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IBI (India) = 4.260  
OAJI (USA) = 0.350

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

### International Scientific Journal Theoretical & Applied Science

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

Year: 2022 Issue: 08 Volume: 112

Published: 15.07.2022 <http://T-Science.org>

Issue

Article



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## ABOUT THE FEATURES OF THE FORMATION OF THE PRIORITY OF MANUFACTURED PRODUCTS AMONG CONSUMERS OF THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT

**Abstract:** The article pays special attention to assessing the role of one or another position of the assortment for the results of the work of enterprises in the production of the entire assortment of footwear for consumers in the following groups, namely: the main group of goods (which bring the main profit and are in the growth stage); supporting group of goods (products that stabilize sales revenue and are in the stage of maturity); strategic group of goods (goods designed to provide future profits to the enterprise); tactical group of goods (products designed to stimulate sales of the main product group and are in the stage of growth and maturity); product group under development (products that are not present on the market, but ready to enter the market); goods leaving the market (which do not make a profit and must be removed from production, withdrawn from the market). When implementing it, it is necessary to take into account the share of each group in the total volume of products sold. For a stable financial position of the enterprise in the assortment structure, the strategic and tactical groups of goods must be at least 70% with 100% of their implementation. Thus, this makes it possible to evaluate the existing assortment set at the enterprise and, correlating it with the profit received, evaluate the correctness of the assortment planning, its balance for the consumer market. The implementation of the proposed measures will lead to the elimination of the shortage of domestic footwear, including children's footwear, making it not only and not so much competitive and in demand, but, most importantly, safe and comfortable for the child's foot.

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

**Language:** English

**Citation:** Shvetsov, K. A., Golubeva, O. A., & Volkova, G. Y. (2022). About the features of the formation of the priority of manufactured products among consumers of the regions of the Southern Federal District and the North Caucasus Federal District. *ISJ Theoretical & Applied Science*, 08 (112), 101-121.

**Soi:** <http://s-o-i.org/1.1/TAS-08-112-7> **Doi:**  <https://dx.doi.org/10.15863/TAS.2022.08.112.7>

**Scopus ASCC:** 2000.

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### Introduction

UDC685.57:519.34

Formation of the assortment is a problemspecific goods, their individual series, determining the relationship between "old" and "new" goods, goods of single and serial production, "high-tech" and "ordinary" goods, embodied goods, or licenses and "know-how". When forming the assortment, there are problems of prices, quality, guarantees, service, whether the manufacturer is going to play the role of a leader in the creation of fundamentally new types of products or is forced to follow other manufacturers. The formation of the assortment is preceded by the development of an assortment concept by the enterprise. It is a directed construction of an optimal assortment structure, a product offer, while on the one hand, consumer requirements of certain groups (market segments) are taken as a basis, and on the other hand,

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

The assortment formation system includes the following main points:

- determination of current and future needs of buyers, analysis of the ways and use of footwear and features of consumer behavior in the relevant market;
- assessment of existing analogues of competitors;
- critical assessment of products manufactured by the enterprise in the same range as in paragraphs. 1 and 2, but from the position of the buyer;
- deciding which products should be added to the assortment and which should be excluded from it due to changes in the level of competitiveness; whether it is necessary to diversify products at the expense of other areas of production of the enterprise that go beyond its established profile.
- consideration of proposals for the creation of new models of footwear, improvement of existing ones;
- development of specifications for new or improved models in accordance with customer requirements;
- exploring the possibilities of producing new or improved models, including issues of price, cost and profitability;
- carrying out tests (testing) of shoes, taking into account potential consumers in order to determine their acceptability in terms of the main indicators;
- development of special recommendations for

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

- assessment and revision of the entire range.

Assortment planning and management is an integral part of marketing. Even well-thought-out sales and advertising plans will not be able to neutralize the consequences of mistakes made earlier in assortment planning.

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

Achieving the highest possible profitability is ensured through constant monitoring of economic indicators and timely decision-making to adjust the range.

The stability of marketing indicators is ensured, first of all, by constantly monitoring the situation on the market and promptly responding to changes, and even better, taking proactive actions.

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

In addition, a large assortment disperses the strength of the company, makes it difficult to competently offer goods to customers (even sales department employees are not always able to explain the difference between one or another position or name), and disperses the attention of end consumers.

Here it would be appropriate to recall the psychology of human perception of information. The reality is that the average person is able to perceive no more than 5-7 (rarely up to 9) semantic constructs at a time. Thus, a person, making a choice, first chooses these same 5-7 options based on the same number of criteria. If the seller offers more selection criteria, the buyer begins to experience discomfort and independently weeds out criteria that are insignificant, from his point of view. The same thing happens when choosing the actual product. Now imagine what happens if a person has a hundred practically indistinguishable (for him) goods in front of him, and he needs to buy one. People in such a situation behave as follows: they either refuse to buy at all, because they are not able to compare such a number of options, or prefer what they have already taken (or what seems

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familiar). There is another category of people (about 7%), lovers of new products, who, on the contrary, will choose something that they have not tried yet.

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

It is generally accepted that the buyer needs a wide range. This widest range is often referred to even as a competitive advantage. But in reality, it turns out that for a manufacturer, a wide range of products is hundreds of product items, and for a consumer, 7 items are already more than enough. Thus, the consumer does not need a wide assortment at all, but the necessary variety.

### Main part

If an enterprise professes a wide assortment approach, then it is enough to analyze sales, look at statistics to make sure that sales leaders are 5–10, 15% at most of the items, all other positions are sold very little, the demand for them is small, although the costs differ little from costs by top sellers. It turns out a situation where several items "feed" the entire wide range of the enterprise. And this is far from always justified from the point of view of ensuring the completeness of the assortment (a favorite argument of sellers), that is, the availability of various items to cover the maximum possible options for customer needs. In practice, it turns out that completeness is fully ensured, even if the existing assortment is halved or even tripled. The main thing in this case is to correctly classify all goods and ensure that so that the assortment includes goods from each possible group of this classification. Moreover, the more grounds for classification the company can identify, the more balanced the decision will be. So, the classification of goods can be according to the needs of customers, according to the functional purpose of the goods, according to the benefits for the enterprise. Of particular importance in such a situation is the role played by certain positions of the assortment. Thus, it makes it possible to evaluate the existing assortment set in the company and, correlating it with the profit received, assess the correctness of the assortment planning, its balance. The classification of goods can be according to the needs of customers, according to the functional purpose of the goods, according to the benefits for the enterprise. Of particular importance in such a situation is the role played by certain positions of the assortment. Thus, it makes it possible to evaluate the existing assortment set in the company and, correlating it with the profit received, assess the correctness of the assortment planning, its balance. The classification of goods can be according to the needs of customers, according to the functional

purpose of the goods, according to the benefits for the enterprise. Of particular importance in such a situation is the role played by certain positions of the assortment. Thus, it makes it possible to evaluate the existing assortment set in the company and, correlating it with the profit received, assess the correctness of the assortment planning, its balance.

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

Production volume planning is one of the important problems of assortment policy. In the economy, forecasting of future expenses and incomes is widely used on the basis of calculating the cost of production at variable costs. The essence of this method lies in the fact that the costs of the enterprise are divided into fixed and variable, depending on the degree of their response to changes in the scale of production.

The basis of fixed costs is the costs associated with the use of fixed assets (fixed capital). These include the cost of depreciation of fixed assets, rent of industrial premises, as well as salaries of management personnel, deductions for social needs of these personnel. The basis of variable costs is the costs associated with the use of working capital (working capital). These include the cost of raw materials, materials, fuel, wages of production workers and deductions for their social needs.

It should be emphasized that the total fixed costs, being a constant value and not depending on the volume of production, can change under the influence of other factors. For example, if prices rise, total fixed costs also rise.

The method of calculation by the amount of coverage provides for the calculation of only variable costs associated with the production and sale of a unit of output. It is based on the calculation of the average variable costs and the average coverage, which represents the gross profit and can be calculated as the difference between the price of the product and the sum of the variable costs. Limiting the cost of production only to variable costs simplifies the rationing, planning, and control due to the sharply reduced number of cost items. The advantage of this method of accounting and costing is also a significant reduction in the complexity of accounting and its simplification.

