. The same can be said for Kenyan coffee, bell and Chilean peppers, French cognacs and champagne, Ukrainian lard, Bavarian and Dutch beer, Scotch whiskey, Russian flax, Egyptian cotton, Chinese silk, Argentine leather, Greek olive oil, and more. The specificity of the environment should be cherished and preferences for its reproduction should be ensured. In fundamental treaties,

The Customs Union consolidates the interethnic division of labor, built in the XX century, contributes to the expression of the objective and subjective aspects of the development of production, mutually enriches the market, facilitating access to it for producers. But this is all theory. Theory develops into a rational practice, not only because it is correct. Activity makes theory a practice; moreover, in order to obtain the desired result, activity must be systemic and consistent.

Interest in the quality of a product, in theory, should not start in production. Its initial position in the normalized market, more precisely at the meeting of the manufacturer and the buyer. A normal market is an indicator of the quality of a product. Demand pulls along the production chain. But not the spontaneous demand of abandoned buyers. Demand is a state of consciousness conditioned by purchasing power, however, it cannot be reduced only to the amount of money, especially when lending is stimulated in every possible way by banks. The demand left to the mercy of intermediaries, lobbyists, speculators is a deadly disease for the national producer of Russia. Demand should be taken under control and generated, the buyer should be educated. Consumer education costs a lot. But it's worth it if you look to the future.

Market liberalism corresponded to the flourishing of the first type of mass production economy, focused on ensuring free access and choice of goods. Such production perceives the consumer as an abstract subject of the relationship in the "producer - seller - buyer" system. The seller is assigned the role of an active intermediary, but nothing more. It culturally provides a meeting point for producer and consumer. The system, however, must be functionally active, which presupposes not the presence of its constituent components, but their complicity. The

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perfection of a system is not determined by aesthetics, but by a design feature. It manifests itself in the maximum activation of the possibilities of what it acts as a system of relations. The perfection of the system design lies in the maximum realization of the potential of relations that create consistency.

The buyer is perfect as a subject of systemic interaction with his purchasing preparation. It is not perfect for the size of its payment capacity. His complicity is determined by the knowledge of the commodity-economic situation. The consumer is not an object of application of the actions of the seller and the producer. The consumer is a subject of the market and it is in his (and other subjects') interests to be informed not by the advertising community, but by professional sources. Then counterfeit and "lochism" will cease to populate the market. The quality of the product begins in the mind of the consumer. To impose an idea of quality is bad for all legitimate subjects of economic relations. It needs to be educated again by everyone: the manufacturer, the seller, the buyer himself and the institutions of civil society, if the state is passive.

The transition to mass production of the second type - "smart", "lean" economy, activates systemic relations. The function of the market appears in a new light. Together with the manufacturer, the seller focuses on the knowledge of consumer tastes. There is only one, but not an easy, step to make to the system's perfection - the whole world to take up the formation of consumer culture.

The accusation of the current generation in the consumer attitude towards life is not entirely fair. Consumption is the ultimate goal of production. The trouble is in the absence of a consumer culture of the mass consumer, the trouble is of a truly sociocultural dimension. Another consequence of the financing of cultural progress. Why is one power replacing another, while culture is still in power last in line for political relevance? It is time to understand that not only science has turned into an immediate productive force. Culture is also a factor in the development of production, moreover, a multifaceted and very effective factor.

The domestic light industry is going through hard times, and the consumer is offered products of dubious quality that have entered our markets by counterfeit and other illegal means, that is, they have no guarantees for buyers to exercise their rights to protect themselves from unscrupulous manufacturers and suppliers.

It is necessary to reanimate the role and importance of a quality-oriented strategy, since only in this case enterprise managers will subjectively and objectively be forced to improve their production using nanotechnology and innovative processes so that competitive and demanded materials and products fully satisfy the needs of domestic consumers. At the same time, the statement is justified that the

consumption of domestic materials and products is regulated by the market. In this case, market requirements should be dictated to manufacturers for the need to increase the role of the state and consumers in the formation of sustainable demand for domestic materials and products, namely: to maintain a range of goods, regulating it by federal, regional and municipal orders; stimulate price stability; increase consumer ability and gradually improve their quality. The implementation of these tasks will create the basis for the consumer to realize the need to pay for the advantages of high-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 due to technical innovations aimed at using new technological and engineering solutions.

Today, and even more so tomorrow, it is important to implement one of the defining principles of production efficiency - the manufacturer produces exactly what the consumer needs in an assortment that creates the basis for meeting demand. It is equally important to understand the role and significance of high-quality activities, that is, to what extent managers have penetrated into the essence of things, learned to manage things, change their properties (assortment), form, forcing them to serve a person without significant damage to nature, for the good and in the name of man, that is, in accordance with the requirements of the Federal Law "On Technical Regulation". Both political leaders and the government have recently been talking about the need for a competent industrial policy. However, if you carefully consider the normative, methodological documents on the structural restructuring of industry, then an idea appears,

A world-renowned quality specialist E. Deming, who at one time was a scientific advisor to the Japanese government and led Japan out of the economic crisis, in his book "Overcoming the Crisis" says: "... managing paper money, not a long-term production strategy - the way into the abyss".

Regarding whether the state needs to pursue industrial policy, one can quote the statement of the outstanding economist of the past, Adam Smith, who laid the foundations of the scientific analysis of the market economy 200 years ago. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants." You can't say more precisely.

What are the results of economic activity today, what are the achievements in this area? Growth of gold and foreign exchange reserves, decrease in inflation, 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 the population's ability to pay

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to purchase these goods and services? And, ultimately, not the quality of life of the country's population?

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

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

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

Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management. Manufacturing must improve, which does not mean becoming more costly.

It was absolutely right that attention was drawn to one phenomenon that usually escapes in the troubled bustle - the historicity of the economy. The economy has not always been the way it is perceived now and will not remain forever. Economic life changes in time, which forces one to tune in to its changing being. The modern economy is built on a market foundation and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? The symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, aggressively pushing the "social sphere" to the sidelines, is incompatible with the prospect of economic development, this is confirmed by the steady desire of social democracy in the West to

deploy the economy as a front for social security, fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", will replace the "social-production partnership - the manager and the manufacturer will become members of one team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer produces exactly what the consumer needs." The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It demanded a new look at the fundamental concepts. And therefore the philosophy of quality must also change. We must be ready for the coming events.

The quality is "written by nature" to be at all times in the epicenter of scientific and amateurish reflections. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions "direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "in mind" or "implied." From the relationship in the dynamics of these projections, quality problems in creative thinking are built into an appropriate schedule, reflecting the relevance and profitability of activities aimed at the development of production.

The most significant and global are international quality management standards. The use of modern methods in them makes it possible to solve not only the problem of improving quality, but also the problem of efficiency and the problem of productivity. That is, today the concept of "quality management" is being transformed into the concept of "quality management".

Thus, solving the problem of increasing the efficiency and competitiveness of the economy, and, ultimately, the quality of life, is impossible without the implementation of a well-thought-out and competent industrial policy, in which innovation and quality should become a priority.

The results of studies carried out under the UN development program allowed us 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 is accounted for by natural resources and production structure. A quality-oriented strategy undoubtedly contributes to an increase in the very role of the subjective factor in the development of production, and to a more complete all-round satisfaction of human needs themselves. The desire to

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"live according to reasonable needs", as well as the need to "work according to one's capabilities", together with the communist ideal, no one openly and officially dared to abolish, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by both the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that learning about nature reveals its quality, state of quality, quality levels, embodying new knowledge in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in the systemic sense - temporary, conditional.

And here it is absolutely justified that the main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands must dominate production. The task of society is to contribute to the development of demand in the market worldwide: to maintain a range of goods, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning, not focused on such goods and services for which the market is in demand." Try to argue with him. Production during the transition from industrial to post-industrial society of mass consumption is thought of as a function of the market.

And the authors fill these quality properties with criteria, namely:

- ideology of quality - the perspective of production development;
- quality management is an integrated approach to solving the quality problem;
- Fashion and technical regulation - components of the quality of the manufactured footwear;
- quality systems "ORDERING / 5 S" and "THREE" NOT "- not only the basis for the stability and safety of production, but also a guarantee of quality;
- Quality in the market is a paradigm for the formation of production that meets the needs of the market;
 - advertising is always at the service of quality;
 - A trip to the past as a guarantee of quality in the future;
 - A product quality assessment model - these are the priorities for production;
 - prediction of quality costs in the development of a new range of footwear - the guarantee of its relevance and its competitiveness;
 - The method of business visual assessment of a product - a means of assessing the effectiveness of quality;

-Increasing the quality and competitiveness of domestic special footwear;

-About indicators for assessing the quality of footwear - as a tool for the formation of popular products;

-Quality and market: a marriage of convenience and this is undeniable;

-The stability of the enterprises' work is the guarantor of the quality of the footwear they produce;
- all these aspects together and provide a revolution in quality, guaranteeing the manufacturer stable success in the market with unstable demand.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activities of an important branch of the public economy of leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. A separate author, no matter how knowledgeable and authoritative he was, is forced to explain not only his point of view on the problem under study, but also to talk about how colleagues "see" this problem, to present someone else's view of the order of things, to turn into their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such a wonderful thinker as G. Hegel sinned, willingly or unwillingly substituting opponents, so that it would be more convenient to criticize them.

