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

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

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

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Introduction

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

how interdependent actions of group members;

How big is the difference in pay? Four combinations of these factors are possible:

- low interdependence - low differentiation in pay;
- low interdependence - high differentiation in pay;
- high interdependence — low pay differentiation;
- high interdependence - high differentiation in pay.

The first and fourth cases give rise to many problems in the relationship between the members of the group. On the contrary, the second and third cases can contribute to the successful functioning of the group and the development of favorable relations between group members.

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

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

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

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

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

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

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

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

Main part

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

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

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

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

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

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

Conflictscan be generated by two groups of factors:

- organizational factors
- emotional factors.

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

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

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

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

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

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

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

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

One of the main results of the interaction between a person and an organization is that a person, analyzing and evaluating the results of his work in an organization, revealing the reasons for success and failure in interaction with an organized environment, analyzing the experience and behavior of his colleagues, thinking about the advice and recommendations of superiors and colleagues, making certain conclusions for himself, which in one way or another affect his behavior, lead to a change in his behavior in order to adapt to the organization in order to achieve better interaction with the organizational environment.

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

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

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

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

The fourth type: the individual does not accept either the norms of behavior or the values of the organization. This is an open rebel who constantly clashes with organizational environment and creates conflict situations. It would be wrong to think that this type of behavior is absolutely unacceptable in the organization and people who behave in this way are not needed by the organization. However, in most cases, "rebels" give rise to many problems that significantly complicate the life of the organization and even cause great damage to it.

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

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

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

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

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

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

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

Behavioral learning is characterizedthe presence of several points.

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

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

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

There are three types of behavioral learning.

The first type is associated with the reflex behavior of a person, with what is called in the teachings of I. Pavlov a conditioned and unconditioned reflex. If, for example, the boss comes to his subordinates when he is dissatisfied with something, irritated and intends to reprimand them, then any appearance of the boss can cause fear in the subordinates, a desire to avoid this meeting, regardless of why he came to them. That is, the appearance of the boss develops a conditioned reflex of the desire to hide from his eyes.

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

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

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

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

Secondly, in an organization, a person learns to perform formal procedural actions, such as filling out various questionnaires and forms, filling out applications, arranging and holding meetings, transmitting, receiving and responding to information received, temporarily leaving the workplace, coming and going from work, parking a car, wearing certain types of clothing, etc.

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

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

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

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

Thus, the change in human behavior can be seen as a consequence of learning behavior. In itself, learning to behave is a function of the consequences for a person of his actions, a function of the consequences of his behavior. The presence of such a relationship between behavior, learning behavior and the consequences for a person of his behavior makes it possible for the organization to correct and shape the behavior of its members. This is primarily due to the fact that the management and the organizational environment can determine and purposefully shape the consequences of their behavior for the members of their organization, being actively involved in the process of learning behavior at the stage when a person receives certain consequences of the actions taken.

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

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

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

The second type is negative compensation. The essence of this type is that the desired behavior immediately leads to the elimination of circumstances or stimuli that are not desirable for the person. For example, a person who does not behave properly is boycotted by others. As soon as he begins to behave correctly, from the point of view of the environment, they stop the boycott. With the second type of compensation, as well as with the first, it is important that the reaction of the environment or management to a change in behavior occurs as quickly as possible and, of course, is of an individual nature.

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

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

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

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

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

There are four different types of periodic compensation:

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

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

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

The fourth type, the basis also has compensation in | depending on the amount of activity. However, this is a compensation depending on the variable rate. This approach is considered to be highly effective, since compensation can occur after any single action, which encourages employees to constantly perform the “right” actions. In order for this approach to give a truly high result in behavior modification, it is important that the time intervals between compensation are not very large. At the same time, it is necessary to know that this approach has limited use. For example, it is hardly applicable to such a form of compensation as wages.

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

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

Expectation Theory:

waiting in the chain of "execution effort";

waiting in the chain "execution - result";

result valency.

Theory of goal setting. Four target characteristics:

complexity,

specificity,

acceptability,

commitment.

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

The concept of participatory management.

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

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

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

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

1) effort;

2) performance;

3) result.

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

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

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

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

3) valence of results.

According to the theory of expectation, a person's motivation to perform work depends on how much he is interested or not interested in doing it, how attractive the work is to him. When deciding what to do and how much effort to expend, a person usually answers himself the question of how much he needs to do it. That is, when choosing an alternative, a person thinks about whether he will behave in an appropriate way, will perform the work accordingly, whether this will lead to a certain result of the first level. In this case, he has formed the expectation of the result of the first level. In addition, the person answers the question of what he will receive as a result of the successful completion of the work.

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

The main tenets of expectancy theory are as follows:

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

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

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

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

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

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

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

Drawing a general conclusion about the theory of expectation, it should be noted that it proceeds from the fact that people carry out their actions in accordance with what possible consequences these actions can lead to for them. Based on the information available to them, people make a choice of one of the alternatives of action, based on what they will get as a result and what efforts they will have to expend in order to achieve this result. That is, according to the theory of expectation, a person behaves in accordance with what, in his opinion, will happen in the future if he makes a certain expenditure of effort.

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

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

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

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

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

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

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

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

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

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

1) organizational factors;

2) the ability of the employee.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Equality is bad when the overall level of performance is low. In this case, equality will lead to the preservation of this level. If the overall level of performance is high, equality is an important motivating factor for the success of the members of the organization.

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

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

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

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

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

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

Secondly, participatory management not only contributes to the fact that the employee does a better job, but also leads to greater returns, a greater contribution of the individual employee to the life of the organization, i.e. there is a fuller use of the potential of the human resources of the organization.

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

Participatory management can be implemented in the following areas.

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

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

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

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

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

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

A person performs certain actions in accordance with the pressure on him of a combination of internal and external forces in relation to him. The totality of these forces, called motivation, evokes far from the same reaction in people. Therefore, it is impossible to unambiguously describe the process of motivation. At the same time, on the basis of empirical research, several concepts have been developed that describe the factors influencing motivation and the content of the motivation process.