When applying the calculation method by the amount of coverage, it is advisable to use such indicators as the amount of coverage (marginal income) and the coverage ratio. The coverage amount (marginal income) is the difference between the sales proceeds and the total amount of variable costs. The amount of coverage can be calculated in another way - as the sum of fixed costs and profits. The calculation of the amount of coverage allows you to determine the

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funds of the enterprise received by it in the sale of its products in order to recover fixed costs and make a profit. Thus, the coverage amount shows the overall level of profitability, both for the entire production and for individual products: the higher the difference between the selling price of the product and the sum of variable costs, the higher the amount of its coverage and the level of profitability.

The coverage ratio is the share of the coverage amount in the sales proceeds or the share of the average coverage in the price of the goods.

It is also important to determine at what volume of sales the gross costs of the enterprise will pay off. To do this, it is necessary to calculate the break-even point, at which revenue or production volume is accepted that provides coverage of all costs and zero profit. Those. the minimum amount of proceeds from the sale of products is revealed, at which the level of profitability will be more than 0.00%. If a business earns more than the breakeven point, then it is profitable. By comparing these two values of revenue, one can estimate the allowable decrease in revenue (sales volume) without the danger of being at a loss. The revenue corresponding to the break-even point is called the threshold revenue. The volume of production (sales) at the break-even point is called the threshold volume of production (sales).

In order to assess how much actual revenue exceeds the break-even revenue, it is necessary to calculate the margin of safety (percentage deviation of actual revenue from the threshold). To determine the impact of a change in revenue on a change in profit, the indicator of production leverage is calculated. The higher the effect of the production lever, the more risky in terms of reducing profits is the position of the enterprise.

To separate the total costs into fixed and variable, we use the method of the highest and lowest points, which involves the following algorithm:

- among the data on the production volumes of various types of footwear and the costs of its production, the maximum and minimum values are selected;
- the differences between the maximum and minimum values of production volume and costs are found;
- the rate of variable costs per product is determined by referring the difference in cost levels for a period to the difference in production levels for the same period;
- the total value of variable costs for the maximum and minimum volume of production is determined by multiplying the rate of variable costs by the corresponding volume of production;
- the total value of fixed costs is determined as the difference between all costs and the value of variable costs (example 1).

The minimum production volume falls on the production of model A - 500 pairs, the maximum - on the production of model B - 1600 pairs.

The developed methodology for assessing and analyzing the competitiveness of an enterprise, in contrast to the existing ones -

firstly, it takes into account the specifics of the "light industry" industry;

secondly, it reduces the subjective factor in the assessment;

thirdly, it allows for an in-depth analysis, thanks to the proposed indicators for analyzing the competitiveness of enterprises, namely, on the basis of innovative technological solutions in combination with the assortment policy, these same enterprises always have a message to ensure effective work results for themselves, guaranteeing themselves and their employees from bankruptcy. In the traditional for our case, the assortment formation scheme was based on differentiation based on the classification

- purpose (household; special);
- gender and age (the basis is GOST 3927-88. Shoe blocks - booties, for toddlers, little children, preschool, for schoolgirls, girls, for schoolboys, boys, boys, women, men);
- operating conditions (type of professional activity, seasonality, climatic zone).

Based on other sources, shoes according to their purpose can be divided into household (everyday, model, home) and special (industrial, sports, orthopedic, medical).

However, this division of the assortment has a number of significant drawbacks. It does not allow to identify population groups with different styles, living standards and taste preferences. The division by gender and age implied different anthropometric characteristics of consumers depending on age and gender, but did not take into account age differences in lifestyle and priorities of needs.

The needs of the population for goods are laid down historically. They are determined by the level of development of social production, the welfare and culture of society and can change over time.

The characteristic of the assortment includes such a thing as mobility. According to the definition of marketing, mobility is the urgent execution of decisions made, the conduct of research within a strictly defined time frame.

The use of the term "mobility" in relation to the shoe range is the rapid change of models of the range, depending on market conditions and consumer requirements for shoes.

Each era is characterized by adherence to certain tectonic forms, color, scale, proportions, etc. This stable character of formal means of artistic expression is called the style of the era. Style in art is understood as a historically established stable commonality of the figurative system of means and methods of artistic

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expression, due to the unity of the ideological content of the art of the era. The main condition for the formation of style is the unity of the worldview and the means of its expression. The factors influencing the formation of style include:

- socio-economic relations,
- prevailing philosophical ideas,
- outlook,
- aesthetic ideal of the era,
- way of life,
- natural and climatic conditions,
- customs, etc.

For a long time, used, there was a clear division into four main styles: romantic, classical, sports, folklore. In recent years, these four styles have been supplemented by an independently existing fifth style in shoes - ethno.

In marketing practice, there is another principle that takes into account the degree of extravagance or conservatism of consumers. According to their reaction to new phenomena, consumers are divided into five categories:

- super innovators (2.5%);
- innovators (13.5%);
- ordinary (34%);
- conservatives (34%);
- super conservatives (16%).

According to domestic and foreign researchers, such differentiation must also be taken into account when forming the assortment structure.

According to the degree of commitment to brands, consumers can be divided into the following groups:

- unconditional adherents are consumers who constantly buy the product of the same company;
- tolerant adherents are consumers who are committed to two or three product brands;
- fickle adherents are consumers who transfer their preferences from one brand to another;
- wanderers are consumers who do not show commitment to any firm.

It is advisable to use such a division of consumers when a product is bought with a short-term frequency, for example, once a week or a month.

The principle of economic differentiation of consumers is practically recommended to be carried out according to the level of income, and the presence of this or that property (car, real estate, etc.). One of the most common ways of such product differentiation, used in foreign markets, is the division of the assortment by price points. For stable markets, economic differentiation involves a combination of economic and semantic properties of products, and quantitatively has a well-established share of segments. Such a close combination of properties is

not typical for our regions, where the level of income does not imply a single cultural basis and consumer psychology. Therefore, it is obvious that borrowing the Western structure of consumers is impossible.

A way of dividing groups of people according to their belonging to a particular consumer type is known as the scale of Values and Lifestyles (VALStm). This version of the classification was originally developed in 1978 by Arnold Mitchell of SRI International (formerly the Stanford Research Institute).

Within the framework of the VALStm system, resources are allocated, including a full range of psychological, physical and demographic potential, on which the consumer relies. The concept of resources includes education, income, self-confidence, health, desire to buy, intelligence and vigor.

Summarizing the information obtained as a result of the study, a block diagram of the formation of the mentality, presented in the figure, was compiled. The proposed structuring can be used when planning the industrial assortment for the regions of the Southern Federal District and the North Caucasus Federal District. And only in the interrelation of all the above factors, it will be possible to assert the high stability of the financial results of the activities of shoe enterprises in the regions of the Southern Federal District and the North Caucasus Federal District, united in an innovation center.

The formation of a range of footwear, taking into account its competitiveness, is a complex process, carried out taking into account the action of a number of factors, the study of which should be based on an analysis of the existing footwear market, as well as on forecasting trends in social, economic and industrial areas.

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

In order to create competitive high-quality products, shoe enterprises need to expand and update their assortment, ensure high dynamics of model turnover, increase the volume and efficiency of model and design studies, the quality and satisfaction of the population with shoes.

When developing or updating the assortment, a shoe company must take into account not only its capabilities, but also the presence of competing companies on the market for shoes of a similar purpose, as well as the preferences of buyers in certain market segments.

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It is impossible to talk about the quality or competitiveness of shoes in general without taking into account the needs of buyers of a certain group in the markets of the corresponding type. Shoe markets are a heterogeneous collection of buyers with different tastes and preferences.

The activity of identifying potential groups of consumers of specific types of goods is called market segmentation. Segmentation focuses on differences in the behavior of different types of buyers (consumers) in their respective markets. For shoe companies, segmentation of customers is the basis for adjusting the existing structure of the assortment of shoes or for developing new models.

Thus, the segmentation of footwear markets is an important component and the beginning of work to ensure the competitiveness of modern footwear. Its practical significance lies in the fact that the specification of consumer types creates the prerequisites for adjusting and updating the structure and range of footwear, improving technology and organizing production.