The quality of an activity is the final criterion of its individual, collective and national status. It is in the quality that the energy of creation is accumulated. The quality of activity indicates how much we have penetrated into the essence of things, learned to manage things, change their properties, form, forcing them to serve a person, without significant damage to nature. Quality allows us to see the person himself from new perspectives, to pay tribute to his talent, will, and professionalism. Research carried out under the UN Development Program has 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 is accounted for by natural resources and production structure. Quality oriented strategy, undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and a more complete all-round satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to one's capabilities", together with the communist ideal, no one openly and officially dared to cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by both the inner forces of active consciousness and external life factors. The highest function of consciousness is cognitive. Learning about nature, we discover its qualities, state of quality, levels of quality, embodying

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new knowledge in production. Classical political economy (A. Smith, D. Riccardo, K. Marx, J. Mill) concentrated quality problems in production. Postclassical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in the systemic sense - temporary, conditional. The main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands must dominate production. The task of society is to contribute to the development of demand in the market worldwide: to maintain a range of goods, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning, which is not focused on such goods and services for which the market is in demand." Try to argue with him.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. For all the economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, in the same way as the premieres of modern production. Analysts predict the course towards the quality of goods confidently and everywhere. The consumer realized the need to pay for the advantage of quality services and products, the turn of the manufacturer. Prominent economists unequivocally declare that the improvement in the quality of goods is not causally related to the rise in prices.

To the best of their competence and interests, the authors tried to share with you, dear reader, their thoughts, entrusted you with their judgments about the past, present and future of the case to which they have devoted their lives, their research, in order to answer the main question: what dominates quality - advertising or the manufacturer and will unite them by a revolution in quality or will it be impossible to do it? But life will judge both. The 21st century has sharpened the scientific, philosophical and practical interest in competition. The scale, content, forms and significance of competition put it in a number of 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 executor 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, you cannot call it otherwise, is occupied by the attitude of self-awareness, 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 for human capital. Competencies are not effective in and of themselves, they are valid when they are formed as the needs of an individual, developed in many ways and in harmony with his own, national and universal interests.

The formula for the harmony of personal interests is extremely simple. It was discovered 2500 years ago by Confucius, and I. Kant clarified it, giving a rational look "another 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 production in general and consumer goods, in particular, the conclusion is even more simplified to the creation in a specific production of technical, economic and humanitarian (socio-cultural and psychological) conditions aimed at a high-quality, demanded and affordable product. The organization of production can be considered reasonable only when it is subordinated to a single goal - the satisfied customer needs. Unfortunately,

Where are the reasons for this abnormality, what? Is this connected with objective factors, we have not yet been able to overcome the resistance of whose forces, or are the braking forces of an inertial nature, have we inherited, introduced in the order of modernization and we are able to fight them, and not with the consumer in the market? What are our reserves?

The answers to these questions must be sought in systems analysis, which requires an appeal to scientific and philosophical theory. One should not be afraid of the tension of thought-creation. The famous naturalist D. Dan, following Charles Darwin, analyzed the meaning of competition, came to the conclusion that competition in the struggle for existence is not limited to greater and better adaptation to circumstances, it strengthens the nervous system and develops the brain. So let's start with philosophical reflection.

In economics and politics, many phenomena are known that contradict the nature and functions of these spheres of public life. Practical development does not always coincide with historical logic. History, in spite of its rational basis, the history of the implementation of the activity of Homo sapiens, often drives the reflection of reason into a dead end. In this connection, the problem arises: if the history of the socio-cultural activity of a "reasonable man" should be, at least, no less reasonable and logical than the individual mind of a person subject to randomness is incomparably greater than the socialized mind of

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mankind, then how to explain the presence of social anomalies, a kind of "jams"?

They are historical dead ends from which we must regularly get out, or the product of the costs of the underdevelopment of the organization of social relations and management, including here a limited knowledge of historical laws. In other words, we have before us the riddle of history and we should determine where to look for the keys to its solution - in consciousness or in objective reality? What exactly should you focus on? We do not have an answer that could be reasoned enough. Moreover, it seems to us that it would be more legitimate to study the nature of this problem in parallel - both in social life and in public consciousness.

The reasonableness of the history of human activity could not fail to lay down a logically expressed picture, but the absence of extra-logical processes in real history would look as if the scenario of history had been written by someone in advance and the one who invented it continues to orchestrate the course of the historical movement. N.G. Chernyshevsky compared history with Nevsky Prospekt, laid along a ruler. He did this to emphasize that historical consistency requires specific awareness. History is comparable to the order of movement in the physical space of being, but it is located in it nonlinearly.

There are no straight lines in nature - they are conditional and exist as intervals of movement. The same is in the development of society, it is reasonable to the extent of historical concreteness. And each historical concreteness carries both something new and unresolved or limitedly resolved problems left as a legacy to passing generations. Historical logic stumbles upon the imperfection of historical concreteness and will be better understood as a sequence of concrete historical rationales built from the contradictions of the rationality of human activity, in fact, the relative logic of the historical specifics that accompanies the historical ascent of the socialized Homo sapiens.

The twentieth century has confirmed the idea of historical materialism in its Marxist interpretation. The development of social life is based on the movement of material production, the connecting element of which was originally a rational-active person. Human history grew out of labor, but the current state of labor became possible only at the stage of homo sapiens, which means the following: production serves as the basis of social progress when it finds its expression in human rationality. To be a real force, production must correspond to the needs of people, needs - to be manifested in thoughts, thoughts to capture feelings, to become a conviction.

The improvement of production is due to the transformation of science into a direct productive force, technical progress, however, in no less dependence, the productivity and quality of

productive activity depends on the moral factor - the attitude of a person to work. In this light, the Japanese mentality, developed by the original economic policy, linking the interests of owners and employees, is indicative. Its core is a national tradition dating back to the history of Confucianism. Confucius taught: "When governing the state ... constant attention to affairs and sincerity in relation to people, moderation in spending and love for the people are necessary. And it is no less important to encourage people to work ...".

In Japan, China and other countries of the East, you can find examples of moral disorder, but they do not so much indicate a sociocultural reorientation in the national format, as about the historical costs of the development of national culture. There, the overwhelming majority of the population continues to listen to the words and reasoning of teachers. "Wealth and nobility, explained Confucius, are the subject of human desires, but a noble husband does not use them if they got it illegally ..." How can a noble man bear such a high name if he has lost his philanthropy? A noble husband does not part with philanthropy for an hour, it is certainly with him: both in trouble and in worldly vanity. "

To maintain the prestige of the company in Japan, the supporting phenomenon of the social form of life is actively used - the family, family traditions, which accumulate the strength of morality. The family serves the firm. Each family member, traditionally associated with the history of production, perceives the firm and his work through the prism of family tradition, relieving the burden of alienation of labor, which is inevitable in the conditions of exploitation. Exploitation itself drapes into the form of social partnership. The essential contradictions of bourgeois production remain, but the form of their perception by consciousness changes. In modern Russia, the term "exploitation" is not used to characterize production, which is not surprising given the existing practical attitude towards national culture, especially towards education, which is officially aimed at developing competencies by politics.

The quality of production and the quality of the product of production depend on technical conditions - technology, technical means, organization of production, professional qualifications of organizers and performers and attitude to work. The last two components form the content of the concept of "subjective factor" or "human capital". Relying on the achievements of the scientific and technological revolution, entrepreneurs are trying to minimize the complicity of the "subjective factor" in view of its volatility. Without advertising, the "subjective factor" refers to the conditions of uncertainty and risk.

The problem here is that all attempts to limit the presence of the subjective factor in production and, mainly, in its technological component, inevitably lead to the absolutization of the technical component.

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It becomes a total means of increasing labor productivity, production safety and profitability. Thus, the management of the organization of production development is delegated to artificial intelligence, built on the laws and rules of formal logic, expressing one of the sides of development - conservatism.

The original law, and in essence, the principle of this logic is the law of identity. The subject and the subject, their connection are recognized as unchanged. Movement is reduced to its relative moment - rest. Peace replaces movement and, along with it, change as the essence of any movement.

Charles Darwin said: nature does not like jumps and explained, because everything consists of them. J. Cuvier, on the other hand, tried to understand the variability of species as a result of terrestrial cataclysms. The life of nature tells us that we should be afraid of logical linearity in thinking. It is effective when something is actual to bring to perfection in its traditional manifestation. For example, in the case of improving the existing assortment, achieving a rational balance of customer requirements for a well-known attractive product, its quality and price. But everything comes to an edge, improvement is no exception, therefore, you need to look in advance for options for an interesting perspective development of the product line, think not about what, in principle, already exist, improve what is available, but try to fantasize systematically, outstripping demand with innovations.