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

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

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

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

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

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

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

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

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

Modern knowledge about the concept; its ascent from the abstract to the concrete, with the subsequent prospect of the birth of new concepts, as products of the development of content, was laid by G. Hegel. Conceptual thinking, according to Hegel, is a dialectical process. The teaching of the world famous philosopher was based on a fundamentally new interpretation of development, which was based on the idea of an internal source of movement, represented by the relationship of opposites that are in unity. G. Hegel's predecessor, Aristotle, built the logic of thinking on the principle of identity of the concept to itself, its immutability. In mechanical theory, this approach is reflected in the "statics" section, and the specialist knows that in this way the situation is artificially simplified in private interests. However, the sections “dynamics” and “kinematics” that are most interesting in practical terms follow. They no longer describe the moment of movement - generally interpreted as something that does not change, resting in its state, but the movement itself as a change in the broadest sense. Aristotle did not get to the dynamics and even more so the kinematics of thinking in the context of the meaningfulness of the movement of concepts, he was primarily interested in the technology of abstraction and generalization in the forms of knowledge. Aristotle's logic is therefore often referred to as "formal".

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

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

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

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

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

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

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

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

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

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

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

The world conference of the scientific elite in Rio strongly recommended a change of course from business greed to sustainability, warning that a global conflict with nature would join the sharpening of intra-human contrasts. Instead of a noosphere, the next generation born now will receive gas masks and protective suits, and the light industry will have to change directions in order to provide an endangered species of mammals with personal protective equipment.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Functional and simulation models of business processes for the production of products have been developed, a formal description of the organization of the current technological process and initial data for evaluating the effectiveness of technological processes for the manufacture of various types of products, taking into account the existing demand for it, have been obtained.

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

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

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

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

We believe that the results of the study and analysis of the state of light industry, presented by the authors, will help industry representatives in choosing an effective solution for implementing the strategy for the development of light industry in the mining single-industry towns of the Rostov region in order to reduce the migration of the population of these cities and create social conditions for the population to live. This will be our contribution to the restoration of light industry in the regions of the Southern Federal District and the North Caucasus Federal District, which is especially in demand for the processes of globalization. The strengthening of international competition, which characterizes the world economy, was an objective prerequisite for changing the competitiveness management paradigm, which consists in the rejection of traditional industrial policy and the transition to a new industrial policy based on the creation of TOPs.

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

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

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

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

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

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

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

It is also necessary to increase the investment attractiveness of the industry and create conditions for increasing its competitiveness. An important measure is the protection of the domestic market from illegal import and circulation of light industry goods, the creation of conditions for increasing its transparency and ensuring non-discriminatory access of manufacturers of goods in the industry to trade organizations. To do this, it is necessary to introduce high duties on the import of finished shoes and low on the import of basic and auxiliary materials and equipment. We have to repeat again about the need to regulate the level of prices and tariffs, which would guarantee both the producer and trade not only the reimbursement of justified costs, but also the accumulation of funds for the development of production.

It is necessary to allocate funds to finance the development of technical regulations for light industry products and provide consulting assistance for their implementation.

I would like to note that there is a historically developed adaptability of the peoples living on the territory to manual production, the presence of their own national technologies and the design of manufactured shoes adapted to the climatic conditions and landscape of the region. The prerequisites for the development of shoe production in the regions are very significant.

We offer the following set of measures:

1. Creation of regional programs for the development and maintenance of domestic shoe production in these regions.

2. Taking measures to reduce the import of imported shoes into the region. These measures should include, first of all, the suppression of the trade in footwear smuggled in and without permission for its sale in local markets.

3. Assistance in employment of young professionals, university graduates, for existing and newly created shoe enterprises.

4. Assistance to enterprises in the process of promoting domestic footwear brands in local markets. First of all, it is necessary to develop a competent marketing strategy for regional shoe companies.

5. Creation of a special lending program for light industry enterprises in the region, taking into account the specifics of production: the seasonal nature of the products sold and the peculiarity of the turnover of working capital of enterprises in the industry.

In our opinion, for the successful implementation of all these measures, the interest of regional authorities in the formation and development of ASEZs, their reduction in prices for components and energy costs, and convenient transport interchange are necessary. All this together will allow such a formation a long life and stable positions not only in the domestic but also in foreign markets. All that is needed is the good will and support of all participants in the formation of the TOPs, namely:

municipal, regional and federal branches of government.

Market research and profitability studies of new product concepts are conducted separately from the evaluation of technological possibilities, since it may be appropriate to outsource some or all of the production to a contractor. After evaluating the results of production, a decision can be made to resume it.

So, product lifecycle management is the process of managing a product from concept development to disposal. When this process works effectively, the company is able to drive profitable innovation—accelerate the development of new products, bring them to market quickly, and continuously improve quality while reducing costs.

At the same time, in an effort to resist the competition, shoe companies are forced to constantly improve the consumer properties of their goods and expand the range of terms of supply and services, although all this is to some extent taken into account in the price and ultimately paid by the consumer. When setting the price of a product, the company must also take into account the level of already established prices for other goods that are similar in purpose and quality and are on the market.

The presence of stages in the life cycle of shoes requires a constant change in the pricing strategy. The life cycle of a product is characterized by fluctuations in sales and profits from its implementation. Accordingly, the price will vary depending on the stage of the product's life cycle. Therefore, we can conclude that the price set by an enterprise for a product depends on production costs, supply and demand, as well as on the solvency of the population, the pricing policy and market strategy of the company, the quality of the product, additional services and services, the interchangeability of goods and their life cycle. .

The choice of the best technological process is carried out under the condition of the same significance of the criteria and under the condition that one set of criteria is more important than the other, for example: the criterion "technological cost" is more important than the criterion "labor intensity" with a coefficient of 0.5 (θ_{51}\u003d 0.5) and the criterion "work in progress" is more important than the criterion "specific reduced costs" with a coefficient of 0.3 (θ_{43}=0.3).

Outstaffing is a personnel technology in which a service provider company recruits existing personnel of a client company into its staff. At the same time, the rights and obligations of the employer are transferred to the service provider, while the employees themselves continue to work at the same place and perform their functions.

Outstaffing is convenient if you need to save on your personnel service or “unload” it with large amounts of work.

It also avoids operations such as:

maintaining personnel records;

reporting to tax and insurance authorities;

expenses associated with the organization and operation of workplaces;

issues of medical care for personnel;

life insurance;

organization of recreation;

payment of various premiums and bonuses;

payment for the services of third-party HR consultants;

corporate training, etc.

Benefits of using outstaffing:

reduction in the number of staff while maintaining the actual;

registration of temporary staff;

registration of employees for the period of the probationary period and extension of the probationary period;

reduction of administrative and financial costs;

ensuring legality and legal support when working with personnel;

opportunity to focus on core business;

increasing the competitiveness of the company.