The shoe market is an integral element of economic relations, the main participants of which are, on the one hand, shoe manufacturers, and on the other hand, consumers. Footwear is one of the most complex groups of non-food products with a very diverse assortment as a product in this market.

Footwear is one of the most important goods produced by the light industry of the Russian Federation and imported from abroad. The degree of satisfaction of consumer demand, the profitability and profitability of organizations depend on the correct determination of the quantity and quality of models produced by shoe enterprises, on the competitiveness of the assortment. The result of the interaction of the constituent parts of the market (demand, supply, prices for shoes) is the possibility of supply to satisfy the demand for products at a specific price as much as possible.

Thus, the value of the footwear market is to meet the needs of the population. Accordingly, the development of the market leads to an increase in the level of security of an individual member of society. Markets are made up of buyers, and buyers differ from each other in a variety of ways: by their needs, financial and other opportunities, location, buying attitudes and buying habits. In this sense, the Southern and North Caucasian federal districts are of the

greatest interest for market segmentation due to the homogeneity of the total consumer, who reacts the same way to the product and how it is evaluated for purchase. The characteristics of regions with market segmentation are presented in Tables 1 and 2, and their geographical location is shown in Figure 1. Taking into account the climatic features of the two districts, namely, relatively mild and humid climate in winter, high temperature in summer and comfortable conditions in autumn and spring, it is necessary, taking into account these features, to form an assortment policy for the manufacture of such an assortment of shoes in order to guarantee its demand and demand not only due to pricing policy, but also providing consumers, especially children, with comfort and prevention of pathological deviations of the feet. Unfortunately, today filling the market with imported products does not ensure the elimination of these problems, which provokes the import substitution of footwear in order to satisfy the demand of consumers of these entities in precisely such footwear that would satisfy them in all aspects,

In market segmentation, businesses subdivide large heterogeneous markets into smaller (and more homogeneous) segments that can be served more efficiently, according to the specific needs of these segments. Shoe enterprises for the successful implementation of their products, first of all, need to segment the consumer market and determine the target segment of this market.

In a general sense, market segmentation refers to the process of dividing the market into groups of consumers according to predetermined characteristics, which allows you to concentrate funds on the most effective market segment. A market segment is a homogeneous set of consumers who react in the same way to a product and how it is presented.

Target segment (market) - a segment selected as a result of a study of the sales market of a particular product or service, characterized by minimal costs for the means of promoting the product and providing the enterprise with the main share of the result of its activities (profit or other criteria for the enterprise to enter this market).

Segmentation of the footwear market in the Southern Federal District and the North Caucasus Federal District can be carried out both on the basis of one and with the consistent use of several indicators, clearly shown in Figure 1.

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Segmentation subject	Segmentation object	Segmentation by population	Segmentation in terms of profitability	Segmentation according to the average salary
All enterprises producing or intending to produce footwear in the territories of the Southern and North Caucasian Federal Districts	Southern and North Caucasian Federal Districts of the Russian Federation	The larger the population of the segment, the more profitable for the enterprise	The higher the profitability of each resident, the greater the chance to purchase the company's products	The higher the salary of a resident, the more likely it is that he will spend it on shoes

**Figure 1 - Criteria for segmenting the footwear market for the subjects of the Southern Federal District and the North Caucasus Federal District**

The results of segmentation of the analyzed basic footwear market of the Southern and North Caucasian federal districts can be presented in the form of a table of ratings. The segment with the minimum number of seats in the end is the most attractive.

As a result of the analysis of tables 1 and 2, one republic, a federal city, two territories and three regions were identified in the Southern Federal District, where the largest segmentation of the consumer market is observed from two districts: the Republic of Crimea - 2.25. Sevastopol - 2.4. Rostov region - 2.5%, Krasnodar region - 2.65%, Astrakhan

region - 2.7%, Volgograd region - 3.25%, Stavropol region - 5.4%.

However, when performing segmentation, it is necessary to take into account the goals of segmentation.

When creating new enterprises in the regions of the Southern Federal District and the North Caucasus Federal District for the production of footwear, it is necessary to proceed from the demand for the entire range of footwear in order to provide consumers in these regions with demanded and competitive products.

**Table 1. The results of segmentation of the consumer market of the Southern Federal District by the method of the sum of places, taking into account weight coefficients**

Name of the territorial unit	Population thousand people	Square, km <sup>2</sup>	Rating positions			
			yield, score×0.45	salary, score×0.30	number, score × 0.25	Sum points, %
Southern Federal District, c. including:						
Republic of Adygea	451.5	7792	3.6	2.1	2.75	8.45
Astrakhan region	1018.6	49024	0.9	0.3	1.5	2.7
Volgograd region	2545.9	112877	1.35	0.9	1.0	3.25
Republic of Kalmykia	278.8	74731	4.95	2.4	3.25	10.6
Krasnodar region	5513.8	75485	1.8	0.6	0.25	2.65
Republic of Crimea	1907.1	26100	1.3	0.5	0.45	2.25
Rostov region	4236.0	100967	0.65	1.25	0.6	2.5
federal city values Sevastopol	416.3	864	1.65	0.55	0.2	2.4
Total	16368.0	447821				

**Table 2. The results of segmentation of the consumer market of the North Caucasus Federal District by the method of the sum of places, taking into account weight coefficients**

Name of the territorial units	Population thousand people	Square, km <sup>2</sup>	Rating positions			
			yield, score×0.45	salary, score×0.30	number, score×0.25	Sum points, %
North Caucasian Federal District, incl.						
The Republic of Dagestan	3015.7	50270	4.5	3.9	1.25	9.65
The Republic of Ingushetia	0.473	3628	5.4	1.8	2.5	9.7

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Kabardino-Balkarian Republic	0.862	12470	2.7	3.6	1.75	8.05
Karachay-Cherkess Republic	0.468	14277	4.05	3.3	3	10.35
Republic North Ossetia Alania	0.704	7987	2.25	3.0	2.0	7.25
Stavropol region	2.802	66160	3.15	1.5	0.75	5.4
Chechen Republic	1.394	15647	5.85	2.7	2.25	10.8
Total	9718	170439				

As a result of segmentation, it was determined that the population of the two districts is unevenly distributed over the territory. The income of the population is much less than the average for Russia. When forming the assortment of footwear, one should also take into account the fact that a large proportion of the population is rural residents. In addition, it is necessary to take into account the national characteristics of the inhabitants of these regions, their traditions.

For the efficient operation of domestic enterprises for the production of competitive children's shoes, it is advisable to provide for the use of innovative flexible technological processes, the use of universal and multifunctional equipment, various methods of attaching the bottom of shoes, expand shoe production, production of technical equipment, accessories, production of auxiliary materials, which will significantly reduce the cost of its production and increase competitiveness not only in the markets of the Southern and North Caucasian Federal Districts, but also in the domestic markets of other regions of Russia, guaranteeing its stable demand and implementation, thereby ensuring a less painful and more effective replacement of one shoe model with another, guaranteeing the formation of new jobs within small and medium enterprises, that is, their social security.

Since in the work the competitiveness of an enterprise is considered as a property of an object to produce competitive products due to the more efficient use of its competitive potential compared to competitors, the following are proposed as factors for assessing competitiveness: product competitiveness (considered as a result) and competitive potential (considered as an enterprise resource). The competitiveness of an enterprise is assessed in a particular market. The environmental factors for the regions of the same market will be the same, so they are not included in the assessment. However, in planning the competitiveness of enterprises, environmental factors must be taken into account.

The third problem is the choice of a method for reducing dimensional indicators to dimensionless ones. To assess the competitiveness of an enterprise, researchers propose a system of dimensional (with different units of measurement) indicators. In order to bring them to comparable (dimensionless) units of measurement, we use the index method.

*Index* (Aleksandrovich Ya.M., N.K. Moiseeva, M.V. Konyshva) - to convert the dimensional units of measurement of competitiveness indicators into dimensionless ones, the index is calculated as the ratio of the dimensional indicator of the competitiveness factor assessment to the maximum value of the indicator in this market. It seems that this method of comparing indicators for assessing the competitiveness of an enterprise has the following advantages: firstly, it allows you to compare the analyzed indicators with those of the leader in the industry, which corresponds to the essence of the category "competitiveness" as a comparison with a competitor; secondly, it is less laborious and easily algorithmized; thirdly, it is more suitable for comparing quantitative than qualitative indicators.