Our thinking in that part, which is called creative, creative, is spacious enough for innovative actions. It is only important to understand that beyond the horizon of the known, Aristotelian logic suffers its heuristic potential. Forward thinking is thinking trying to "grasp" the direction of change in commodity production. It is dominated by the possibility in thinking of anticipatory reflection of reality - a property discovered by P. Anokhin. There are physiological grounds to foresee changes, mental prerequisites in the form of will, needs, emotions are also natural. It remains to look for logical tools. The arrow of movement should be transferred from Aristotelian formal logic to Hegelian dialectical, based on the principle of development of the content of concepts and changes in the concepts themselves. Representing the peculiarity of dialectical logic, its fundamental difference from the logic of Aristotle, G. Hegel wrote: "In rational logic, the concept is usually considered as a simple form of thinking and, more precisely, as a general idea ... as if the concept as such is something dead, empty, abstract." And he clarified: "Of course, the concept should be considered as a form, but as an infinite, creative form."

It is no coincidence that Karl Marx's associates noted that the founder of the universal understanding of dialectics did not leave the textbook to his heirs, since they were supposed to be the logic of analyzing

the movement of production in Capital. K. Marx showed how the logical limited thinking of production managers reduces the process to capital management and brings production not only to a crisis provoked by overproduction, but also to social and political tension. The development of political economy after Karl Marx was expected, subordinated to the historical rehabilitation of capitalism. Intellectual and political forces concentrated on identifying the perfection of commodity production with its bourgeois form of organization.

This is where the features of Aristotelian logic, aimed at the invariability of the conditions of inference, came in handy. If commodity production is the only universal reality of an objective historical process in a developed society, then history itself is destined to be carried out with dignity exclusively in the form of a bourgeois organization. Thus, the consumer's thinking, also tuned in general to a formally logical type of action, leads to the final conclusion: the period preceding capitalism was prehistoric, just becoming. The true history of commodity production is taking place in bourgeois form. Objective reality was embodied in an absolute, that is, ahistorical form.

The power of logic is in the ability to build an internally consistent theory, but the truth of any theory is verified by more than one of its sequences. Here, the correspondence of the consequences of the theory to the realities of life is of particular importance. Economic theory is being tested on a massive scale, because its results directly affect everyone. People may or may not be producers, but they consume the products of production and everyone wants to make consumption consistently high quality and consistent with payment capacity.

Beginning with handicraft work and the guild form of its organization, the quality of the goods pushed all other signs of production into the background. While the division of labor wore a guild form, and inside the guild, everyone produced goods up to the final marketable form and fully guaranteed quality with their brand, the quality of production and the quality of the goods remained in the unity of existence, and the problem of the quality of the goods was simplified, boiling down to the observance of the technological standard of production. Production was a way of life support for the manufacturer, so the relevance of the quality of the goods was removed by the specifics of his attitude to production.

On the market, the goods were of high quality, the only thing to be feared was falsification, which did not have the current scale and was resolutely suppressed both by the state and by the self-regulation of trade. For mass production, which was the main consequence of the industrial revolution, the problem of the manufacturer's interest in the quality of goods among the socially significant was not noted. It undoubtedly existed, but the nature of production did

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not allow it to leave the sphere of private consciousness and materialize in the assortment of goods.

Potentially, this problem appeared even before commodity production, but at that time it was in the form of an abstract possibility, because the reality was the relevance of the quantity of the product produced. Manufacturing was only gaining momentum as a source of human vitality. First, the problem of quantity was born, the increase in quantity raised the question of quality, since it became possible to compare the produced product, specialization of production was outlined depending on the originality of the natural environment.

An emerging market required a variety of products. We needed goods within the framework of the differences in the purchasing power of consumers. Factory - factory production, based on a technical base, opened up the prospect of varying the quality of goods. The harsh production restrictions that characterized the shop floor have receded. Products of different quality appeared on the market. In the British philosophy of the Enlightenment, the very concept of quality was actively discussed. J. Locke proposed a version of the combination in determining the quality of the objective properties of objects and their subjective perception by consciousness.

In the division of quality attributes into "primary" and "secondary" there was a rational principle associated with the specifics of the "second nature" - things transformed from the natural state by human labor. The "primary" qualities of a product or its raw materials are determined by natural reality and are fully independent of man. "Secondary" features, on the other hand, are dependent on human labor. It is labor that identifies them or creates them, therefore the quality of objects transformed by labor should be determined with human assessment. The inclusion of a person as a factor in the production of the quality of goods enhances the influence of the subject of labor on the quality of production and the quality of the goods produced. In this connection, the load on the control process increases.

Management is subordinate to the solution of the problem of sustainable production of a quality product. As in any task, it is necessary here:

- clearly define what "quality" is;
- understand what is specific to the quality of the product;
- to understand how the "quality" of commodity production and its mass production are related, to trace the mechanism of interaction of qualitative changes with quantitative ones;
- to reveal the systemic position of the problem of the quality of mass production in the context of a developing economy.

Only after receiving answers to the listed questions, we will be able to productively investigate the problem: "How realistic is our desire to give a

mass producer the need for quality product results", in other words, "is it possible to sufficiently motivate obtaining a quality product from within mass production?" So far, unfortunately, quality management is carried out by introducing ideas into production that were developed not in it, but in "pure" management theory.

Such a quality management mechanism raises the significance of scientific analysis, defining the role of an auxiliary, experimental farm in the self-propelled production towards quality. A retrospective look at the history of understanding how to manage the quality of production in general, demonstrates clearly that this story is very similar to the movement of thought on the principle of "trial and error". Each subsequent "theory" after S. Colt (1870s), - G. Lalande, G. Ford, A. Fayol, M. Weber, F. Taylor, V. Schukhert, E. Deming, I. Ishikawa, I. Jurana, F. Crosby, A. Feigenbaum invariably resembled a way out of the impasse into which her predecessor led, until in the end they replaced the key concept of SK with QMS - "Quality Management System".

Nowadays, when more and more attention is paid to meeting the needs of consumers, and with all this, the requirements are becoming more stringent each time, the industry is increasingly thinking about careful quality control. The need for quality control at every stage of production is now a generally accepted position, from which it follows that the quality of products and services is the responsibility of everyone working at the enterprise.

What is a quality management system (QMS)?

Quality Management System it is the collection of the organizational structure, methodologies, processes and resources required for overall quality management. It is intended for continuous improvement of activities, to increase the competitiveness of an organization in the domestic and world markets, and determines the competitiveness of any organization. It is part of the organization's management system.

Quality is the degree to which the set of intrinsic (inherent) characteristics meets the requirements.

The emergence of a quality management system (QMS). The history of the emergence of the QMS leads to the beginning of the industrial revolution, when the same type of activity was developed. For example: an artisan managed and supervised not only the development and design of his products, but also its production, sale and, accordingly, quality.

During the Industrial Revolution in the 19th century, small workshops arose in Britain, run by artisans. It was these artisans who served as the basis for the formation of the first industrial associations, although at that time they were only associations of friends. The first to organize in such associations back in 1825 were skilled artisans, carpenters, tailors and textile manufacturers.

The era of artisans lasted until about 1910.

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During the First World War, the importance of quality control increased due to the lack of strong personnel and the use of poorly trained or newly recruited employees.

Meanwhile, as science, technology and technology developed, enterprises became even larger, the owner could no longer be present all the time and everywhere, so decisions began to be made and carried out by other appointed persons, but not with the same interest that would have been the case with a craftsman. Consequently, the importance of quality issues increased, since now not only the enterprise felt the consequences of mistakes, but also a wide range of consumers. For example, a mistake in the manufacture of drugs could cause many deaths during treatment; a malfunction of the electrical contact could paralyze an entire industry, and a malfunction of the gas equipment could cause an explosion. This caused the need to revise the approach to management, causing the need for a new system - a quality management system (QMS).

As the staff expanded at large enterprises, various production divisions were created, numerous departments began to take part in the manufacture of products, the quality of the manufactured products began to be lost due to the complexity of control of all divisions involved in production, which negatively reflected on the satisfaction of consumers' needs.

Under the influence of all this, gradually, the role of inspection and quality control in production increased, which led to the formation of separate organizational structures, called Quality Control Departments, which began to master such areas as standardization, error prevention and analysis of customer complaints. Further development of the quality management system (QMS) took place in the field of reliability of engineering, design and development of manufactured products.

To stimulate the production of quality goods in the 1990s, numerous Quality Awards appeared in the United States, and many other countries established annual quality awards, such as the European Quality Award, which is still awarded today for results achieved and for development prospects.

Development of quality management systems.
During the 50s - 60s of the last century, Armand W. Feigenbaum coined the expression "Total Quality Control".

Total quality control is an effective system for integrating all efforts aimed at developing, maintaining and improving the quality of work of all parts of the organization, which creates conditions for marketing, design and development, production and service in the most economical way in order to fully ensure customer satisfaction.

A. Feigenbaum remains the main promoter of such a method of work and coordination of actions between employees of the organization, which ensure the satisfaction of customer needs. The Japanese

experience with quality management owes much to his originality of thought.

Interest in quality management systems (QMS) has increased to such an extent that in 1987 the International Standards Organization (ISO), based in Geneva, Switzerland, published a series of quality management system models to enable the global community to standardize a general set of requirements for quality management systems and thus facilitate the alignment of trade barriers based on a lack of acceptability or understanding of various national Quality Management System (QMS) documents. They became known as the series ISO 9000.