The transfer of employees to outstaffing is carried out according to the following scheme:

the needs of the customer are determined, and an agreement is signed for the provision of outstaffing services, indicating its validity period, conditions and cost of services;

the customer dismisses the employees transferred for outstaffing, and the provider enrolls them in his staff;

the provider provides the hired employees to the customer under a service agreement;

the employees actually work for the Customer, and the provider conducts personnel records management, payroll calculation for the enrolled employees, i.e. performs the formal functions of the employer.

"Priority" from an advertising category is transformed into an economic one, more precisely, a market brand. Theoretically and even methodologically, “attractiveness” refers to “cross-cutting” concepts that characterize an activity and its products. It is unlikely that there will be opponents of this statement. The essence of the consideration of "attractiveness" in the light of our problems is not in the definition of "attractiveness" as such, but in its concrete historical manifestation. Activity is a way of implementing an idea; outside of practical activity, the idea will not go beyond the element of consciousness, remains knowledge and most likely will lose its meaning after some time. The relevance, meanwhile, lies not in the activity itself, but in the way the idea is realized, the way the activity is carried out is regulated by spatio-temporal coordinates, revealing and limiting the relevance of the mode of action. History is made up of actual historical periods - actual stories. A historical phenomenon, regardless of its nature -

material or ideal, becomes not when it is accomplished, but only when it is included in the historical chain of events. In dialectics, social development, therefore, is described by a pair of categories "historical-logical", moreover, historical phenomena can "fall out" of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history. when included in the historical chain of events. In dialectics, social development, therefore, is described by a pair of categories "historical-logical", moreover, historical phenomena can "fall out" of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history. when included in the historical chain of events. In dialectics, social development, therefore, is described by a pair of categories "historical-logical", moreover, historical phenomena can "fall out" of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history.

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

The question arises: why is it so stablemarket position of speculators? The question falls into two parts. The first part - at whose expense do they have their "margin"? The answer is simple - they are fed by producers and consumers, of course, not of their own free will, forcedly, obeyingregular order. The second part is why the laws are so written and what the government is doing at all its levels in order to be the power of the people - democracy. At this point, we will have to stop asking. Statistics will tell you the answer. In quantitative terms, in comparison with the Soviet period, the power has significantly strengthened by branching, increasing the number of its employees from two to three times, increasing the financial increase in ensuring their well-being and merging with the legal marketing business. It would seem that there is little chance of converting "attractiveness" in the interests of production and consumption. So it is, but objectively they exist.

We will try to approach the solution of the problem systematically and comprehensively. Distribution in modern scientific knowledge, systematic and integrated approaches are successfully combined with each other, making it possible to look at the subject of research in two basic projections: from the outside (from the outside) and from the inside. With an integrated approach to production planning, it is required to analyze all the existing facets of the functioning of the subject in order to achieve not only the ultimate value of the objectivity of knowledge, but also to obtain the "volume" of knowledge about the subject, to exclude the possibility of missing any of its significant manifestations. We often hide behind randomness. This usually happens when we forget the origin of chance. Chance is born at the intersection of needs. Prevention of undesirable random events relies precisely on the active involvement in the process of cognition and management of an integrated approach. A systematic approach reveals to us inner secrets and gives us the "keys" to control the subject itself. In the 20th century, the concept of "system" became one of the main methodological concepts of the philosophy of science. "System, a set of elements that are in relationships and connections with each other, which forms a certain integrity, unity." The systemic nature of the construction of knowledge (or the phenomenon of reality) is defined as follows: the object of analysis is conditionally divided into components, if the sum of the properties of all parts of the system does not coincide with the sum of the properties of the system itself, then we have exactly the system in front of us. The relations of the parts of the system cause synergistic effects, which is the reason for the discrepancy between the values of the sums of properties.

The system is also distinguished by the presence of a special factor that forms the system, it is defined as a backbone. System-forming factors can be monistic - so, for example, a crystal grows, on the same factor D.I. Mendeleev built the Periodic Table of chemical elements, the first to understand the significance of the difference in atomic weights, or dualistic. For a long time they could not decipher the systemic basis of the hereditary function of DNA, until the idea came up to split its chain. It seems that the DNA chain is born by the relationship of two bases, functionally interdependent - an element and a property. They are, as it were, "tied" to one another, due to which the DNA double helix arises. K. Marx, as already noted, revealed the systemic construction of the commodity, presenting the commodity as an alienable product that has an exchange and consumer value. The systemic status of the goods determined the order of relations in the goods market, but not immediately. A. Smith understood why the increase in labor productivity is not accompanied by an increase in the wages of workers.

Political economy, as a science, penetrates the logic of systemic relations that determine the existence of the market, but not its reality. The reality of the market is already a different system, different from the system of existence of commodity production. The market is conditioned by socio-political reality, therefore, what happens in the market is something that is not included in the logic of commodity production, but is an actively operating infrastructure. The formal logic is simple: historically, mutual satisfaction of the interests of the producer and the consumer is necessary. Only then will history also be a "reasonable history" of a "reasonable man." The real story seems outwardly irrational. In fact, real history is also reasonable, the path to the rationality of historical movement is similar to the movement of a railway train, getting out of a large station with many tracks and arrows, onto the main track.

The system-forming factor in constructing the concept of the attractiveness of the product, in our opinion, should be the ability of the product to cause the relevance of the need for it. It is not enough to interest the buyer, the interest must be given the form of an actual need for the proposed product. Need is the most important indicator of a person's psycho-physiological mood. "Needs - the need of a living organism for something that is necessary for its life and development ... needs create motives for behavior." There are several attempts to classify human needs in the scientific literature. Unfortunately, none of those that we know seem to be systemic. The most frequently mentioned is the "Pyramid of Needs" by A. Maslow, shown in Figure 1.

A. Maslow believed that based on the analysis of the degree of satisfaction of the given needs, it is possible to build an effective company management. Some authors, in particular, B.S. Aleshin, L.N. Alexandrovskaya, V.I. Kruglov, A.M. Sholom confirm that "during its use, a number of clarifications were made", and in general, it "became the most important tool for the manager's activity."

In our understanding, Maslow's Pyramid is interesting as a general approach to completing needs. It lacks cultural - moral and aesthetic needs, needs for knowledge and skills, physical development, health. Physiological needs are traditionally built into the basis of the design, which clearly limits them functionally. The system of human needs should be built on the principle of the duality of human nature. The dualism of human nature in one way or another manifests itself not only in relation to the base and superstructure, but also functions at all levels of the personal and social life of the individual. In addition, it is necessary to emphasize the socio-temporal and socio-spatial specificity of needs, the significance of their relevance.