Thus, a methodology for analyzing and evaluating the competitiveness of an enterprise based on measuring the competitive potential is proposed, which includes the following steps.

1. The choice of indicators for assessing the factors of enterprise competitiveness.
2. Determining the significance of indicators in the overall assessment of competitiveness.
3. Calculation of dimensionless estimates of enterprise competitiveness indicators.
4. Assessment of the competitiveness of the goods.
5. Calculation of a generalizing indicator of the competitiveness of an enterprise.
6. Analysis of the competitiveness of the enterprise.

Table 3 shows a system of indicators for assessing the competitive potential of enterprises.

**Table 3. The system of indicators for assessing the competitive potential of an enterprise**

Factors of competitive potential	Assessment indicators
	The ratio of the quality of the product and the costs of its production and marketing

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1. Marketing effectiveness	Marketable output growth rate
	Growth in sales and profits
	Profitability
	Market share, image
2. Management effectiveness	return on total assets, return on equity; return on investment
	Net profit per 1 rub. sales volume; profit from product sales for 1 rub. sales volume; profit otch. period for 1 rub. sales volume
3. Financial condition of the enterprise	Equity ratio; current liquidity ratio; coverage ratio, autonomy ratio, fixed asset index, overall enterprise profitability, return on equity, product profitability
4. The level of organization of production	Capacity utilization rate; production and marketing capacities; volume and directions of investments
	The share of certified products in accordance with the international standards of the ISO 9000 series
	Depreciation of fixed assets, growth in labor productivity
5. Efficiency of MTO	Quality and prices of supplied materials. Material return, commodity circulation, allowing direct connections; coefficient of uniformity of receipt of goods; return on transaction costs; profitability of the purchase of goods
6. Activity of innovative activity	Annual expenditure on R&D, number of patents for inventions
	Share of innovative goods, share of product exports, number of advanced technologies created
	The volume of shipped innovative products (services), the number of patented technologies, the number of patent-free technologies, the cost of innovation, the number of acquired and transferred new technologies, software
7. Competitiveness of personnel	Staff turnover rate, coefficient of labor productivity in relation to wages, educational level of the labor force, level of professional qualification of workers

For each factor of the competitive potential of enterprises, indicators of the competitiveness of the enterprise and their significance were selected (Table 4).

**Table 4. The system of indicators for assessing the competitiveness of an enterprise and their significance**

Factors enterprise competitiveness	Indicators	Significance, %
1. Competitiveness of goods	Product range weighted average competitiveness	50
2. Marketing effectiveness	Exceeding the allowable level of stocks of finished products	5
	Sales growth rate	5
	Total	10
3. Management efficiency	Return on investment	3
	Costs per 1 rub. products sold	3
	Total	6
4. Financial condition of the enterprise	Working capital ratio	3
	Current liquidity ratio	3
	Total	6
5. The level of organization of production	Capacity utilization rate	2
	Labor productivity	2
	Depreciation of fixed assets	2
	Total	6
6. Efficiency of MTO	Reducing the level of material consumption	3
	Material return	3
	Total	6
7. Activity of innovative	Share of innovative products	5

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activity	Innovation costs	5
	Total	10
8. Competitiveness of staff	The coefficient of advancing the growth of labor productivity in relation to the growth of wages	3
	Staff turnover rate	3
	Total	6
	Total significance of competitive potential	50
	Total Maximum Significance Score	100

Determining the significance of indicators in the overall assessment of competitiveness. The economic meaning embedded in the content of the concept of "competitiveness of an enterprise" (as the ability of an enterprise to produce competitive goods due to the higher value of its competitive potential compared to competitors), the authors came to the conclusion that the importance of the components of the competitiveness of enterprises is equal, i.e. 50% is the "contribution" of the competitiveness of the product and 50% is the "contribution" of the competitive potential, and then the economic and mathematical model for assessing the competitiveness of the enterprise will look like

$$Kp = f(50\% Kt, 50\% Pk),$$

where *Kp*- competitiveness of the enterprise,  
*ct*- product competitiveness,

*PC*- the competitive potential of the enterprise.

The significance of private indicators for assessing the competitive potential is defined as follows. The most significant (10%) in the assessment is occupied by such factors as the activity of innovative activity and the effectiveness of marketing, which is justified by the specifics of the industry: the high importance for consumers of such a property, a product as conformity with the fashion direction; frequent change in fashion and its impact on changing consumer preferences; the choice of "fashion goods" is dictated by aesthetic considerations and public recognition; high differentiation of consumer preferences by market segments; a wide range and lack of a reference material with which to compare to assess competitiveness.

The significance of the remaining five factors of competitive potential (management efficiency, financial condition of the enterprise, level of production organization, logistics efficiency, personnel competitiveness) is taken equal to each other and is determined by mathematical calculations:

$$(50\% - 20\%) / 5 = 6\%.$$

The significance of private indicators for assessing each factor of competitive potential is determined by dividing the significance for each factor by the number of indicators for evaluating the factor. Another solution is possible, but the authors of

the conducted studies found this approach reasonable and effective.

As already mentioned, we use the index method to calculate dimensionless estimates of enterprise competitiveness indicators. Indices of dimensionless indicators are determined by formula (2) for positive indicators with a positive trend - growth (for example, profitability of sales, labor productivity) and by formula (3) for negative indicators with a positive trend - decrease (for example, depreciation of fixed assets, excess of the balance of finished products in the warehouse compared to the norm, the staff turnover rate).

For the maximum (minimum) value for each indicator, the value of the indicator of the leading enterprise in the industry is taken. The proposed methodological approach is a method for constructing a model of an industry "leading enterprise". In its capacity is a conditional enterprise, which is formed according to the highest indicators of the analyzed enterprises of the industry. This approach to the formation of a leader enterprise model is acceptable, as it allows taking into account the desire of each enterprise to improve in a competitive environment.

We believe that a more effective way to translate indicators that have a "negative value", that is, the lower the level of material intensity, the more effective the competitiveness of the product, is to consider it as "+ 1", and with an increase in the level of material intensity, the indicator of the competitiveness of the product will decrease in this case as well the level of material consumption will tend to zero. Thus, the value of the technological process efficiency coefficient will always have a positive value and tend to unity, thus confirming the most reasonable choice of innovative technological solutions that guarantee competitive advantages for the enterprise and products in the demand markets.

Assessment of the competitiveness of the goods. Light industry goods, due to its diversified nature, are diverse in their consumer and technical properties and have a wide range. In order to reduce the complexity of calculations, it is proposed to assess the competitiveness of the assortment group of goods. An assortment group is understood as an assortment of goods united by common characteristics into certain sets of goods. Light industry goods have different properties due to their industry (clothing, knitwear, footwear, fabrics, etc.). The parameters for assessing

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the consumer properties of light industry goods are divided into the following groups: aesthetic, functional and cost. Each group of parameters is characterized by a system of single indicators. To determine them, it is proposed to use the sociological method using the developed questionnaires, in which the author has prepared a list of assessment indicators for the types of goods (shoes, clothing). Respondents can supplement this list by including indicators that are important for them when evaluating a product. The developed questionnaires make it possible to assess the significance of individual consumer parameters of goods for various market segments, for which they include questions that characterize the signs of customer segmentation.

For the qualitative characteristics of the obtained assessments of competitiveness, a scale for assessing the quality level is required. In economic practice, the principle of building scales with equal steps, progressive and regressive scales are used. Progressive and regressive scales are most often used for material incentives. We believe that the scale with an equal step is the most appropriate, since, firstly, it corresponds to the solution of a practical problem (specification of the quality level of competitiveness), and secondly, it is easy to build and use. The scale step is defined as 100 (maximum score): 4 (number of levels) = 25. As a result of the calculation, the following scale was obtained (table 5).