Series ISO standards, published in 1987, consisted of the following standards:

ISO 9000 - Quality management systems - Guide for selection and use.

ISO 9001 - Quality management systems - Model for quality assurance in the design and development, production, control and service of products.

ISO 9002 - Quality Management Systems - Model for Quality Assurance in Manufacturing and Product Control.

ISO 9003 - Quality Management Systems - Quality Assurance Model for Final Inspection and Testing.

ISO 9004 - Guidelines for quality management and elements of a quality management system.

What is quality?

The answer is unambiguous: quality is something that fully meets the needs of the buyer, be it an industrial buyer, a government official, a businessman or a housewife.

The needs of some buyers are sophisticated, others the opposite, but they will all value the quality of a product or service, depending on the degree to which their needs and expectations are met, including the price they have to pay.

There is no concept of absolute quality. Since quality is a subjective concept for different people. First of all, it is very important to establish who our customers are, and then - what they expect "quality" from us: a product or a service.

How can you achieve product / service quality?

The key to this is effective and ongoing market research. Until the customer's needs are fully understood and identified, the developer cannot translate them into products. At the same time, developers must work closely with suppliers of materials and components to ensure that not only the products being developed are fit, but ultimately meeting the needs of the customers.

The designer must also ensure that all the needs of the production process, the service of the product are taken into account, and that the product is constantly revised in accordance with these requirements and the accumulated experience. All

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those involved in the production process must understand the fact that quality is "created" and cannot be additionally "established". Subsequently, the marketing process must provide a situation in which the buyer can rely on reliability, as well as after-sales service and delivery of spare parts, if necessary.

Thus:

1. Goods (Products) should be designed to meet the needs of customers, and be easy for further production and service.

2. Products must be manufactured accurately and in accordance with the project specification (technical conditions, requirements).

3. Marketing and Sales must provide adequate advertising, on-time delivery, reliable service and effective market research to provide the customer feedback necessary for continuous product improvement.

4. And, above all, there must be a complete and organized system for maintaining quality at all stages of production.

How can the quality of the product / service be ensured?

Quality cannot be achieved by chance, it is the result of a series of pre-planned operations that ultimately result in the provision of a service to the customer, making them satisfied with the service and price provided.

In some cases, when providing a service, there may be many different buyers, each of whom must be satisfied, and at the same time it is difficult to establish their real needs, and later assess the degree of satisfaction of each of them.

For example: education, research, architectural design, telecommunication services.

In the future, when we are faced with the problem of determining consumer needs, it is necessary to consider a way to solve it:

1. Service delivery should be planned to be consistent and reliable.

2. Advertising must be accurate and truthful.

3. The employees who provide the product / service must be well trained, competent and motivated to work.

4. The quality of products / services should be assessed on the basis of certain criteria and feedback that they have been achieved.

Quality assurance and management. Quality management is a part of quality management aimed at meeting quality requirements (ISO 9000 - 2015).

The first significant step in quality management is the definition of customer requirements or expectations. This is no easy task! When customer requirements or expectations are fully established, they should be described in the "language" of the enterprise, and the organization is then ready for the next critical step.

The following is the definition of the appropriate processes (activities) that must be applied to meet all,

without exception, the requirements or expectations of buyers. This involves a lengthy quality planning process, during which the required actions and the accompanying controls are determined. The outputs of such a planning process are, as a rule, different instructions, resource requirements and the necessary allocation of responsibilities, which ensures the release of the corresponding product or service.

When these plans are prepared and adopted, and the processes start to operate, it is necessary to ensure that everything planned is carried out completely and continuously, i.e. controlled control over all production processes is required.

What is quality assurance? - the part of quality management aimed at providing confidence that quality requirements will be met (ISO 9000 - 2015).

Quality assurance includes the use of a documented system in the form of procedures and process descriptions, designed to ensure that customer expectations are met. The Quality Management System (QMS) also covers periodic checks of the system's operation.

Modern quality assurance concepts begin with defining the responsibility for quality within the organization itself. It is necessary to ensure that employees in different departments understand who does what and when, and who is responsible for what.

For example:

- the development and design department is responsible for the design quality;

- production departments are responsible for the quality of products;

- for the quality of the installation, if it is carried out, the installation departments are responsible;

- the post-delivery quality (after-sales service) is the responsibility of the sales and service sector, but the purchaser is expected to use and store the products in accordance with the storage and use requirements.

With regard to the provision of services, the QMS should take into account the human factors that are included in the process of providing services, such as:

- management of existing social processes;
- respect for interpersonal relationships;
- giving importance to the status of the buyer;
- motivation and development of personal abilities and qualities.

Comparison of the QMS with the SK allows us to consider the trend of movement - the desire, while developing a new approach to quality management, to overcome the narrowly technological view of quality as a kind of standard limited by the production process outside the conditions of consumption.

The interpretation of the quality of a product that has developed under the influence of economic rationality does not reflect the socio-cultural status of a product, at least of a consumer product. It is advisable to look for a qualitative characteristic of a product intended for mass consumption at the junction

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of its production, economic - household and socio-cultural merits. Moreover, it is desirable that the product not only satisfy existing needs, but also stimulate their cultural development, serve as a tool for the development of the consumer's personality. Human capital participates in the creation of a product of production, and production is designed to contribute to the improvement of the individual. There is no other way to overcome alienation in the conditions of the absolutization of private property and its disproportionate distribution to labor. Only imparting creativity to work and a reward corresponding to creativity can be "removed", expressed in terms of Hegelian philosophy, the tension of alienation. The quality of a product in a broad sense can be viewed as a factor of social progress and as a test of socio-cultural achievements of social development.

In defining quality, the most common flaw is the lack of consistency. Quality is defined as a set of essential properties. The usual method of selecting such is the method of pyramidal arrangement of the properties of an object. Important, but not defining, remain at the base, and as you ascend to the top, a hierarchy of the remaining properties is formed. At the top, we get the sum of the main properties, which are included in the definition of the quality of the object. G. Hegel at one time cleverly defined quality from the opposite - "quality is that, losing that, the object ceases to be itself".

Following the example of the great thinker, let us define "shoes" as "clothes for the feet." How correct is this definition? For shoes, probably yes. For the quality of the shoe it is unlikely. If you deprive the shoes of the ability to be "clothes of the feet," then they really will not be shoes. If the shoe only retains its inherent ability, then the required quality of the product will be uncertain. "Footwear" can be dangerous due to the toxicity of the material, the means of fastening, and the structure that is inconvenient for movement. The formally built requirement for an item does not coincide with the quality of the item. It is significant as a prerequisite for the qualitative determination of a product. The definition of the quality of a product should be based on its functional purpose.

The legs, for which clothes are sewn in the form of shoes, represent part of a living organism. These are not pads or limbs of a corpse, also designed for specific clothing. Clothes for the feet will not be shoes until they receive sufficient evidence of their safety - hygienic, ergonomic, industrial, household and household. Quality is not a set of essential properties of a product; it is their system, the system-forming feature of which is indeed the ability to perform some formally most significant function. It is laid down in the basis for determining the quality of a product, then "growing" the system itself, as a pearl in a shell is

grown from a random grain of sand, or the Periodic Table of Chemical Elements from atomic weight.

G. Hegel was right in his definition of quality, it is always better to start with what is "in sight", then to build up the definition. There is an electron shell around the nucleus of an atom, and together they define an atom. We put quality in the definition, revealing it later in the aggregate of concretizing properties.

From a philosophical point of view, the quality of an object, reflecting the diversity of the world, reproduces in itself this objectively existing object difference. The quality of a product, especially for mass direct human consumption, requires additional clarification associated with the manufacturer's responsibility for the safety of using the product. The quality of consumer goods is more complexly structured. Its definition includes the systemic arrangement of the main competencies of technical and humanitarian significance.

By its definition, footwear should ensure the interaction of two fundamental competencies - safety and comfort during operation. The aesthetic properties of shoes are subordinated to them and are packed in them. With their help, the producer "lures" the consumer, like the flowers of plants that call on insects, which, through consumption, produce the work of pollination.

It is wrong to simplify the cultural assessment of a product to the level of the aesthetic value of the product. The cultural status of a product synthesizes in itself both the culture of performance and the culture of consciousness of the manufacturer, who decides what materials to use, in whose interests to act - the profitability of production or the needs of the consumer who trusts the manufacturer. Ascending, we can easily ascend to the very top - the culture of social consciousness. In some countries they do not steal, they consider deception to be meanness, but in others everything is built on these vices, they are legalized, because they have grown into the national mentality.

The replacement of the philosophical understanding of the quality of a product with an economic one is natural for an economy aimed primarily at making a profit, increasing capital in private interests. The economic dominant in the quality characteristic has an ideological basis. The desire to separate the economy from socio-cultural development should be considered in the same context. The idea that the economic movement should be absolutely independent of political oversight and humanitarian functions, everything non-economic is provided by taxes from the economy, is gaining strength, and most importantly it is supported by the authorities.