Figure 1. Pyramid of needs (according to A. Maslow)

In terms of analyzing the problem of the "attractiveness" of a product, the genesis of the buyer's needs is of particular importance. From the point of view of genesis, human needs are studied mainly in the two most general perspectives, due to species specificity - biological and social. Distinguish between innate needs and those acquired in sociocultural history. It seems to us that this is insufficient, since the development of needs does not reflect the time factor and social specifics. It is important to separate needs into potential and actual. Actual needs are initiated by external factors of life, they are very significant in the conditions of a market economy and its mass stage in the light of work on a business perspective.

A modern buyer from the outside looks "advanced", but his awareness is clearly of an amateurish type, especially among young people who try to show themselves to be knowledgeable, not realizing that, with rare exceptions, the same advertisement that induces knowledge in a direction beneficial to the seller acts as a leader of his awareness. . The consumer is on a leash of market interests. The consumer needs to be educated and the market is happy to do this, least of all, of course, thinking about the needs of buyers. It is important for the market to awaken the need and activate it, supposedly in bilateral interests. Interests, perhaps, are mutual, but parity is far from here.

We do not assess the market as a whole. The market is diverse, morally responsible sellers also work on it, unfortunately they do not determine the state and dynamics of market policy. The famous painting by I. Shishkin “Morning in a Pine Forest” depicts three bears in the very center of the canvas. It is on them that the eye of a visitor to the Tretyakov Gallery falls, but the artist in the title of the work points to the morning forest, inscribing the awakening of bears in its silence. The market is also inscribed in the overall picture of the contradictions of world production, aimed at winning the manufacturer and intermediary. They are ready to share with the consumer, but not as an equal partner. The "third" is doomed to pay for the interests of the first two.

Formally, such a ratio is objectively necessary. Production needs development, it needs profit. Profit is mainly provided by the market. The seller is also a kind of employee and rightfully has his share. Only the buyer turns out not to be an employee in the market, even the police, and they are in the service. To the consumer and to promote production progress with his wallet - after all, production is market-based. The market is like a controlled chaos. This is the essence of liberal economic policy. In those countries where governance has been worked out for centuries, chaos is less noticeable. The principle formulated by V.S. Chernomyrdin. There are only doubts about the first part of it - the desire to do the best is almost gone. In connection with the above reflections, the question arises: is it possible to change the situation in the interests of the consumer? Can,

The concept of "attractiveness" used to characterize a product can be correctly considered in two editions - objective and subjective-objective. An attractive product should objectively be of such a quality - in order to exclude deception. As for the correspondence of price to quality, it is well known how they speculate on this. At the same time, it is clear that a quality product is not a cheap pleasure. The quality of the goods does not automatically mean the limited ability to purchase it. Quality has several levels - quality states. It is necessary to strive to provide a range of quality in order to expand purchasing opportunities through a range of prices.

The quality of a product is a basic objective parameter of attractiveness. What we define as “subjective-objective characteristics of the attractiveness of the product” is built on top of the quality. The name emphasizes the duality of the nature of the properties of attractiveness that form the superstructure. It is advisable to depict them schematically for clarity (Figure 2).

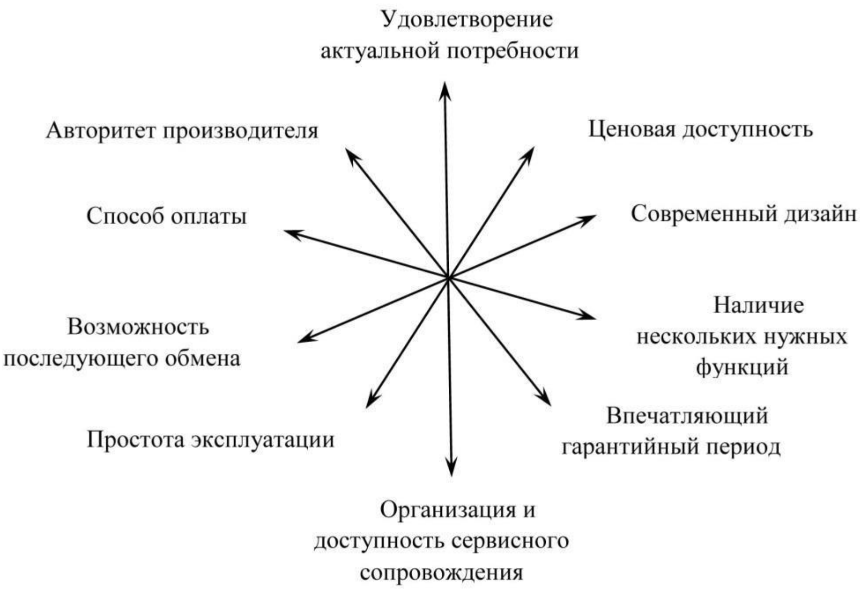

Figure 2. Architecture of product priority factors

The concept of “product priority” has not been specifically studied. It existed in the form of an idea, mainly not in the interests of the consumer, but as a task of advertising work. Therefore, the attraction was more phantom than real. Advertising sought to absolutize objective data, falsifying the actual capabilities of the product, presenting it as an exclusive product that cannot be passed by.

The time has come to thoroughly and comprehensively delve into this problem, to analyze the signs of attractiveness. Pioneer research in the interests of the consumer was carried out in Japan, it is with them (but not only) that the success of Japanese industry in the 1980s and 90s is associated. "Japanese", writes B.S. Aleshin, were the first to realize the importance of a better understanding of the needs of the consumer (client) and the need for a systematic approach to the analysis of his expectations in order to identify the degree of their influence on the technical characteristics of the product being created and ultimately ensure the maximum value of the product for the consumer. Japanese economists have calculated that by prioritizing a product, producers activate their reserves and move production forward, that is, “priority”, in its true sense, is mutually beneficial and is not necessary either in production,

In Japan, and not in America and Europe, for the first time the quality of the attractiveness of the product was assessed. It was Japanese experts who revised the thesis that work on the quality of an attractive product will inevitably lead to an increase in price and deal an irreparable blow to the original goal. One of the leading analysts, I. Ishikawa, refuting the opinion of skeptics, argued everywhere about the immorality of raising prices while improving the quality of products. He explained that obtaining better products is due, first of all, to a reduction in production costs - a decrease in defects, an improvement in the organization of production, and technological discipline. All of the above operations do not require a significant increase in costs and are associated with a reduction in the final cost, and hence the price of the goods. The exception is the case

Effective economic management in the conditions of developed and responsible production is based on the "three golden truths" learned from many years of successful management practice:

- economic longevity and authority in the market is associated with concern for the quality and price of a quality product;
- greed isnot only immoral, but also very uneconomical,because it testifies to the ignorance of management, which always costs production dearly;
- people as consumers and producers are the golden fund for the development of production.