**Table 5. Scale for assessing the quality level of enterprise competitiveness**

Percentage score	Quality level
0 to 24.9	very low
from 25.0 to 49.9	short
from 50.0 to 74.9	average
from 75.0 to 100	high

The economic meaning of the obtained generalized assessment of competitiveness is that it shows the degree of satisfaction with the product and the degree of use of the competitive potential of the enterprise. Stage 6. Analysis of the competitiveness of the enterprise. An analysis of the competitiveness of an enterprise is proposed to be carried out in the following areas:

1. Calculation of the comparative competitiveness of enterprises.
2. Analysis of the implementation of the plan for competitiveness.
3. Analysis of the dynamics of the level of competitiveness of the enterprise.
4. Identification of competitive advantages and competitive problems in the internal environment of the enterprise.

*I.* Calculation of the comparative competitiveness of enterprises.

The comparative competitiveness of an enterprise shows the degree of advantage (or lag) over the main competitor. Its results are necessary for developing a competition strategy. The calculation formula looks like

$$To = Ko / Kk,$$

$$Wed. P P$$

where  $Ksr$  is a comparative assessment of the competitiveness of an enterprise, coefficient;

$Kno$ - assessment of the competitiveness of the assessed enterprise, %;

$Knk$ - assessment of the competitiveness of a competitor enterprise, %.

If the comparative assessment of the competitiveness of an enterprise is greater than 1, then

the analyzed enterprise has a higher level of competitiveness and vice versa.

2. Analysis of the implementation of the plan for competitiveness. It is carried out on the basis of comparing the actual level of competitiveness of the enterprise with the planned value.

3. Analysis of the dynamics of the level of competitiveness of the enterprise. The dynamics shows the change in the indicator over time, and the frequency should be at least 1 year.

4. Identification of competitive advantages and competitive problems in the internal environment of the enterprise. This analysis is carried out based on the results of assessing the competitiveness of enterprises. Competitive problems will be those factors of competitiveness that will receive the smallest (in comparison with competitors) dimensionless assessment indicators; competitive advantages - factors that received a higher rating. The identified competitive advantages and competitive problems of enterprises are the information base for developing a strategy to increase the competitiveness of enterprises.

The developed methodology for assessing and analyzing the competitiveness of an enterprise, in contrast to the existing ones:

- firstly, it takes into account the specifics of the "light industry" industry;
- secondly, it reduces the subjective factor in the assessment;
- thirdly, it allows for an in-depth analysis, thanks to the proposed directions and indicators for analyzing the competitiveness of enterprises.

The assortment policy consists in developing the implementation of decisions regarding the

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nomenclature (names) of manufactured products, the diversity of the assortment of one name, the need to expand the range of products produced.

To determine the volume of expected demand by consumers for new products and ensure a balance between supply and demand, it is advisable for shoe enterprises to use the method of expert assessments.

A survey of experts (professionals in trade and industry) is conducted when the samples of new products required for examination are ready.

Based on the results of the expert survey, a final report is drawn up, where the expected volumes of demand for the company's products are determined. Based on these predictive recommendations, a survey of consumers and the production capabilities of the enterprise, an optimal assortment structure is compiled.

One of the most difficult issues in the methodology of expert surveys is the selection of experts and the formation of a commission of experts with the highest degree of agreement of opinions and a high level of competence.

The level of competence - the key criterion for selecting experts - is a subjective concept, a unified methodology for assessing the competence of experts has not been developed.

To form an optimal assortment policy and demand for the products of a shoe company, it is proposed to use one of the methods for assessing the competence of experts, which is based on the calculation of the coefficient of competence  $K_j$ .

The coefficient of competence  $K_j$  is calculated on the basis of the expert's judgment about the degree of awareness of the problem being solved and the indication of the sources of argumentation of his own opinion.

The competence coefficient is calculated by the formula:

$$K_j = 1/2 = (K_{uj} + K_{aj})$$

where  $K_{uj}$  is the coefficient of awareness on the problem;

$K_{aj}$  - coefficient of argumentation on the same problem.

The considered method for evaluating the competence of experts can be used if there is sufficient reasoning about the reliability of the results of their work.

For the reasonable formation of a commission of experts with the highest degree of agreement of opinions, an algorithm has been developed, the mathematical justification of which is presented in the article.

This software product allows you to select a subgroup of experts from the existing group of experts with the highest degree of agreement of opinions (Figure 2)

The causes of the first group of problems - technical and technological backwardness of light industry from foreign countries are:

- low potential of equipment installed in the industry, most of which is morally and physically obsolete. The share of equipment in the machine park of the industry (according to Rosstat), operated up to 5 years, amounted to at the beginning of 2022 1.2%, 6-10 years - 39.6%, 11-20 years - 45.4%, more than 20 years - 13.8%.

Worn-out and obsolete equipment is not only unable to produce a modern range of high-quality products, but also creates unsatisfactory working conditions, leading to increased industrial injuries. As a result of this factor, the specific labor intensity of production in the industry is 3-5 times higher than abroad;

- lack of modern technological repartitions and automated production management systems;

- lower, in comparison with the world's accepted standards, the pace of technological renewal. The coefficient of equipment renewal at Russian enterprises is 1-2% per year and is carried out at the expense of credit and own funds, at foreign firms this figure is 16-19%, which is largely due to investment support from their states interested in the development of light industry. The low level of equipment renewal leads to a reduction in production capacity (due to a significant excess of the output of obsolete and physically worn out equipment over the commissioning of new equipment). Over the past 5 years, production capacity has decreased:

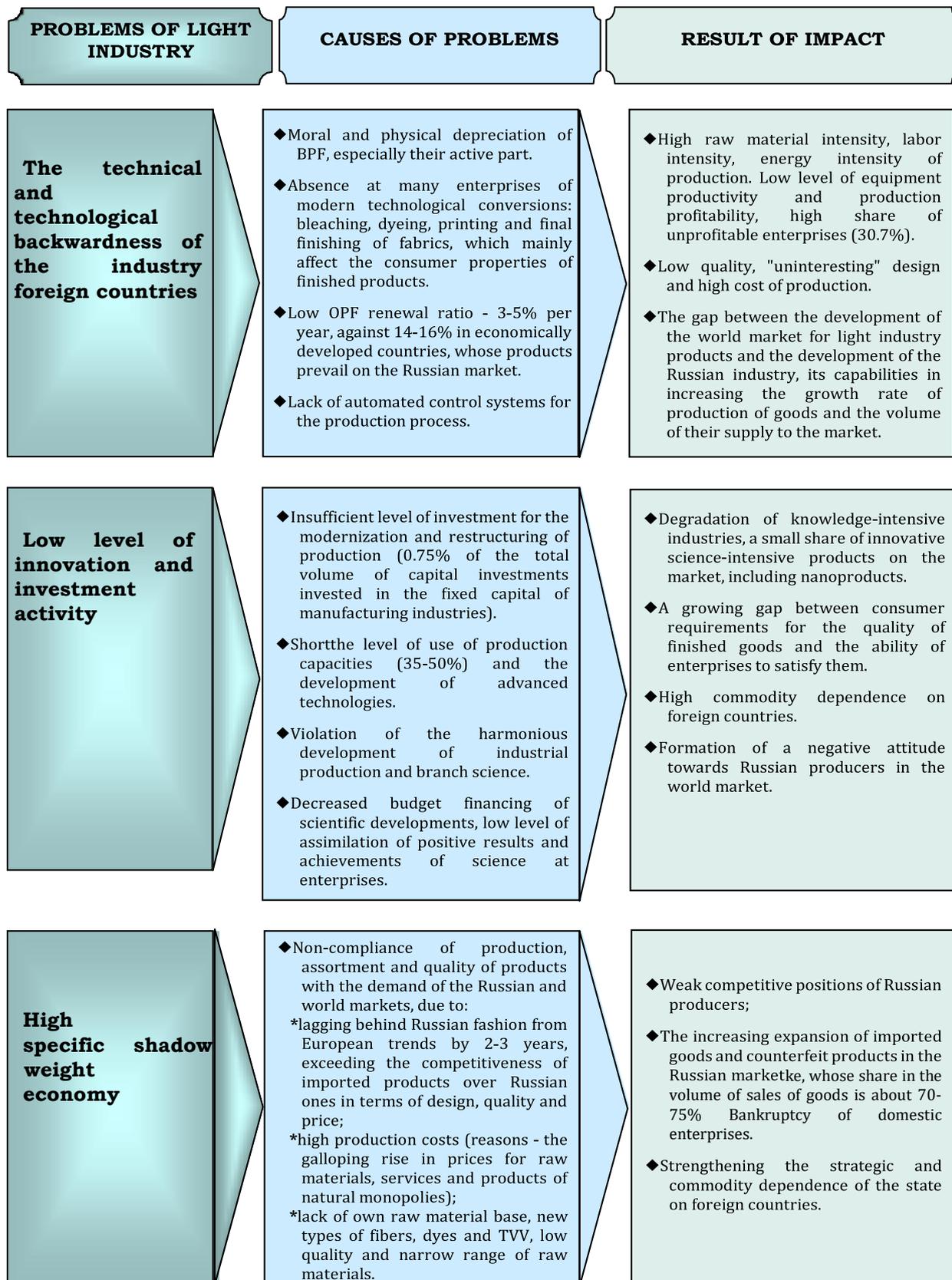
- for cotton gray fabrics by 14%;
- for linen fabrics by a third, and for woolen fabrics by almost 4 times;
- for knitwear by 1.8 times, hosiery by 10%;
- shoes by 62%.