Attempts to counter this logic with the common sense of social development as the progress of the individual and interpersonal relations within the framework of the social organization of the historical

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process are ineffective. They are assigned the role of local public opinion, which has never been distinguished by special solidarity. A philosophical systematic analysis of quality and defects in its interpretation remains the domain of professional reflection.

It would seem that we are faced with a purely theoretical problem: what to call the actual quality of the product and what does the system of qualitative properties look like in the characteristics of the product? In fact, when applied in practice, it grows into an ideological problem: how is it permissible to see the quality of a product in the contemporary concrete historical circumstances of social cultural development?

Simplifying the understanding of the quality of a product by reducing it to its properties that ensure the profitability of production makes production, and not the consumer, a system-forming factor in obtaining the "quality" of the product, which contradicts the quality of the developed economy of the "post-industrial", "new industrial" and even "industrial" society. At the dawn of humanity, the consumer rejoiced at everything that he could produce. Manufacturing was the defining aspect of the relationship with the consumer. Today the market is considered the driving force behind the development of production. In the market, the initiative belongs to the buyer. Transition to the principle: "The buyer is always right!" assumes that the quality of the product is determined by its consumer.

The economic dominant in the characteristics of the quality of the goods is clearly not modern in the philosophical sense, but it expresses the essence of the bourgeois basis of the existing economy, therefore, both politically and ideologically, it will be defended. Moreover, in a certain sense it is interesting, in particular, for solving the problem of mobilizing production potential for obtaining a demanded product in significant volumes, although the very quality of such a product will be conditional, "economic". The concept of "economy class" was officially recognized as a development of the concept "produced for sale in Russia."

We have already emphasized that for 130 years bourgeois economists have been creating models for the efficient production of quality goods in demand by the market, focusing on the economic content of quality. Having driven the movement of production into a dead end with economic models of quality, top managers, together with theorists - economists, who separated the profile of their scientific interest from the socio-cultural goals of the production of material goods, were forced to recognize the consumer not as a market anti-subject, but as a partner, an accomplice of the production process.

Recognizing a consumer as a companion is tantamount to including him in the production policy development team, although formally, because he remains in the same position as a counterparty. To

change the understanding of quality, it is necessary to start improving production with the interests of the consumer, reflect them in the properties of the product, and then think about how to optimize the organization of its mass production.

Ultimately, in the beginning, a compromise solution is also acceptable, justified by the capabilities of production and the need to move by expanding these capabilities. Now the buyer basically remains a slave with the manufacturer - the master and the political protectorate of the interests of big business. The interests of the mass consumer are promoted by the footsteps of Japanese women, while the dominance in production of the interests of companies is propelled by the parade of the winners. The pace of movement is not comparable, there is no noticeable advantage in promoting consumer interests and is not yet expected.

The consumer with his interest in the quality of the product is not theoretically excluded from the development of strategy, tactics and advertising. Let's refer to B.S. Aleshina et al: "For the quality strategy to be successful, both internal and external consumers must not only be satisfied and involved in the process that ensures this satisfaction, but also take a direct part in the continuous improvement of the quality of this process", to this end, improved the Kaizyo system; replacing it with a new edition of Kaizen. Changes in the organization of quality management revealed the advantages of those countries where the mass consumer - he and the production worker - feels more comfortable, feels his complicity in the development of production. In the second half of the 1980s, Japanese companies received 40 times more proposals for improving the production process from their employees than US companies (40 million versus 1 million). It is also significant that over 90% suggestions, one way or another, were used.

The ideology of quality is being rebuilt to a new one - consumer orientation is extremely reluctant and half-hearted. The quality management system ISO 9000 (in the Russian Federation - GOST R ISO 9000-2015) was introduced into world practice more than 30 years ago. Its starting position (No. 1): "Product quality is a characteristic controlled object" sets the general direction in the understanding of quality. Quality is a product of production. Clause No. 2 specifies the places of the participants influencing the quality of the product: "the purpose of quality management is to create products of such a level of quality that meets certain established requirements and needs." To make it clear whose requirements and needs we are talking about, at the end of the paragraph we read, separated by commas - "consumer requests".

The interests of the consumer are taken into account, but on a leftover basis. They are remembered last of all, "if production reserves allow." In scientific and popular sources, one can find an explanation for this alignment of interests - technically complex

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products and their improvement are the lot of specialists. One gets the impression that specialists are not consumers.

In ISO 9000-2015, for the first time, the consumer appears at the very top of the list. The first principle of the QMS states: "Customer orientation". It is the consumer who declares the properties of quality. The status of the enterprise depends on how the quality of the offered product meets the quality demands of buyers. The enterprise must understand their current and future needs, fulfill their requirements and strive to exceed their expectations.

But one should not rush to rejoice at the changes that have taken place. The quality management mechanism is still set to develop the quality of production technology, rather than to obtain a quality product. The quality of the enterprise, as before, is tested for maintaining the quality of the organization of production. The interests of the consumer remain "for later." All the leading international quality management quality registrars are represented in the Russian Federation: Veritas, British Standards Institute, Lloyd's Registrar, Supervision Society (TUV). In addition to them, in the quality management market, numerous home-grown and joint companies are offering their services, which are related to the certification of the quality of production and products. The problem is not in finding the desired organization, but in the fact that they are all "sharpened" for a production or product out of context with the interests of consumers,

The dialectic of the market that unites the producer and the consumer is simple - they are opposites that exist exclusively in unity, therefore, it is necessary to seek a balance of interests of both subjects in order to give the production of quality goods a stable character that serves as protection against recessions and crises. Overproduction crises - classic for capitalism in the 19th and first half of the 20th centuries - have become history. They were replaced by financial systemic shocks. Specialists are looking for a panacea in a high-quality, smart, lean production economy. "Historical experience shows that with an increase in attention to quality, a way out of crisis situations began in many countries. The large-scale crises in Japan and Germany in the late 1940s were overcome with the help of government policies aimed at improving quality.

In solidarity with the above analysis of the economic history of the second half of the XX - first two decades of the XXI centuries, we express our surprise at how it happened that when defining the latest social development through quality, the very approach to understanding quality was not radically modernized. The totality of the meaning of quality presupposes a revision of the content of the concept of "quality" and a new look at the factors that ensure the actual quality of activity and its product. The system-forming position of the quality factor in social

progress also determines a new political attitude to quality. An orientation of the development of production towards internal - not introduced messages is required.

Quality management must come from need. It is in it, and not in rewarding for quality work in the form of rewards, that the true beginning of the new economic policy. Promotion, of course, no one is going to cancel, they are swapped with motivation. Today, encouragement encourages the required quality of action, tomorrow the culture of a professional attitude to work will be completed with incentives. Movement is most productive precisely in the form of self-movement. External motivation is less effective. The remuneration should correspond to the quality of work and sustainably motivate work.

The change in the qualitative strategy of economic policy from the incentive for high-quality production to the formation of the need for a quality product is not another attempt to revive economic romanticism and not communist nostalgia for the need of a cultured person for work, as it might seem to those specialists who have reorganized from political economy to economics, reducing dialectical analysis to statistical, adapted to the volatility of modern production. We are talking about the solution of the system-forming problem of history - about the attitude of the individual to society and society to the individual, to whom which side of the given contradiction impresses more, but in principle this is just a double spiral of social progress. A developed society is tested as a condition for personality development. In turn,

The formal and logical conclusion from the interdependence of the individual and society is obvious: it is necessary to build their relationship in harmony, on the basis of an awareness of mutual interest, bringing interests to the degree of a naturally necessary need (according to Epicurus' classification) in each other. Now we are going through the historical stage of a formally abstract awareness of the basic contradiction of development by the individual and the subjects that determine the policy. The individual and society seem to be grinding themselves in motion, looking for points of mutual growth. Partly successful, there are many examples - mass production, freedom of access to education, sources of cultural development, political democracy, promotion of a culture of environmental management, solidarity in the fight against extremist aspirations, joint use of scientific and technological achievements, strengthening the authority of the idea of tolerance.

A special place in this list should be taken by striving for a high-quality economy. The bottom line is this: opposites, by definition, are mutually alienated. Dialectical opposites, to which the individual and society belong, are distinguished favorably by the fact that the unity in their relations is laid down at the origin. It only needs to be brought to

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its general position by ascending from a formally necessary stage to an absolutely necessary one, loading the process with real content, demonstrating the advantages of interaction in detail. There is no other way of overcoming alienation, objectively inherent in the relationship between the opposites of the individual and society. Through the quality of activity - to the quality of social improvement. It is unnatural to alienate what is the real condition of your development. Under the conditions of classical capitalism, alienation was a prerequisite for the attainment of the power of capital, and the very political organization of society was openly adapted to the provision of the bourgeois state. Democracy has been adapted to the bourgeois social order.

The revolution of 1917 in Russia and the subsequent history of the USSR should be assessed not so much as national achievements, but as a turning point in the history of classical capitalism, the transition to the post-classical one. The domination of private property and the advantages of capital remained intact, but significant changes took place in the social superstructure. Class antagonism gave way to social partnership. Access to capital has led to the emergence of various forms of associative use of it in production. Cultural progress was accompanied by an interest in the quality of life, a change in this very concept. World cataclysms, no doubt, did not just frighten the peoples of Europe and Asia. They pushed the consciousness away from the abyss of extreme interests in resolving contradictions.