If you want to earn professional credibility, organize the production of a product that is necessary, of high quality and accessible to a consumer with limited purchasing power. Then it will be possible to think about sales without being nervous, and not to pay advertisers, risking being left with nothing. Popular in the middle of the last century, Canadian writer S.B. Leacock explained: “About advertising, you can say that this is the science of obscuring the mind of a person until you get money from him. "Advertisers" is difficult to judge. They did not invent themselves, they were born by those whom simple but objective information did not save. Not being able to achieve consumer appreciation, manufacturers that were not in demand "in a white way" were looking for a way to reach a buyer through an intermediary who was ready to work "in a black way", and most importantly,

The Japanese mentality, having survived the crisis of a shameful defeat in the Second World War, significant human losses, nevertheless, helped in a quarter of a century to realize the way of salvation as a different organization of production. Thank God, things did not go to war in Russia, there was no shameful capitulation, but there was and remains a collapse in the economy and, which is especially worrisome, in the mind. There are no signs of awareness of professional and social responsibility by producers. The scenery of the 1990s was replaced with the scenery of the "zero". Crimson jackets and gold chains were replaced with couturier suits. They began to shoot less, but the “new thinking”, which M.S. dreamed about so much. Gorbachev didn't work out. Not because they are not able to think as homo sapiens should, but because of the immorality and ignorance of the multimillion-dollar management. Sometimes one gets the impression that marketers and showmen are still the legislators of political economy fashion. To the "bulbs of Ilyich" was added the dim light of the appointed "stars". It has not become brighter, but you get colder when the crisis becomes chronic, from modernizing modernization turns into a brake on development.

Everything shows that with "our" innovations, we are not yet succeeding.

Let's look at the experience of others. Recently, the President and the Government have been increasingly emphasizing the importance of ties with the eastern neighbors.

The concept of "Total Quality Management (TQM)" is positioned as an economic theory of a mass consumer society. We agree, but note that its basic part is built on social philosophy. At the origins of TQM were the same Japanese in collaboration with creatively thinking Americans. K. Ishikawa organized in the 1950s JUSE - the "Japanese Union of Scientists and Engineers". He was actively assisted by E. Deming and Y. Juran. The central goal of JUSE was to develop a methodology for economic policy to improve the quality of industrial products. Based on the experience of the USA and Europe, JUSE took only its first steps. Further, not without the influence of the national mentality, the developers went their own way with an emphasis not on quality control, but on the consumer - "the consumer is always right." The system of reference has changed from "leader" to "consumer". The place of the "boss" was taken by the "consumer",

The focus on the consumer means not only his leading role in the system, but also the receipt of reliable information about the needs and wishes of the consumer. Therefore, there is a need for "contact personnel", on which not only the reliability of the information received from the consumer depends, but also the subjective image of the company in the eyes of the consumer. Employees involved in the development, production and delivery of a product in accordance with the new paradigm should be considered as a support person for customer satisfaction. They must be combined and included in a system that fulfills the main goal - to increase the value of the product for the consumer and reduce its cost. This is how the essence of the new paradigm for the development of production by B.S. Aleshin with co-authors.

Initially, it acted as a tandem of the concepts of "value" and "decrease in value". Now we can confidently name the time when in Russia the mass consumer will "live well" - when the current paradigm will change - "grab the jackpot". Not soon. The Japanese were promoted by the national mentality, the Europeans - a three-hundred-year history of polishing relations in the market, the Americans - a well-fed life without wars on the territory. In order for our manufacturers and managers to shift the economic arrow to a new paradigm, they must have a dispatcher's order. Their psychology is a separate exception, like the first sign, they do not change the picture, they are stronger than the walls of the Brest Fortress and the market is ready to stand to the last. Our market is interested in the buyer only as an economic entity, but not as a person, personality, countryman. The national coloring of the market has not been similar to the national composition of the Russian Federation for a long time. Prices in the market are not set by the buy-sell ratio, they are regulated by the size of the boss's margin. If we do not implement TQM realistically in the near future - not according to bureaucratic reports, it is not clear who and what the valiant Aerospace Forces, the Navy and the army will protect.

Where are serious, systematic studies of satisfaction with the Russian buyer's product. Meanwhile, the indexation of the degree of satisfaction makes it possible to quantify the contribution of various components of the quality of production, and not to operate with average values. It is difficult to get rid of the idea that the official reaction to TQM serves as a cover for practical activities to block the introduction of this system into the real process of economic movement. The fact is that TQM radically changes the understanding of the value of the contribution of all participants in the production of a product, clearly determining who did what and how. Our manufacturer is hardly ripe to welcome such an audit.

Methodologically, the turn of manufacturers and sellers to face the consumer has already been painted according to the main positions, nothing needs to be invented, serious investments need to be made. In the literature there is a step-by-step route for understanding the idea of real humanization and democratization of production, corresponding to the construction of a consumer society. It can even be found in textbooks. We read "The focus on the consumer is as follows:

- processes exist to meet the needs of people and the needs of society;
- processes are useful if they add value to people and society;
- desires and needs are different in time and space (for different nations and cultures);
- the processes are different in different cultures and in different nations;
- needs and processes for meeting them can be modeled and tracked using statistical analysis;
- The best model of the process of meeting the needs of society should be adopted by the management with the direct participation of each member of society.

The last provision is formulated not quite correctly in relation to "every member of society", such a total task is more romantic than realistic. A simple majority of consumers is enough to start. Then a chain reaction will begin and with each step everyone will be closer to the result.