Summary: the state of fixed assets, especially their active part, does not meet modern requirements in terms of indicators characterizing the competitive and technical level of the industry's production potential.

- a significant lag behind foreign enterprises in the level of production organization, in the operational control of the technological process, in the efficiency of the marketing services of enterprises and a long 2-2.5 times the duration of the execution of orders for the manufacture of products.

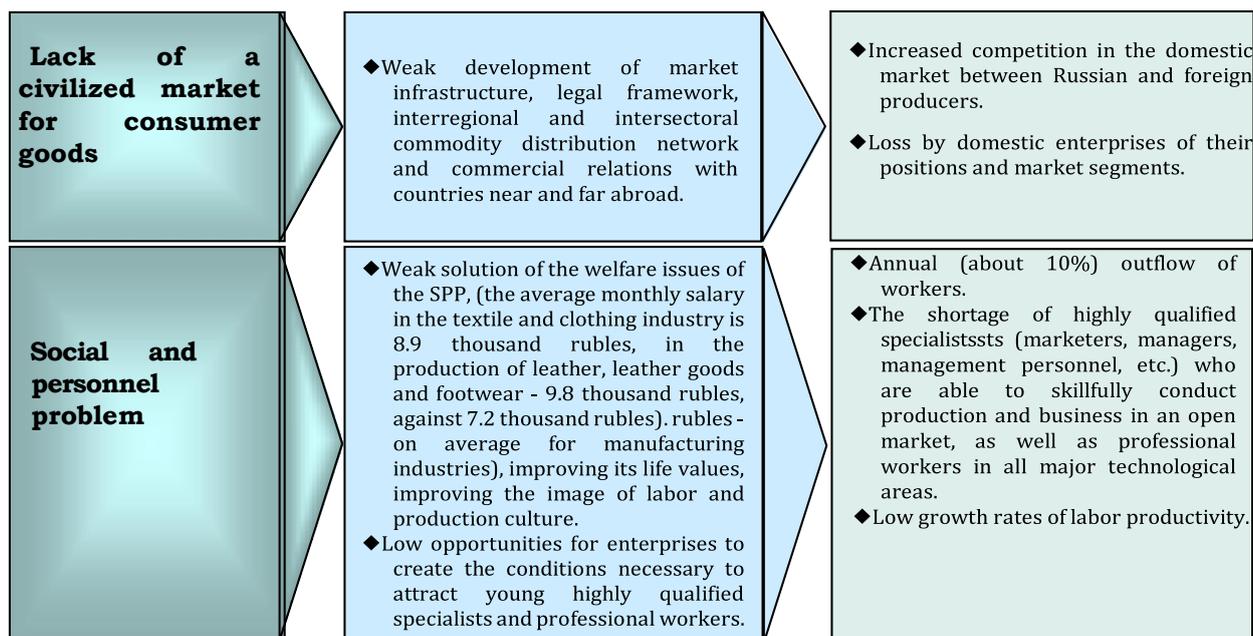
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**Figure 2 - Problems of light industry and their causes**

As a result of the impact of these reasons, there is a high dependence of textile enterprises on the quality of raw materials, dyes and textile auxiliaries (TVA) and, as a result, high production costs due to the high cost of raw materials, dyes, TVA and accessories (a large share of which are imported due to border), and high energy costs, the prices of which are growing unreasonably at an ultra-fast pace; and weak competitiveness in the domestic and European markets of Russian goods in comparison with imported ones, both in terms of quality, design and price, and in terms of assortment, which is the main obstacle to the successful competition of domestic producers with foreign ones.

The second group of problems is the low level of innovation and investment activity due to the following reasons:

– the lack of investments necessary for the modernization of the industry and the introduction of "breakthrough" innovative and investment projects that make it possible to remove structural restrictions on the development of the industry and enter the production of completely new (in terms of consumer properties) types of products that are in demand in the foreign and domestic markets;

At the same time, it is important to keep in mind that if today the domestic light industry can cover the needs in the public procurement sector, then tomorrow, when the demand for products increases, domestic production will not be able to satisfy the growing demand even in this segment - which is unacceptable. In this regard, the development of import substitution through an increase in the production of quality products is the only possible way to solve the problem of production potential, the growth of which, having begun in the public sector,

will move to the market as a whole.

– a reduction in the volume and effectiveness of research and development due to a decrease in the volume of budgetary financing of R&D (in 2020, R&D was performed at the expense of the budget by 22.7 million rubles, in 2021 - by 25.0 million rubles). To the greatest extent, this affected fundamental and exploratory research. Many scientific developments that can form a new technological basis for the industry to expand the production of competitive science-intensive products have not been brought to completion and require continuation and deepening of developments.

Scientific organizations are not allocated funds for the development of their experimental base, which reduces the effectiveness of scientific research. And this, despite the fact that the achievements of Russian scientists are not inferior and even many of them surpass the world level in the field of creating new technologies and a new competitive range of products. The importance of industry science is evidenced by the fact that in 2018-2021 six scientific papers were awarded the Prize of the Government of the Russian Federation in the field of science and technology.

Leading foreign countries invest 6-9% of their product turnover in the development of science and its experimental base, which allows them to consistently achieve high achievements in science, improve the technological level of production and the competitiveness of goods in accordance with the requirements of the world market.

Failure to take measures to solve problems related to the development of science and the effectiveness of scientific support for the industry will inevitably lead to the emergence of possible risks of an economic and social nature in its work. Deprived

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of the influx of new technologies, the industry will no longer be able to compete with foreign firms, which will affect the ability of Russian producers to maintain their positions in the domestic market and conquer new segments in foreign markets. The technological backwardness of the industry in the foreseeable future may become an irreversible process, which will increase the strategic and economic danger of Russia.

– low level of development in the industry of positive results of scientific developments and innovations (less than 1% of enterprises). This negatively affects technological modernization, expanding the range of products (both civilian and strategic) and quality, the ability to give them new functional and consumer properties using modern technologies, including nanotechnologies.

Without taking effective measures to improve the current situation in the industry, its development can reach a critical level.

The reasons for the high share of the shadow economy are:

– non-compliance of production, assortment and quality of products with the demand of the Russian and world markets

– weak development of the Russian fashion industry, its lagging behind European and world trends by 3-4 years

– the result of the impact of the first group of systemic problems.

The main reasons for the absence of a civilized consumer goods market are:

– poor development of market infrastructure, interregional and intersectoral commodity distribution network and commercial relations with countries near and far abroad;

– imperfection of legislation in the field of production, export and import of Russian products. Given the complex and multifaceted nature of the problems of this group, cardinal measures are needed to solve them, including state support, as is done in foreign countries. For example, the recognition by the governments of China, Turkey and some other countries of light industry as a strategic industry allowed them to quickly turn outdated industries into modern ones and promote the powerful development of raw materials, chemical and machine-building complexes in these countries.