The alienation of the individual in work has not been overcome, but development objectively (society) and subjectively (personality) was carried out through interaction. There are certain conditions for the removal of alienation. And the new approach to consumer-production quality is a milestone on the path of convergence of the main subjects of social life. It will force us to make adjustments to economic policy, return a systemic understanding of society, limiting the desire to sort social life "on the shelves".

The qualitative vector of economic development, of course, will require additional costs, but that is what the state and its economic instruments will need to try to compensate for them. And the market, for sure, will respond positively to a quality product with its activity.

In our view, the very existence of private property in the variety of forms of its implementation is not a sufficient basis for alienation in the work of the individual. K. Marx, developing the idea of alienation of G. Hegel, apparently had in mind a certain way of organizing labor associated with the absolutization of the domination of private property. Private property serves as a potential economic base for exploitation. But exploitation is not an immanent feature of it. Private property alone is not enough for exploitation. As for the opposite public (public) private property, which is controlled by the state and

serves as a real subject of property, then it does not contain economic guarantees of overcoming alienation, which is not difficult to be convinced of by the experience of domestic state monopolists.

One gets the impression that the economic grounds for alienation should be sought not in property, but in distribution. Economic contradictions are insurmountable, but they allow management, the task of which is to control the nature of contradictions, to keep them within the limits of insignificant, acceptable differences that do not test the existing unity of production for historical expediency.

It is appropriate to recall one more observation of G. Hegel, recognized by F. Engels as the most important in understanding the dialectics of development: "Everything that is rational is real, everything that is real is rational." G. Hegel was able to discover the grounds for the need for systemic transformations of social relations, including economic ones.

In development there are two states that are perceived in the form of existence, but differ within the general status of their manifestation - "real existence" - "reality" and "real existence" - "reality". These forms of existence are fundamentally different in basis. "Really existing" is based on the need to be in its own form, it represents an evolving reality. "Really existing" has passed the stage of its necessity, has ceased to be a factor of development, has lost its relevance. It slows down the development process. Since Hegel understood the development of thinking and society in the form of a movement towards absolute rationality, he identified the necessity of the real with reality.

You can, of course, squeeze every last ruble out of the developed assortment and well-established production technology. The question is: do I need to do this? Time moves forward in a certain mode, "in its own way", objectively tailored to the "schedule". You will not get into the rhythm, you will lag behind, you will no longer meet the changed requirements. The art of management - production management is no exception, it consists in the ability not to "fall out" of the present, then you will always do it in accordance with rationality. Reasonableness will protect you from most problems. E. Deming's "seven deadly diseases" will fit into one - not to fall out of the time cycle with the definition of goods and the organization of production.

This can only be done by those who are able to mobilize human capital, to correctly focus financial and technical resources on solving this problem. Without the ability to control the "pulse" of time - to understand the specific economic and socio-cultural situation, the state of consumer interests, the real possibilities of production, there is no chance of gaining a stable position in the face of increasing competition in the market. Let us add one more addition - to the qualitative orientation of the

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development of production and the general conclusion will become clear: the path of economic rationality lies through the creation of actual conditions for the formation of the demand for quality products. This need should be tested by the responsibility to the consumer as to himself. Ancient wisdom of Confucius: Treat others the way you wanted them to treat you,

The concreteness of achieving rationality in modern quality-oriented production is in the solidarity of human capital:

- internal solidarity of producers, their need for quality;
- external solidarity with the consumer, taking into account the interests of the latter;
- solidarity in understanding quality based on a combination of economic and sociocultural approaches;
- consistency and balance of economic policy of the state on the orientation of the market, the induction of quality interests in the development of the market by the tools of the economic mechanism.

Organization of economic activity within the framework of enterprise quality management systems. In recent years, management theory has moved from developing sequential activities to simultaneously working on projects. Engineering work is carried out as much as possible in parallel, with maximum interaction, which improves the quality of the result and shortens the development time. It is significant that a simple modification of the interconnections of processes - a systemic organizational idea - can lead to noticeable positive results. The importance of simultaneous work is due not to changes in individual processes, but to changes in their relationships. Significant reductions in time to market with simultaneous design can only be achieved through modifications in the organization of the development cycle, rather than individual processes in the cycle, and only through the intervention of top management, not changes within the system.

Over the past few years, especially with the proliferation of TQM models rooted in quality premium models, there has been some relaxation of the focus on a systems view of the organization. The reason, apparently, lies in the highest influence of processes on the results of activities, which leads to the need to move away from the "vertical" management of the company. But, as is often the case, a good idea is taken to an extreme, causing other problems. Since "horizontal" process-based management is legitimate only as part of a systematic approach that highlights the interconnections of departments.

In the 50s - 60s. In the 20th century, the product life cycle concept formed a rational basis for quality assurance. The emphasis on the processes occurring in different phases of the product life cycle made it possible to create the foundation for the development

of a quality assurance policy (not only the main result of the life cycle - the product itself, but also the results of various phases of the cycle: development, procurement, production and service). This strategy is based on a holistic, systematic view of the enterprise, its resources and processes.

Obviously, if we consider an enterprise as an object, one of the most important characteristics of such an object is the purpose of the enterprise. At the moment, in various sources, the concept of the purpose of the enterprise is revealed with varying degrees of breadth. Perhaps the most voluminous concept is given by T. Conti.

The main objective of the enterprise is to achieve a number of short and long-term goals related to business and concern for the image (the term "image" includes a comprehensive view of the enterprise: how it looks and how it seeks to look). The enterprise functions thanks to the contributions of various interest groups, which, in return, naturally expect that their legitimate expectations, and not only economic ones, will be justified. Enterprises are expected to create opportunities for self-realization of employees, starting with managers, transparent relations with business partners, caring for the environment and the development of the social sphere, and contributing to the management of society. In addition, customer satisfaction is a fundamental goal of an enterprise if it wants to achieve its business and image goals.

Exploring the behavior of an enterprise that meets the goals set, one can consider various logical schemes, structures, division of the enterprise into divisions, etc. From the standpoint of the general theory of systems, one should consider the behavior of the organization, determined by decisions made, first of all, by the management of the enterprise, and, in principle, by all employees of the enterprise. Obviously, if the decisions made by the personnel of the enterprise are interconnected, then we will have a problem solving system with the system, i.e. enterprise management system.

The process approach proposed in the ISO 9000-2015 model assumes the defining role of continuous improvement activities. Based on this premise, it should be considered which methodology best suits the tasks of implementing, developing and measuring the results of these activities. Analysis of continuous improvement activities in enterprises shows that improvements are usually slow in enterprises. Despite the presence of numerous programs, methods and tools, many enterprises cannot find the optimal means to accelerate this process in the course of their work. According to the research conducted, more than half of the surveyed enterprises could not rise to 98% in terms of the timeliness of product delivery, and three quarters had not been able to reduce the time spent on essential operations by even 20% over the previous five years. Other statistics were also depressing. About 77% of respondents reported that the cost of

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repairing defects and waste exceeds 1% of the cost of products sold. Similar data are presented in other reviews, and one cannot help but conclude that improvements are being made extremely slowly.

The slow nature of the improvement process can be attributed to two reasons. The first and most common explanation is that improving quality requires reducing process variability, i.e. increasing their stability. This conclusion is attributed to Deming's discoveries. He was convinced that the real essence of management is to constantly maintain the stability of the processes that underlie business activity.

The second important and often overlooked aspect of improvement activities is speeding up processes by reducing wasted time and reducing the number of non-value-added activities. Simultaneous efforts to improve performance in these two areas, i. E. Eliminating the causes of quality degradation and shortening the process time are more effective for quicker improvement.

Because the Cost Poor of Quality of slow-running processes tends to be hidden in overheads, it is often referred to as a 'hidden factory'. Minimizing the cost of "hidden production" by improving quality and speeding up processes can lead to significant reduction in production costs. An added benefit is that faster manufacturing and delivery of products leads to higher revenues, as the consumer will always prefer to deal with a faster, more flexible supplier.

Awareness of the importance of simultaneously improving the quality and speed of processes leads to the creation of a more efficient production system, where material resources are used only to support subsequent processes. Reducing the consumption of material resources by accelerating production saves working capital and allows them to be directed to innovations and other purposes.

Increasing productivity by continuously reducing the material resources used to manufacture certain batches of products opens up ways to improve the production system. If we accept that success in business is determined by three components, namely quality, capital and time, then by influencing them, you can optimize the use of financial and labor resources, as well as fixed assets and free up working capital for the expansion and development of production.

One of the main conditions for success in achieving continuous improvement is understanding the relationship between continuous improvement and value creation. Since value creation is a function of profitability and growth, NPV (Net Present Value) is a critical metric for measuring improvement. For improvements to drive profitability and revenue growth, NPV should be used to identify value streams (the totality of all activities that transforms the opportunities that consumers provide into an accomplished result, from the use of raw materials to

the delivery of finished products) and the implementation of improvement projects, which is most contributes to the creation of value for stakeholders. Due to its close relationship with value creation, NPV is a key parameter for determining actions,

Analysis of the processes and activities that make up value streams, which contain the greatest opportunities for NPV growth, in most cases points to specific reasons that cause variability and a decrease in the rate of processes. Identifying these causes shows what exactly needs to be done to reduce costs, improve quality and shorten the production cycle and allows you to develop specific measures to eliminate them. The priority of certain measures is determined by the degree of their importance and economic feasibility.