Consumers differ not only in their requests and claims. The bottom is different and social status, their subjectivity. A consumer can be an individual, a social group, an industrial entity. Therefore, in theory there is a classification of the external consumer, which is based on the principle of the "final link" of the production chain. The consumer status is similar to the production one. Just like the production process, consumption involves several stages of preparation of the final product. Producers can also be consumers, but they represent intermediate links. The end user is the individual. Man is the beginning of social history, its main instrument and goal of social progress. Is it possible to put other subjects in a series of consumers? Naturally, but their consumption is due to human activity. For example, science is primarily interested in space exploration. She is a direct consumer of the resulting product, she is also a customer and a participant in a technical project. Space vehicles are a product of scientific and industrial cooperation. Production develops, thus, its technological base, therefore, technological innovations undoubtedly belong to a number of products. As a rule, various departments cooperate with scientific research, receiving their share of the product. However, no matter how much we continue to track the path of a research product, the end point will be a person - his health, well-being, safety, cognitive and practical interests. She is a direct consumer of the resulting product, she is also a customer and a participant in a technical project. Space vehicles are a product of scientific and industrial cooperation. Production develops, thus, its technological base, therefore, technological innovations undoubtedly belong to a number of products. As a rule, various departments cooperate with scientific research, receiving their share of the product. However, no matter how much we continue to track the path of a research product, the end point will be a person - his health, well-being, safety, cognitive and practical interests. She is a direct consumer of the resulting product, she is also a customer and a participant in a technical project. Space vehicles are a product of scientific and industrial cooperation. Production develops, thus, its technological base, therefore, technological innovations undoubtedly belong to a number of products. As a rule, various departments cooperate with scientific research, receiving their share of the product. However, no matter how much we continue to track the path of a research product, the end point will be a person - his health, well-being, safety, cognitive and practical interests. consequently, technological innovations undoubtedly belong to a number of products. As a rule, various departments cooperate with scientific research, receiving their share of the product. However, no matter how much we continue to track the path of a research product, the end point will be a person - his health, well-being, safety, cognitive and practical interests. consequently, technological innovations undoubtedly belong to a number of products. As a rule, various departments cooperate with scientific research, receiving their share of the product. However, no matter how much we continue to track the path of a research product, the end point will be a person - his health, well-being, safety, cognitive and practical interests.

Highlighting the final status in human consumption, one should notabsolutize this conclusion. Mowgli was a "human cub", socialized, that is, he entered the structure created by human communication. The interests of a single person - the consumer - are important, but they cannot be considered in isolation. Mass production, no matter how “thoroughly” it is arranged, is not capable of working for individuality. As much as possible, it can be closed to a small social group.

The imperative of fashion and technical and technological possibilities is formed by concrete social and concrete historical limitations of production. Individuality is manifested through the group form of reality. Only through social affiliation - gender, age, purchasing power, psychological status, upbringing, nationality, a person is guided in the consumer market, while having quite enough freedom of action within the framework of the social conditioning of his tastes. Someone makes their choice consciously, others - subconsciously, others, combining prudence with the collective unconscious (K. Jung).

The economic science considers an external consumer as a combination of three groups: a specific end user - an individual; intermediary consumer (reseller, distributor); collective unitary enterprise. The correct definition of economic priorities requires the study of the consumer interests of all external consumers. The value of consumer preferences for the manufacturer is different and depends on the status of the enterprise itself, its production orientation. But the problem of the “attractiveness” of the product cannot be avoided in all cases.

“An enterprise must carefully control the entire chain of supplier-consumer interaction. Large enterprises practice questioning their regular and potential customers once a year. As a rule, no more than seventy questions are included in the questionnaires. To adjust their goals in long-term planning, once every three years, manufacturers send out more detailed questionnaires intended for large consumers of their product.

The Japanese mentality prompted reflective managers that those who count on the future should not be limited to understanding current consumers. The end consumer is a member of the family, the local community. Behind him are future buyers who have not yet decided for themselves the question of what to buy from whom. Word of mouth is free and more productive than advertising. The buyer must be transferred from an abstract possibility to the state of "his" person, included in the system of partnerships. While the idea of buying, consolidating the need for a product, matures as a desire, it should be informed of the movement vector to the appropriate manufacturer.

“Focus on the consumer” is freely convertible into a technical and economic task – to give priority to their products.

Such a product does not need advertising production costs, on the contrary, it helps to reduce the cost as a result, make real “sales” and accelerate the turnover of funds spent on production. B.S. Aleshin correctly explains to manufacturers who underestimate the importance of the factor of attractiveness of goods for the consumer, who think only about how to reduce production costs: rewarding and simultaneously satisfying the consumer's expectations regarding the value of the product, its cost and delivery time. A satisfied consumer not only returns to such a supplier,

A well-known management specialist and his colleagues needlessly spared the feelings of manufacturers by presenting the matter in a positive light. Our manufacturer and salesperson often needs to be put in a negative perspective to scare, especially the counter workers. The buyer through the information consumer chain is able to turn away from the purchase of a problematic product, and then the manufacturer will have “disease No. 1” according to E. Deming.

In Japan, along with the traditional method of quality management Kairio (Kairio), aimed at technical and technological leaps - micro revolutions, under the influence of the development of relationships with the consumer, the Kaizen approach has become widespread. Unlike "Kairio", "Kaizen" does not imply large investments, it is aimed at small improvements in the quality of the product, but it stands out because it is designed to involve an unlimited number of specialists in the process - researchers, designers, scientists, and all thinking, interested workers . A qualitative effect that adds to the attractiveness of the product and the consumer is achieved by combining a large number of small steps with a large number of people who want to take part and are able to work for the result.

The Americans had a similar idea for solving the problem, they called it "servelat tactics." It is not customary to cut sausage like servelat with thick circles - it is inconvenient to eat, therefore they are cut off with thin plastics, but the result is the same as in the case of soft sausage. The Japanese, under the influence of the mental imperative, wonderfully described by the international journalist V. Ovchinnikov (“Sakura Branch”), squeezing ideas out of the product to the end, adapted the servelat principle to managing the development of production, mainly to increase the attractiveness of the product. In addition to the described effect, Kaizen consolidates employees, convincing them of how important each of them is, if he is interested in the result, forms the need to improve personal skills, and develops a sense of professional pride.

There is much to learn from the Americans, in particular their persistence, self-confidence and their capabilities. W. Churchill once said: "You can always count on the Americans to do everything right after they have tried all the other options." In the 1990s, the US industry had serious problems with marketing and development. After analyzing the results of the business, the Americans identified three priorities: customer satisfaction, the need to reduce production costs and cycle time.

The analysis of the situation drew attention to the importance of combining factors to improve efficiency, especially the focus on the consumer, reengineering and the information component. "Mass consumer" supplanted "mass production". This is how the American company Levis, famous for sewing jeans, regained its leadership position as a manufacturer of women's jeans.

Based on information technology, Lewis offered customers 2,400 sizes in different colors and styles. Directly in the company store, or in the department, individual sizes were determined on the basis of jeans with built-in magnetic measurements, the clerk on the computer transmitted the order for production, and without delay the customer received what she dreamed of. Smaller enterprises generally began to go directly to the consumer, bypassing intermediary stores and warehouses, accepting buyers in offices with the function of selling goods.

