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FORMATION OF THE COMPETITIVENESS OF MANUFACTURED PRODUCTS BASED ON THE CONCEPT OF THE THEORY OF STAKEHOLDERS

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

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

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Introduction

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The nature of the new competition in the modern world economy, due to the processes of globalization,

places high demands on manufacturers to increase the competitiveness of goods and enterprises. Increasing the competitiveness of enterprises and industries is one of the most important areas of real economic growth, both in Russia and in the regions of the Southern

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Federal District and the North Caucasus Federal District, which is reflected in the program document, namely: in the strategy for the development of light industry in Russia for the period up to 2020.

In this regard, the problem of the competitiveness of domestic footwear requires the development of conceptual foundations for theoretical, methodological and practical recommendations that are adequate to the upcoming changes in the organizational and economic mechanism for the functioning of the entire industrial complex of the country.

In modern conditions of market relations, a competitive environment and direct interaction between Russian and foreign manufacturers, solving the problem of combining state and market mechanisms for managing competitiveness becomes a strategic resource for the economy of the regions of the Southern Federal District and the North Caucasus Federal District. In the world economy, the place of price competitiveness has been taken by the competitiveness of quality levels, which will increase its relevance with Russia's entry into the WTO. The increase in the quality factor of the results of the production of domestic products at light industry enterprises in the strategy of competition in world markets is a long-term trend.

The task of increasing competitiveness is especially urgent for shoe enterprises, which, due to external factors (increased competition due to globalization, the global financial crisis) and internal (inefficient management), have lost their competitive positions in the domestic and foreign markets. In response to negative processes in the external environment, the processes of regionalization and the creation of various network structures are intensifying, one of which is the union of commodity producers and the state. There are three main options for the concept of enterprise in a developed economy:

- neoclassical;
- agency (stock);
- stakeholder concept.

The concept of stakeholders (stakeholder concept, stakeholder theory), or the theory of stakeholders, considers the dependence of the company's actions on the interests of a wide variety of stakeholders, including consumers, suppliers, shareholders, managers, employees, etc. At the same time, each of the stakeholders has certain rights to control the enterprise, so the concept implies the need to make decisions taking into account their interests.

The theory of strategic management is one of the most difficult sections of management science. In a fairly short period of existence, characterized by the rapid development of a number of concepts, it managed to turn into an independent scientific discipline with its own academic infrastructure. The most important question that the theory must answer is to determine the sources of long-term competitiveness of firms. These sources are determined by the strategy of the enterprise

and, accordingly, raise the question of its nature.

The system concept of the enterprise can be considered as a starting point for the strategic description of enterprises at the present time, since none of the above concepts "in its pure form provides a framework for analysis that is relevant to the real situation and role of the enterprise in any economy."

Insufficient adequacy of the stakeholder concept of an enterprise stems from the fact that the behavior of industrial enterprises is determined to the greatest extent by the interests of only internal top management and large owners.

However, it should be noted that this situation was typical for the 90s of the last century, but recent years are characterized by changes in this area. Evidence of this is the gradual development and spread of the corporate governance system in the country, one of the principles of which directly emphasizes the role of stakeholders in the management of the company. It is impossible not to note the increased attention to the concept of social responsibility of business in recent years.

Main part

The simultaneous coexistence of several concepts that describe the decision-making mechanism in enterprise management is due to the fact that different firms at different stages of their activities have specific tasks.

In particular, the main consumers of stakeholder theory are not all companies, but only those that are interested in maintaining relationships with a wide range of stakeholders and in managing them. For such companies, stakeholder theory can offer non-standard approaches to solve their specific problems.

There are certain relations between the company and stakeholders, they can be different, both competitive and collaborative. Stakeholders can exist independently of each other, or they can interact. The set of stakeholders, which the adherents of this theory call the "coalition of business participants" or "coalition of influence", is a force that continuously influences the organization, forcing it to evolve, change and adjust.

The foundations of the theory began to take shape in the 60s of the XX century as applied to business. According to this theory, a company is not only an economic integrity and a tool for making profit, but also an element of the environment in which it operates, as well as a system that influences and is itself influenced by its environment: local communities, consumers, suppliers, public organizations, as well as staff, investors and shareholders. In the mid-70s, a group of researchers gave the concept of stakeholders a second wind. As groups interested in the activities of the corporation, he named not only suppliers, buyers, employees, investors and creditors, the government, but also future generations. Therefore, managers should not make decisions that will limit the choice of

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new generations in the future. Assuming the organization is an open system.

In its modern form, the "stakeholder concept" has been gaining popularity since the mid-1980s. The emergence of stakeholder theory (stakeholder theory of the firm) as a full-scale, detailed theory is associated with the publication in 1984 of the book by E. Freeman "Strategic Management: A Stakeholder Approach".

According to E. Freeman, the stakeholders (potential beneficiaries of activities) of any enterprise are:

- business owners;
- buyers of its products;
- providers of various kinds of resources;
- employees of the enterprise; local community;
- various broad social groups;
- state.

The idea put forward by E. Freeman about representing the enterprise and its external and internal environment as a set of parties interested in its activities, whose interests and requirements should be taken into account and satisfied by managers as official representatives of the enterprise, received wide support.