The culture is created by the top management of the organization. Continuous improvement is impossible without his direct participation and involvement of the highest level. The compatible pair of standards - ISO 9001: 2015 and ISO 9004: 2010 - clearly emphasize the importance of this point for continual improvement in Section 5, Management Responsibility, and places the responsibility for creating a culture in an organization that strives for improvement on top management.

Culture is about staff training and organizational development. Genuine continuous improvement exists in businesses that have proven themselves to be "learning businesses" and where the knowledge gained is used to continually increase the added value delivered to both consumers and all stakeholders.

We have tried to define and summarize the basic conditions for achieving solidarity. As far as the analysis of literature data allows us, this is being done for the first time, therefore, clarifications and additions will be perceived positively.

So, what should be considered as necessary conditions for achieving a radical change in relation to the quality of production of a really high-quality product - the transition from the stage of external audit to the stage of internal guarantee, which is formed through the formation of the need to create a product of the required quality by the consumer:

1. The presence of competition in the market of high-quality professional labor, so that there is a clear understanding of the need to work in accordance with the needs of the product market. In another way, the market will not allow to take a stable place on it.

2. Significant increase in purchasing power. Reaching the level that allows you to choose the right product. A quality product cannot, by definition, be cheap, but it can be made available through market mechanisms.

3. A high level of professional training of manufacturers, which is ensured on the basis of the formation of a professional culture and national identity. The main thing should be the education of an

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attitude towards work as a matter that has dedicated its life. Expanded education of consumers, their perception as subjects of a common cause.

4. Overcoming the feeling of conscious and unconscious alienation of the ability of the individual in work and its products with the help of the following tools:

- achieving symmetry of the quality of labor and remuneration;
- reduction to a reasonable ratio of the difference in the amount of remuneration of managers and performers, clarity of the grounds for such proportionality;
- the dependence of remuneration on the dynamics of advanced training and on participation in the improvement of the production process;
- all-round involvement of socio-cultural mechanisms to stimulate the individual to the general corporate movement, to enter the command forms of movement;
- sustainability of corporate activities;
- the formation of relationships of the type: "One for all, all for one." Active promotion of the command form of responsibility for labor results;
- organization of systematic competition for the quality of labor;
- striving for national and international recognition of the quality and range of products manufactured;
- the formation of labor dynasties, participation in the distribution of profits;
- understanding the quality of the product as a comprehensive assessment of the product;
- awareness of the fact that it is the "little things" that reveal the perfection of quality, therefore, the little things should be treated as a building material of quality.

Conclusion

Quality and quality perception are stable phenomena, but time changes them too. Originally, quality was equated with meaning. The quality criteria were the utility and the size of the object, the relationship. With the development of consciousness and practical possibilities, the foundations of comparison and choice were formed. Quality is relatively separate from quantity. Utility differentiation takes place, participation is rethought as quantitative features. The evolution of the understanding of quality is directly due to the embodiment of creative potential in activity. The discrepancy in the intensity of advancement of individual skill, the interests of those who are called upon to clear the path of talent and mass consciousness complicates the understanding of quality and the process of quality management. Of particular importance is the concreteness of the interpretation of quality, in particular, such a basic feature of it as objectivity. The social theory of being

is built on a natural historical basis - its outline was laid by nature, and the historical drawing was created by man. In the natural environment, all signs, including such synthetic ones as quality, are products of a spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: as quality - products of spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: as quality - products of spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized:

- in what status and to what extent is consciousness included in what is traditionally called the quality of things (with more clarity services)?

The answers to both questions must be sought in the philosophical theory of alienation. The theory of alienation is not directly related to the theory of quality. It contains the keys to the methodology for constructing a theory of quality.

The trajectory of the process of alienation of human creativity into what exists outside of it must necessarily preserve and activate the ability to create. Unlike the being of nature, the being of a person is not substantial. It is not self-sufficient and can take place exclusively due to interchange, initially with nature, and subsequently with society, through which human relations to each other and interaction with nature are built. The tool that ensures the existence of a person is labor, the highest quality of labor is manifested in activity.

The quality of activity, on the one hand, is an indicator of the quality of a person's life (it should be so!), On the other hand, quality activity is built into the quality of what he transforms. The quality of the "first" (natural) nature is formed by itself as a set of objectively related natural features, spontaneously. The quality of the "second" nature (reconstructed, adapted by man to suit his interests) is synthetic. It appears to be a double helix formed by natural features of natural material (possibly - in relations between people, knowledge expressed indirectly) and qualitative characteristics of human activity - knowledge, emotions, will, value orientation, skill. As a result, the quality of the product, in contrast to the product itself, embodies the quality of the person.

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Personality is alienated in quality and therefore, in principle, alienation is natural and does not oppress personality. The negative consequence of alienation is caused by the disproportionate replacement of the lost energy of activity. Finding out the poor quality of the goods, the hidden production defects, the deceitful actions of the seller, the normal buyer gets upset, first of all, because of his own poor-quality decision. Other transaction losses are most often reimbursed. The feeling of imperfection of one's own taste and knowledge remains.

The quality of everything that is created by activity includes the properties of activity, both practical and spiritual, in objectified (objective or functional) terms. Hence, it follows that it is necessary to form and direct the development of the ability of mass consciousness to qualitatively evaluate goods: a certain experience in Soviet times was and showed its effectiveness: "circles", "schools", "universities", including those initiated by television and radio. The place of systemic enlightenment of the mass consumer, professional assistance in the development of a culture of high-quality selectivity, is today flooded with aggressive advertising on the air, the quality of which is not controlled or the control is not commensurate with the size of deception. Who should be the main educator? The manufacturer and only he, because only he fully, according to the logic of the formation of understanding, should know what is quality. Taking on the production of a product without comprehending the specificity of the quality of this product means a professional failure in the market. The release of a product with a fake quality is prosecuted by law, however, formally and ex post facto. Suppliers of pseudo-quality goods hope for the latter.

Let's honestly admit that the quality problem remains theoretically worked out one-sidedly, which is not very noticeable, because there is no normal organization of production and marketing of high-quality commercial products. The current practice is satisfied with this degree of certainty in the theory of quality. The theory of quality management has been simplified to the concept of control over the conditions of quality production. While there is no systematic understanding of what is the quality of a product?

Historically, the understanding of quality and the concreteness of its reality, presented in a product, reflect the economic and cultural development of society. Quality in the days of workshop production was determined by the conservatism of manufacturing techniques, but even at that time, the municipal authorities strictly checked the quality of products, as well as the ability of the candidate for manufacturers, there was an official regulation approved by the authorities of the city or country. Agricultural products were controlled by the consumers themselves.

The Industrial Revolution simplified the production process, created conditions for mass production. Adequate quality control measures were required. With the leveling of social architectonics and greater accessibility to the assortment of goods, ideas about quality changed in the direction of its quality - qualitative components. At the same time, the possibility of falsifying quality was formed. Further, both de facto and de jure, there was only a step to the substitution of brand qualities. Going beyond the border of the measure opens the way for legal violations and moral crisis, up to and including limit.

Were the trends in the interpretation of quality and attitudes towards quality in the economy of mass production inevitable? No, they were generated by a new nature of production, reflected this character and to a certain extent were an objective reflection, but, in addition to the object reflected by consciousness, there is a perspective of reflection, conditioned by the position of the consciousness of the reflecting subject, his interests as a participant in the processes taking place in objective reality.

Objective reality itself, by definition, is located outside and independent of consciousness. Its reflection is subjectified, which, in general, looks in accordance with the theory of reflection. However, it admits, in private, both subjective distortion - involuntary - due to misunderstanding, and deliberate in order to obtain a temporary gain. Competition is always a struggle, unfortunately, the struggle is not always conducted according to the rules.

Quality represents a system of properties that are essential for a product - this is commonplace and well-known, which is actively used, replacing properties or their consistency in a quality product. Essential properties are those that are not simply inherent in the product, they determine its functionality. Such properties, as a rule, are revealed in the process of "work" of the product for its intended purpose, they are hidden from the unprofessional glance of the consumer. In its "pure" form, the market is an intermediary and should not be interested in the quality of products. The task of the market in the theory of the organization of commodity production is the organization of exchange between the producer and the consumer. The development of the market stimulates the increase in production in the interests of the consumer within the framework of the infrastructural status of the market.

Monopolization of production led to the accumulation of financial capital, the autonomy of the latter and control over the market. As a result, the market has turned from an intermediary into a key subject, the indicator function - to show the demand for goods - is trying to replace the role of the organizer of economic activity as a whole, which distorts the system of the economy.