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

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

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

If psychologically the image of the product is attractiveformed, then the relations from the phase of abstract possibility pass into a real possibility. The next step - the transformation of a real opportunity into the reality of acquiring the product you like will depend on the ratio of the costs of the producer and the consumer. For the first, we are talking about the ratio of cost and price, for the second - the price and quality of the product.

Y. Juran emphasized a special place in the structure of consumer requests for the quality of services. B.S. Aleshin gives a breakdown of the qualities of a service that can interest the consumer in buying (Figure 3).

In all modern quality management systems under the conditions of the provisions on prestigious awards (EFUK, UOK, IAQ, TQM, etc.), such an indicator as the degree of consumer satisfaction with the product is higher than all others, occupying in a weight ratio from 1/5 to 1/3 total points. This indicator has the least points - 180 (out of 1000) in the Regulations on the Prize of the Government of the Russian Federation in the field of quality.

We have an understanding that customer satisfaction with a product should not be reduced to consumer attractiveness of the product. The attractiveness of the product is superimposed on satisfaction, remaining part of the attractiveness. There are goods that initially, perhaps, did not belong to a number of priorities, for example, gifts or something acquired "on the occasion", forcedly. Priority was opened later, as it was used for its intended purpose. But the comparison of satisfaction and priority is quite correct and revealing. Moreover, at the junction of these concepts there is a test zone for characterizing the degree of development of production. (Figure 4).

Summing up the results of the analysis of the concept of "priority of goods", its relationship with the nearest economic concepts, it is methodologically expedient to arrange the relations of these concepts systematically. As a problem for discussion and improvement, the following scheme is proposed.

The domestic light industry is not going through the best of times, and the consumer is offered products of dubious quality that have entered our markets in counterfeit and other illegal ways, that is, they do not have guarantees for buyers to exercise their rights to protect themselves from unscrupulous manufacturers and suppliers.

Figure 3. Consumer expectations architecture

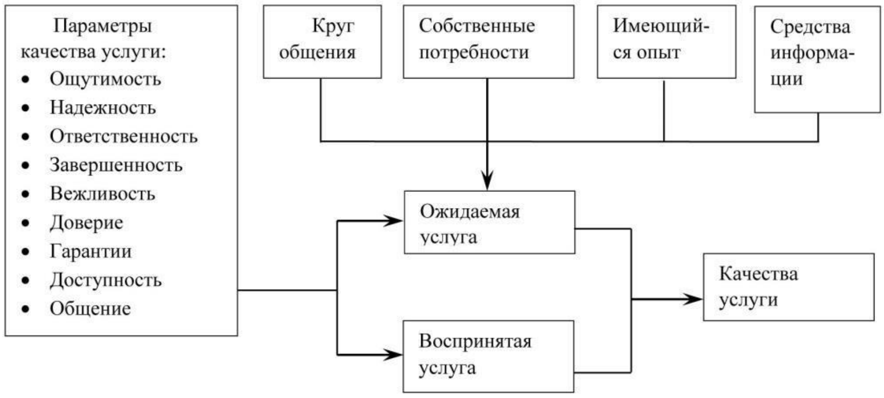

Figure 4. Influence of the characteristics of the concept of "Priority" of the goods on the technical and economic results of the enterprise.

It is necessary to revive the role and significance of a quality-oriented strategy, since only in this case, enterprise managers will subjectively and objectively be forced to improve their production using nanotechnologies and innovative processes so that competitive and sought-after materials and products fully meet the needs of domestic consumers. At the same time, the assertion is substantiated that the consumption of domestic materials and products is regulated by the market. In this case, market requirements should dictate to manufacturers the need to increase the role of the state and consumers in the formation of sustainable demand for domestic materials and products, namely: to maintain the range of goods, regulating it with federal, regional and municipal orders; encourage price stability; increase consumer ability and gradually improve their quality. The implementation of these tasks creates the basis for the consumer to realize the need to pay for the benefits of quality materials and products, and the manufacturer to realize that improving the quality of materials and products cannot be associated only with rising prices, but also through technical innovations aimed at the application new technological and engineering solutions, including making a quality revolution, either through the quality of advertising, or through real quality.

Today, and even more so tomorrow, it is important to implement one of thethe defining principle 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 quality activity, that is, to what extent leaders penetrated the essence of things, learned to manage things, change their properties (range), form, forcing them to serve a person without significant damage to nature, for the benefit and in the name of a person, that is, in in accordance with the requirements of the Federal Law "On Technical Regulation".

Both political leaders and the government have recently been talking about the need for a competent industrial policy. However, if we carefully consider the regulatory, methodological documents on the structural restructuring of industry, then the thought arises whether we are stepping on the same rake here that has been stepped on all the years of reforms, namely: we didn’t care about our producer.

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

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

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

Therefore, it is quite natural today that the task is set for alllevels of executive and legislative authorities - improving the quality of life of Russian citizens.

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

The problems of improving the quality, competitiveness of materials and products at the present stage of development of the Russian economy are becoming increasingly important. As the experience of advanced countries that at one time emerged from such crises (the United States in the 1930s, Japan, Germany in the post-war period, later South Korea and some other countries) shows, in all cases the basis for industrial policy and the rise economy was put a strategy to improve the quality, competitiveness of products that would be able to win both domestic and foreign markets. All other components of the reform - economic, financial and credit, administrative were subordinated to this main goal.

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

Absolutely right, attention was drawn to one phenomenon that usually slips away in the bustle of the problem - the historicity of the economy. The way it is perceived now, the economy has not always been and will never remain. Economic life changes over time, which forces one to tune in to its changing existence. The modern economy is built on a market foundation and the laws of the market dictate its own rules. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively pushing the “social sector” to the sidelines, is not compatible with the prospect of economic development, which is confirmed by the steady striving of the social-democracy in the West to develop the economy on the front of social security, a fair distribution of profits. The new economy is called temporarily "prudent". The current principle: “survival of the strongest, most adapted”, will replace “social-industrial partnership – the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts. The new economy is called temporarily "prudent". The current principle: “survival of the strongest, most adapted”, will replace “social-industrial partnership – the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle -

"the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace "social-industrial partnership – the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts. appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts. appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. They demanded a new look at the root concepts.