In Russia, in recent years, some steps have been taken by the state to normalize the situation in the light industry. The Government of the Russian Federation has provided a number of preferences to enterprises in the industry. For the third year now, technological equipment has been imported into the country at zero import duties and without VAT. There is a mechanism for subsidizing interest rates on loans for the purchase of raw materials and materials. Since 2014, this mechanism has been extended to loans received for technical re-equipment. Support and incentives are

provided for exporters of industrial products by reimbursement from the federal budget of part of the cost of paying interest on loans received for the production of export products. Although not large, funds are allocated from the federal budget for R&D in the interests of light industry.

Efficiency of preferences: - each ruble invested in the industry in the form of subsidies on loans provides additional revenues to the budgets of all levels and state non-budgetary funds from 6 to 7 rubles, and for individual enterprises - from 20 to 30 rubles.

Operative and preventive measures "Counterfeit" were carried out to curb the illegal circulation of light industry goods. In particular, in 2020, as a result, more than 700 crimes were identified, for which material damage in criminal cases amounted to more than 2.7 billion rubles. In the course of the investigation of criminal cases, property worth more than 73 million rubles was seized, property, money, valuables were confiscated and the damage inflicted in the amount of more than 57.6 million rubles was voluntarily repaid. In many constituent entities of the Russian Federation, there is also a wider list of benefits, including property taxes, land taxes, and others.

At the same time, the existing preferences and the problems of the industry being solved to some extent at the federal and regional levels are still insufficient to eliminate the influence of negative factors on the development of the industry and turn it into a competitive and self-developing sector of the country's economy, and for domestic producers to strengthen their positions. In the domestic market and compete on an equal footing in the world market not only with the EU countries and the USA, but also with manufacturers in China, Turkey, India and a number of other countries.

Hence the key task is to accelerate the qualitative modernization of the industry and its supporting infrastructures using cluster approaches, the widespread use of the best world and domestic achievements in the field of technology and technology of textile, clothing, fur and leather and footwear production, including nanotechnologies and nanoproducts.

Social and personnel problems are caused by the state of the qualitative component of the personnel potential, which in many enterprises is in the zone of critical values, and in some - already beyond them.

The deteriorating situation in the professional and qualification training of workers, low wages and the prestige of work lead to an annual reduction in the number of, mainly, young and promising workers under the age of 30-40. Over the decades alone (from 1990 to 2008), the number decreased by 3 times, and over the next thirteen years - by 2.8 times, which led to a drop in output. At the same time, the measures taken for anti-crisis management of unprofitable

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enterprises by the state administration and management failed to influence the course of development of structural imbalances in the industry.

Failure to solve the problems of this group will significantly affect the ability of the industry to boost its economy and increase the production of competitive products in the volumes necessary to ensure the national security of the country.

In addition, all of the above problems are exacerbated by the impact of the global financial crisis. In a crisis, the light industry, like no other, begins to feel his actions. Even those enterprises that in recent years have achieved positive results in innovative development, paying considerable attention to the modernization of production, are already forced and will be forced in the coming years to reduce production volumes and abandon long-term investments. This is due to the difficulties that have arisen associated with attracting bank loans (the share of borrowed funds in working capital has reached 40 percent in recent years), on the one hand, an increase in the volume of official imports, counterfeit and contraband products, a drop in demand and a slowdown in the sale of many types of goods, a reduction in workers and professionals on the other hand. Some enterprises began to experience delays in the payment of wages from 2 weeks to 1.5 months, temporary suspensions of work began and, according to experts, by the end of 2021, a reduction in the number of employees by 10-15 percent is possible. This is especially true for the three federal districts - the Central Federal District, the Volga Federal District, the Southern Federal District, which are the most significant in social terms. The capital structure of the industry, being concentrated in these districts, makes their territories the most critical in terms of the consequences of a deepening decline in production, which increases the significance of the social consequences arising from the shutdown of production. The share of Russian goods in the domestic market will decrease even more and may be less than 20 percent in 2022. the most important socially. The capital structure of the industry, being concentrated in these districts, makes their territories the most critical in terms of the consequences of a deepening decline in production, which increases the significance of the social consequences arising from the shutdown of production. The share of Russian goods in the domestic market will decrease even more and may be less than 20 percent in 2022. the most important socially. The capital structure of the industry, being concentrated in these districts, makes their territories the most critical in terms of the consequences of a deepening decline in production, which increases the significance of the social consequences arising from the shutdown of production. The share of Russian goods in the domestic market will decrease even more and may be less than 20 percent in 2022.

It is possible to change the current situation only by developing and implementing anti-crisis measures aimed at intensifying innovation, increasing production efficiency at a new technical and technological level and creating favorable conditions that ensure a stable growth over the years in the production of competitive goods.

It is gratifying that the meeting held on August 24, 2017 in Ryazan "On measures to develop light industry" with the participation of government officials, heads of trade enterprises and scientists with the personal participation of the President of the Russian Federation V.V. Putin forced them - the participants - to give answers to the President to uncomfortable questions about the reasons for the unsatisfactory state of the light industry and about the failure to fulfill the tasks that were formulated in 2013 in Ivanovo at a similar meeting and with practically the same participants. I would like to believe that the deafness syndrome and the desire to boycott the implementation of their own proposed tasks will decrease in the municipal, regional and federal branches of power, since the president will definitely check and ask about the reasons for their non-fulfillment. In any case, such confidence appeared in the majority of participants in this meeting, because the president at the Eastern Economic Forum, which took place on September 5-8, 2021 in Vladivostok at a closed meeting in a tough form, demanded from those responsible for the disruption of similar events in the Far East, which provoked the dismissal and dismissal of those officials who are more did not achieve the tasks assigned to them. We have such confidence due to the fact that the situation of light industry is extremely bad and can lead to a catastrophe not only economic but also social. All experts objectively expressed their opinion on the questionnaires they proposed with factors in order to answer the main question posed in the heading - "To be or not to be a light industry?". Another thing is that their vision on this issue can be subjective and, of course, has the right to be. But, the researcher himself must decide on the results of the a priori ranking, guided by the opinions of other research scientists on identical problems, comparing them with those obtained and deciding on the eligibility of including them in the object of study. Such a decision requires the competence of not only the experts-respondents themselves, but also a deep knowledge of the problems by the researchers themselves.

It is encouraging that all expert respondents are unanimous in assessing the role of assortment policy and the need to use effective innovative technological solutions to guarantee manufacturers the manufacture of such products that would be in demand by consumers in the regions of the Southern Federal District and the North Caucasus Federal District and would provide them with effective technical and economic performance indicators their activities, and

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products - its demand not only in the domestic, but most importantly, in foreign markets. The fact was again confirmed that there is every reason to trust the results of a priori ranking, and the software developed by the authors for assessing the competence of survey participants has a long life. This use of software is especially justified when assessing the competence of expert respondents, invited by customs committees for their work in customs commissions. Customs managers receive an objective assessment of each expert-respondent based on the results of their participation in the work of customs commissions, since in this case the expert cannot but agree with the received objective assessment of his competence, and customs committees receive a ranking methodology, giving preference to the most qualified and objective experts to ensure that only high quality products enter the domestic markets, and guarantee the safety of the consumer.

I would like to warn the customs committees about the haste in making decisions about the competence of experts if they do not have an objective testimonial received from highly qualified specialists. All this presupposes a correct attitude not only to one's duties, but also to the invited specialists, creating a trusting atmosphere and interest in obtaining positive results of the examination. If we sum up the effectiveness of the software for assessing the competence of respondents participating in the survey, then the researcher has a tool for selecting those respondents whose opinion has a high degree of confidence, confirmed by the value of the concordance coefficient (W), which tends to unity. Thus, summing up the effectiveness of a priori ranking and the software developed by the authors.

### Roadmap for the implementation of the strategy for the development of light industry until 2025

The implementation plan of the Strategy provides for cross-cutting activities implemented throughout the entire period of the Strategy:

- ❖ support for the creation and development of Russian clothing and footwear brands;
- ❖ combating illegal and illegal turnover of light industry goods;
- ❖ export promotion in competitive light industry segments
- ❖ preservation of leather raw materials for own production of leather and footwear;
- ❖ formation of personnel potential of the industry;
- ❖ promotion of R&D and technology transfer;
- ❖ information and marketing support for the development of the industry;
- ❖ monitoring the effectiveness of the implementation of the strategy and adjusting the plan.