The economy of commodity production was created by the production of a product and the need

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for a mass product. The system-forming factor here is the production of goods as a product necessary for consumption by others, that is, the process of alienating consumption. In natural production, product quality was hardly a pressing issue. The quality was "dissolved" in the conservatism of technique and technology, in the traditionality of the assortment. The question of quality was raised by the consumer when he got the opportunity to compare at the fair. The market, which grew out of fair gatherings, gradually enriched the representative status with the advertising business, taking control of the relationship between the manufacturer and the consumer. Control levers - financial policy, directions - influence on quantity and quality.

Product quality has gained relevance in commercial production. It became clear that in the understanding of quality there are sensory and rational thinking (the latter in the form of calculation). The subjective factor is objectified and fetishized. The market is not able to directly influence the objective properties of a product (using its own mechanisms), but it can very well even objectify subjective ideas. Thus, the manipulation of quality was first included in the functions of the market, then it became an element of economic policy.

A sound and healthy economic policy is designed to work on improving quality in two interrelated directions: technical and technological, completed by a rigid legal block of support, and socio-cultural - to provide comprehensive support for the formation of conditions for subjective perception of quality, to block the negative effect of advertising influence, which has long and thoroughly become an attribute of market speculation. on the importance of quality to the customer. The availability of choice and ability to pay does not serve as the basis for the indisputability of a high-quality acquisition.

In the existing market, price and quality are divorced even at auctions that are famous for the careful organizational culture. The buyer is turned into an expert and this grimace of the market is not as bad as it is illogical. The market forces the consumer to develop as a person. From a layman with a wallet, so as not to be suckers, we involuntarily try to learn more about the subject of interest, improve our "purchasing skills". The term is not new, it is used by journalists, but for them it is a passing, verbal number, and for us it is no longer a new combination of common words, but the most important concept, without which the modern theory of quality does not have a systemic integral form.

"Purchasing qualifications" include, along with certain knowledge that helps to determine the location of the store, the range of prices for the goods, requires basic information about the manufacturer, the quality characteristics of the goods, the market reputation of the manufacturer, the tradition of the company, the scale of activity. Today, in the consumer market, the

naive buyer runs the risk, beyond all reasonable measures, of becoming a victim not only of deception, but also of his own carelessness, therefore, without any rights to compensation.

A buyer in Russia is formally protected. In real life, one has to be guided by the famous rule "rescuing drowning people ("buyers") is the work of the drowning people themselves, read "buyers". Improving the "purchasing qualifications", if desired, is a mutually beneficial business for the state, activating the cultural national heritage and the patriotic mood of the mass consumer.

We know how to make quality products and are quite capable of regaining "our" market. The issue is not even the price, the problem is the loss of control over the consumer (and not only the consumer, judging by the failures in rocketry, the operation of aircraft, etc.) market. They explain to us: we need economic measures. Correct, but this is half-truth. If necessary, then accept. The power should have power that is not nominal. It's time to understand that economics has always been politics, economic theory has always been political economy.

Economic movement is self-movement, but it does not take place in a vacuum. Economy is the basis of social movement. Society provides the conditions for economic movement, and the state has the right to energetically join the mechanisms of economic self-movement, directing the development of the economy in the interests of society.

An amazing thing. When it comes to the future of technological progress, futurists of all stripes groan that the autonomization of the movement of technology will lead to the dominance of robots over humans, and it is better not to interfere with the development of the economy. For whom is it better? One conclusion suggests itself: not to disrupt the self-movement of the economy in the interests of those who have privatized the economy and whose service is the "border guards" who prohibit the control of economic processes through politics.

None of the convertible currencies is backed by a quality commodity equivalent and the "free" movement of currency continues under the guise of politics. Financial self-movement creates opportunities for chaos in the consumer market. The state sluggishly protects the legitimate interests of the national producer, even when the product is a product of interethnic integration. There is no political aggressiveness, politics is dragged along the wagon train of the economy instead of outstripping its development on the basis of objective socio-economic trends.

Domestic producers need a "coherent" economic policy. By "intelligibility" they mean: clarity, consistency, guarantee support, allowing to cut off the many-sided arbitrariness of administrative authorities and "guardians" of order. Everyone is responsible for quality. Both those who produce and those who are

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called upon to ensure the rights of producers. The Customs Union lit the green light on the path of national goods in the markets of the Treaty countries. Thus, an equilibrium real market competition has been created, which makes it possible to evaluate the natural rather than advertising quality.

It is no less important to analyze the problem of quality in the coordinate system of national mentality and interethnic integration. Integration is deliberately replaced by globalization, despite the obviousness of the difference between these phenomena. Both trends are objective and characteristic of recent history.

Integration is the interethnic interpenetration of various types of activities of a socio - economic, cultural and humanitarian scale. It can have an interethnic size, for example - "Union State (RF and RB); local - the Customs Union; regional (Shanghai Organization, EEC). Globalization indicates a worldwide scale of the phenomenon. Among the global problems are those that have arisen as a result of general, but not necessarily integration, processes, and require a consolidated solution.

Global problems, in contrast to the problems associated with integration, are potentially relevant and have a strategic meaning. For example, how to protect life on Earth from large meteorites. When the time of the onset of the event is postponed, but it itself is overly relevant in importance, then speculators, including financial oligarchs, are actively rushing into the gap, trying to extract profit from uncertainty.

Quality is associated with globalization, but practically not so relevant. Quality is directly related to integration.

Let's consider the problem of "quality of consumer goods" in the "national" and "international" coordinate system. First of all, it is necessary to find an answer to the question: is integration capable of crowding out the national component of quality?

Integration processes are based on standardization and uniform metrological characteristics of production, which corresponds to objective reality. Technological progress is based on science, scientific knowledge is imperative in terms of normativity. However, the being of the common is not self-sufficient. General requirements are implemented through special development, due to the specificity of the circumstances of the action. In other words, no matter how standardized the production of a product is, the originality of production conditions will still manifest in it.

The specificity of conditions - regional, national, is immanently present in the raw materials, climate, traditions, and the culture of performers' consciousness. And in all this is the power of production, which determines the nuances of the quality of the product, which creates a special consumer interest in it. Tea is grown in our time all over the world, but the uniqueness of tea plantations in Sri Lanka, the national attitude to tea ensured the

leading position in the quality of the Ceylon product. The same can be said for Kenyan coffee, bell and chilean peppers, French cognacs and champagne, Ukrainian lard, Bavarian and Dutch beer, Scotch whiskey, Russian flax, Egyptian cotton, Chinese silk, Argentine leather, Greek olive oil, and more. The specificity of the environment should be cherished and preferences for its reproduction should be ensured. In fundamental treaties,

The Customs Union consolidates the interethnic division of labor, built in the XX century, contributes to the expression of the objective and subjective aspects of the development of production, mutually enriches the market, facilitating access to it for producers. But this is all theory. Theory develops into a rational practice, not only because it is correct. Activity makes theory a practice; moreover, in order to obtain the desired result, activity must be systemic and consistent.

Interest in the quality of a product, in theory, should not start in production. Its initial position in the normalized market, more precisely at the meeting of the manufacturer and the buyer. A normal market is an indicator of the quality of a product. Demand pulls the production chain, but not the spontaneous demand of abandoned buyers. Demand is a state of consciousness conditioned by purchasing power, however, it cannot be reduced only to the amount of money, especially when lending is stimulated in every possible way by banks. The demand left to the mercy of intermediaries, lobbyists, speculators is a deadly disease for the national producer of Russia. Demand should be taken under control and generated, the buyer should be educated. Consumer education costs a lot. But it's worth it if you look to the future.

Market liberalism corresponded to the flourishing of the first type of mass production economy, focused on ensuring free access and choice of goods. Such production perceives the consumer as an abstract subject of the relationship in the "producer - seller - buyer" system. The seller is assigned the role of an active intermediary, but nothing more. It culturally provides a meeting point for producer and consumer. The system, however, must be functionally active, which presupposes not the presence of its constituent components, but their complicity. The perfection of the system design lies in the maximum realization of the potential of relations that create consistency.

The buyer is perfect as a subject of systemic interaction with his purchasing preparation. It is not perfect for the size of its payment capacity. His complicity is determined by the knowledge of the commodity-economic situation. The consumer is not an object of application of the actions of the seller and the producer. The consumer is a subject of the market and it is in his (and other subjects') interests to be informed not by the advertising community, but by professional sources. The quality of the product

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begins in the mind of the consumer. To impose an idea of quality is bad for all legitimate subjects of economic relations. It needs to be educated again by everyone: the manufacturer, the seller, the buyer himself and the institutions of civil society, if the state is passive.

The transition to mass production of the second type - "smart", "lean" economy, activates systemic relations. The function of the market appears in a new light. Together with the manufacturer, the seller focuses on the knowledge of consumer tastes. There is only one, but not an easy, step to make to the system's perfection - the whole world to take up the formation of consumer culture.

The accusation of the current generation in the consumer attitude towards life is not entirely fair. Consumption is the ultimate goal of production. The trouble is in the absence of a consumer culture of the mass consumer, the trouble is of a truly sociocultural dimension. Another consequence of the financing of cultural progress. Why is one power replacing another, while culture is still in power last in line for political relevance? It is time to understand that not only science has turned into an immediate productive force. Culture is also a factor in the development of production, moreover, a multifaceted and very effective factor, and this must be understood.

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