Therefore, the philosophy of quality must also change. We must be prepared for the coming events. The quality of "it is written for generations" to be at the epicenter of both scientific and amateurish reflections at all times. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of the opposition of the ratio of actions "immediate" and "indirect". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality solely because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "on the mind" or "implied". From the relationship in the dynamics of these projections, quality problems in creative thinking are lined up in an appropriate graph,

The most significant and global in nature are international standards for quality management. The use of modern methods in them allows us to solve not only the problem of improving quality, but also the problem of efficiency and productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

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

The results of studies carried out under the UN Development Program made it possible to measure the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth comes from natural resources and production structure. A quality-oriented strategy undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and to a more complete and comprehensive satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to the possibilities", together with the communist ideal, no one dared to openly and officially cancel, realizing the absurdity of denying the essential forces of man. In a "hot" state, the problem of quality is sustainably supported by both the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that by knowing nature, its quality, state of quality, quality levels are revealed, embodying new knowledge in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in a systemic sense - temporary, conditional. Labor is a kind of "terrible cauldrons" that Vanya the Fool had to overcome in order to turn into Ivan Tsarevich.

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

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

– ideology of quality - the prospect of development of production;
– quality management is an integrated approach to solving a quality problem;
– fashion and technical regulation are components of the quality of manufactured shoes;
– quality systems "ORDER/5 S" and "THREE" NOT "- not only the basis of stability and production safety, but also a guarantee of quality;
– quality in the market is a paradigm for the formation of production that meets the needs of the market;
– advertising is always at the service of quality;

– excursion into the past as a guarantee of quality in the future;

– product quality assessment model - these are production priorities;

– forecasting quality costs in development new assortment of footwear is a guarantee of its demand and its competitiveness;

– business visual technique product evaluations - a means of assessing the effectiveness of quality;

– improving the quality and competitiveness of domestic special footwear;

– on indicators for assessing the quality of footwear - as a tool for the formation of demanded products;

– quality and market: a marriage of convenience and this is indisputable;

– the stability of the work of enterprises is a guarantor of the quality of the shoes they produce;

– all these aspects together provide a quality revolution that guarantees the manufacturer a stable success in a market with unstable demand.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activity of an important branch of the public economy by leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. A single author, no matter how knowledgeable and authoritative he may be, is forced by the nature of the circumstances to explain not only his point of view on the problem under study, but to talk about how his colleagues "see" this problem, to state someone else's view of the order of things, to turn into the process of declared discussions in their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such an excellent thinker as G. Hegel sinned, voluntarily or involuntarily substituting opponents, to make it easier to criticize them. This work represents an original author's approach and opens up the opportunity to learn the most significant first-hand, without intermediaries, which often overshadow creative relationships.

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

To revive the role and significance of a quality-oriented strategy, since only in this case, enterprise managers will subjectively and objectively be forced to improve their production using nanotechnologies and innovative processes so that competitive and sought-after materials and products fully meet the needs of domestic consumers. At the same time, the authors' assertion that the consumption of domestic materials and products is regulated by the market is substantiated. In this case, the requirements of the market should form in production, and the authors confirm this situation, paying attention to the role of the state and consumers in the formation of a sustainable demand for domestic materials and products, namely: to maintain the range of goods, regulating it with federal, regional and municipal orders; encourage price stability; increase consumer ability and gradually improve the quality of goods. The implementation of these tasks will create a basis for the consumer to realize the need to pay for the benefits of quality materials and products, and the manufacturer to understand that improving the quality of materials and products cannot be associated only with rising prices, it can also occur due to technical innovations aimed at application of new technological and engineering solutions.

Conclusion

The producer and the end consumer of his product are separated by the continuation of production and the market. It is necessary to reduce this division to a minimum so that there is less mediation between two workers - those who produce goods, and those who, with their honestly earned money, legitimately want to buy what they like and at a fair price. The solution to that problem lies in the plane of the market. The manufacturing enterprise must include itself in the market process by organizing a proprietary way of selling the product. This will free the market from falsification, reduce the price burden on the end consumer, monitor the promotion of goods, better and easier to study the demand of the buyer, speed up the receipt of working capital, work more efficiently on the quality of the goods, taking into account the wishes of the consumer.

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

The quality of activity is the final criterion of its individual, collective and national status. It is in quality that the energy of creation is accumulated. The quality of activity testifies to the extent to which we have penetrated into the essence of things, learned to control things, change their properties, form, forcing them to serve man, without significant damage to nature. Quality allows you to see the person himself from new angles, to pay tribute to his talent, will, and professionalism. Studies conducted by the UN Development Program have measured the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth comes from natural resources and the production structure. A quality-oriented strategy is undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and to a more complete and comprehensive satisfaction of human needs themselves. The desire to “live according to reasonable needs”, as well as the need to “work according to one’s capabilities”, together with the communist ideal, no one dared to openly and officially cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is sustainably supported by both the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive. Knowing nature, we discover its qualities, state of quality, quality levels, embodying new knowledge in production. Classical political economy (A. Smith, D. Riccardo, K. Marx, J. Mill) concentrated quality problems in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in a systemic sense - temporary, conditional. The main thing in production is the result, not the process. Consumption regulates the market. Therefore, the demands of the market must dominate production. The task of the society is to contribute worldwide to the development of demand in the market: to maintain the range of goods, stimulate price stability, increase purchasing power, improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning that is not focused on such goods and services for which the market is in demand." Try to answer him.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. With all the economic, social and political costs, humanity is getting richer and wealth is distributed unevenly. Finances, as before, are concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course for the quality of goods confidently and everywhere. The consumer has realized the need to pay for the advantage of quality services and products. The line is behind the manufacturer, who must close the mind "greed" and "mortal sin" in order to burn greed. The most prominent economists unambiguously declare that the improvement in the quality of goods is not connected causally with an increase in prices. Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production. Production must improve, which does not mean becoming more costly.

And I would also like to draw attention to one phenomenon that usually slips away in the bustle of problems - the historicity of the economy. The way we perceive it now, the economy has not always been and will never remain. Economic life changes over time, which makes us tune in to its changing existence. The modern economy is built on a market foundation, and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively pushing the “social sector” to the sidelines, is not compatible with the prospect of economic development, which is confirmed by the steady striving of the social-democracy in the West to develop the economy on the front of social security, a fair distribution of profits. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs."

A "thrifty" economy will be focused on resource-saving technologies and environmentally friendly production. It will require a new look at the root concepts. The philosophy of quality will also change. We must be prepared for the coming events. To the best of their competence and interests, the authors tried to share their thoughts with you, entrusted you with their judgments about the past, present and future of the case to which they devoted their research in order to answer the main question: what dominates in quality - advertising or a manufacturer and will unite them in a revolution in quality or it will be impossible to do it? But life will judge both.

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