In addition, a number of strategic initiatives will be implemented in stages:

Stage 1. The main activities are implemented in the period 2019-2020:

- preparation for the implementation of the strategy;
- stimulating the development of the production of synthetic textiles (synthetic fabrics);
- stimulating the growth of consumption of technical textiles;
- creation of an eco-system of enterprises for the production of technical textiles and nonwovens within clusters / industrial parks;
- stimulation of demand for special and protective clothing and footwear;
- creation of favorable conditions for contract clothing and footwear production;
- reorientation of clothing production to competitive products with advantageous access to materials and a low share of manual labor;
- support for the creation of a production infrastructure within the framework of ASEZs based on footwear industry clusters;
- providing profitable access for manufacturers to the functional components of clothing and footwear;
- stimulating the production of automotive leather and increasing the degree of localization of auto components.

Stage 2. The main activities are implemented in the period 2021-2023:

- formation of demand for chemical fibers;
- support for projects to localize the production of chemical fibers;
- stimulating the processing of leather production waste and the introduction of new technologies to improve the environmental safety of production.

Stage 3. Monitoring of results and implementation of cross-cutting initiatives in the period 2024-2025

### Conclusion

If customer satisfaction is formed at the expense of the level of the manufacturer, i.e. its test level is formed by the affordability of the product, which is offered by the assortment range, of course, by quality, and at the expense of the level of the consumer, i.e. its test level implies the existence of a customer service culture, product priority, customer satisfaction, and, of course, the solvency of the consumers themselves; those respondents who took part in the survey believe that consumer satisfaction will be ensured by the reliability of the product, its affordability, the ability of buyers to make purchases, i.e. their ability to pay. The natural quality of products, the diversity of the product range, the priority of the design decision, i.e. fit the fashion products must have a sufficiently long

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warranty period, and interestingly, all respondents are unanimous that manufacturers should fight for the respectful attitude of buyers towards them, win their trust and desire to buy the products of these enterprises, i.e. the brand and image are always in demand, which together solves the main problem - providing consumers with domestic products in the framework of import substitution.

The criteria for assessing the competitiveness of a light industry enterprise using the software developed by the authors for the first time made it possible to formalize the role of experts - respondents on the basis of their competence in the problem under

consideration. The need for such an approach is due to the desire to have an objective assessment of competence, taking into account not only the opinion of the invited party of expert respondents to participate in the survey, but also with the help of an evaluation criterion - the concordance coefficient (W) - the value of which varies from 0 to 1. And if  $W=0-0.5$ , then this is their lack of agreement with the opinion of those experts whose concordance coefficient (W) tends to 1, which confirms their high competence and the possibility of their further participation as expert respondents.

**Table 6. Results of a survey of respondents on the influence of factors on the competitiveness of an enterprise and the competitiveness of goods**

Factors	Expert opinion							
	Characteristics of survey participants							
	Opinion of survey participants with heretics				Opinion of survey participants without heretics, those. Whose opinions do not agree with the majority of survey participants			
	students	Specialists	All participants survey	Agreed opinion respondents	students	Specialists	All participants survey	Agreed opinion respondents
1	1	1	1	1	3	1	3	3
2	2	4	2	2	1	6	1	1
3	4	6	4	4	4	11	4	4
4	3	3	3	3	2	7	2	2
5	6	23	7	6	10	16	10	10
6	7	8	6	7	12	3	12	12
7	9	13	9	9	6	26	6	6
8	12	22	14	8	11	8	11	11
9	5	15	5	5	7	27	7	7
10	13	16	19	16	5	13	5	5
11	16	17	18	17	8	18	8	8
12	26	28	27	10	13	28	13	13
13	10	11	11	11	16	9	16	16
14	20	27	25	27	15	23	15	15
15	8	26	13	13	17	20	17	17
16	31	21	31	31	21	19	21	21
17	11	15	12	12	18	2	18	18
18	13	5	8	14	19	4	19	19
19	21	31	26	15	20	31	20	20
20	15	20	20	18	22	29	22	23
21	14	18	16	20	24	10	24	24
22	29	24	28	28	26	22	26	25
23	27	29	30	21	25	21	25	26
24	19	25	22	19	23	25	23	22
25	23	10	21	23	27	5	27	27
26	18	14	15	24	14	17	14	14
27	24	9	17	25	28	24	28	28
28	25	19	24	26	29	30	29	29
29	30	12	29	29	30	15	30	30
30	28	7	23	30	31	12	31	31
31	22	2	10	22	9	14	9	9

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Respondents identified the most significant factors:

X1 The ratio of the quality of the product and the costs of its production and marketing

X2 Performance labor

X4 Expenses per 1 ruble of sold products

x3 Coefficient outstripping labor productivity in relation to the growth of wages

x9 Profit units of sold products

x5 weighted average in terms of product range competitiveness of goods X6 Quantity assortment groups at the enterprise

X8 Degree of satisfaction with each assortment group X7 Share of the assortment group in the total volume of production X13 Break-even per unit of sold products

X17 Assessment of the level of partnerships with the stakeholders of the enterprise,

Experts considered the following to be significant factors:

X10 Conditionally variable costs per unit of products sold

X11 Semi-fixed costs per unit of products sold

X12 The weight of the total price per unit of products sold

X15 Sales growth rate

X18 Company's market share X19 Return on investment

X20 Return on total assets X21 Innovation costs

X24 Material return,

and not significant respondents called the following factors:

X14 Margin of financial strength from the volume of products sold

X16 Exceeding the allowable level of stocks of finished products

X22 Equity ratio

X23 Capacity utilization rate

X25 Percentage of certified products in accordance with international standards of the ISO series

X26 Reducing the level of material consumption X27 Share of innovative products

X28 Trade turnover allowing direct links

X29 Coefficient of uniform supply of goods to sales markets X30 Depreciation of fixed assets

X31 Staff turnover rate

The results of a survey of experts on assessing the competitiveness of an enterprise and the competitiveness of light industry goods (Table 6), although they received a value of the concordance coefficient (W) in the range of 0.4-0.6, but excluding heretics, that is, those respondents whose opinions do not coincide with the opinion most other experts, we

found a pleasant fact that the opinion of those respondents whose authority is not in doubt, and those who were classified as heretics by the program, have an unambiguous or close opinion that the factors characterizing their influence on the competitiveness of an enterprise and the competitiveness of a product are identical, and they can be used in further research when assessing this very competitiveness of enterprises, assuming that it is capable of manufacturing import-substituting products for consumers in the regions of the Southern Federal District and the North Caucasus Federal District. Wherein, manufacturers have every reason for these criteria, namely: the ratio of the quality of the goods and the costs of its production and marketing; sales growth rates; innovation costs; labor productivity; the level of partnerships between interested participants in the production of import-substituting products; costs per 1 ruble of sold products, and the main criterion; the weighted average competitiveness of the product range is considered to be in demand.

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

We also agree with them on the issue of the role of highly qualified personnel, which, of course, although it was reflected in the questionnaire in the form of one criterion - the staff turnover rate - but, unfortunately, did not cause concern among experts due to the liquidation of lyceums, colleges, on the basis of which highly qualified workers and middle managers were trained - foremen, technicians, mechanics, technologists, engaged in servicing not only the innovative technological process, but also innovative equipment. And it is quite sad that the training of engineering and technical personnel has practically ceased, motivating all this by the lack of demand for them, although the heads of enterprises themselves are at a loss. There is also a downside to this situation, namely, managers have avoided the training of these most highly qualified specialists through targeted training in colleges and universities, not wanting to bear the costs of this very training, forgetting the Russian proverb: "The miser pays twice." It is also disappointing that most business leaders believe that everything will resolve itself, but if a shoemaker, a seamstress, a furrier can be trained at the workplace, then a lead engineer - manager and

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production organizer can be trained for filled technological processes with an effective innovative solution, unlikely.

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