A certain progress in the development of this theory was the emergence of the "stakeholder approach" by J. Post, L. Preston and S. Sachs, emphasizing the importance of relationships with stakeholders in creating organizational wealth, especially for organizations such as complex "extended enterprises", in which, according to According to the authors, large corporations were transformed at the beginning of the 21st century.

In Russia, the first dialogues with stakeholders on a systematic basis began to be conducted by British American Tobacco in 2001 during the preparation of its non-financial report. In modern conditions, consultations and dialogues with stakeholders are regularly conducted by large Russian and foreign companies operating in Russia, such as RAO UES of Russia, BP, Evrokhim, Norilsk Nickel, etc. In recent years, the practice of interaction with stakeholders is increasingly being used not only enterprises, but also state, municipal institutions, as well as non-profit organizations. In addition, non-profit organizations (NPOs) themselves act as stakeholders, becoming participants in the decision-making process of business, government, and other NPOs. An attempt was made to form a methodology for the strategic analysis of the organization based on the "stakeholder" theory of the enterprise. The scientific basis for the study of stakeholder theory was the work of T. Donaldson, R. Mitchell, L. Preston, S. Sachs, J. Stiglitz, A.S. Wicksa, E. Freeman, J. Fruman.

The authors emphasize that we are talking about relationships, not transactions, believing that transactions are one-time interactions, while relationships are characterized by a long and repetitive nature that does not exclude both conflicts and

cooperation. Stakeholders cooperate with the enterprise and among themselves at different levels and develop their abilities to adapt, work in conditions of uncertainty and manage risks. The main goals of cooperation between stakeholders and the enterprise are: changing internal documents, improving business operations and forming effective management at the enterprise. The work of stakeholders in partnerships includes the development of solutions that promote sustainable development, planning, broad discussion and implementation of activities in a certain geographical area, the use of benchmarking, progressive development and the involvement of other stakeholders.

Stakeholders are persons and parties who are influenced by the activities of the enterprise, or can influence its work. The theory of stakeholders (interested parties) contains a universal approach to doing business.

The essence of this theory is that managers at the enterprise should make decisions taking into account the interests of all stakeholders in the organization. The basis of this theory is business ethics, and the main principle is that the interests of all parties are legitimate and require their satisfaction.

In order to apply stakeholder theory, it is necessary to:

- a certain number of groups or individual participants that influence or who can influence the process, because this theory considers the nature of emerging relationships;

- the interests of all participants should potentially be taken into account;

- the main focus is on management decisions.

Stakeholder theory states that in order to achieve the goals of an organization's activities, various factors should be taken into account. Various interested parties (stakeholders), who will represent some type of informal coalition. There may also be various relations between stakeholders, which are not always in the nature of cooperation, coincidence of interests, but may be competitive. However, all stakeholders can be considered as a single contradictory whole, the resultant of the interests of the parts of which will determine the trajectory of the organization's development. Such a whole is called the "coalition of influence" or "coalition of business participants" of the organization.

In the modern interpretation of stakeholder theory, stakeholders are considered not just as groups and individuals affected by the activities of the organization, but as contributors to a certain type of resource. Stakeholders provide the organization with the resources it needs to operate because its activities enable them to meet their needs. At the same time, satisfaction of the stakeholder's requests is nothing more than receiving resources from the organization. Thus, the relationship between the organization and its stakeholders is built around the resource exchange, as

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everyone seeks to create their own resource base that would best suit the goals of the stakeholders.

Organizational stakeholders can be divided into two groups:

- external;
- internal.

External stakeholders include:

- buyers;
- suppliers;
- competitors;
- state institutions and organizations;
- regional authorities;
- financial intermediaries.

Buyers. The strategy and tactics for working with important buyers include joint meetings to identify the drivers of business change, mutual efforts to develop products and markets, increase communication links, use common areas, and joint training and service programs. Strengthening relationships with customers often brings significant benefits.

Suppliers. Many enterprises involve strategically important suppliers in the process of product development and production. Most enterprises that use just-in-time, where components produced by suppliers are fed directly to assembly shops, bypassing the warehouse, include suppliers in their internal processes.

Competitors. Competitors are a complex issue, as it is often in the best interest of one competitor to falter another. However, competitors are joining forces to combat the threat of third-party product innovation, to successfully navigate life cycles, and to leap ahead with new technologies. Competing organizations form alliances to accelerate technological progress and develop new products, to enter new or foreign markets, to explore a wide range of new opportunities. Sometimes cooperation is determined by the need to develop common standards, create a common service system, etc.

State institutions and organizations. Corporations and government agencies have many common goals, among which are the creation of favorable conditions for international trade, stable market conditions, inflation control, a successful economy, and the production of necessary goods and services. Partnership between government and business (public-private partnership) is widely practiced in foreign countries, where governments often play a more active role in the economic development of the country.

Regional authorities. Good relationships with local authorities and regional organizations can result in beneficial local regulation or lower local taxes for the organization. Therefore, the most far-sighted leaders of commercial organizations spend some money to help regional authorities in their efforts to solve local problems. Sponsorship to support local social programs, assistance to comprehensive schools, cultural institutions, health care, law enforcement, etc. allow reaching mutual understanding and support from

such influential stakeholders for small and medium-sized businesses as regional governments.

Financial intermediaries are a collection of many organizations that include, but are not limited to, banks, law firms, brokerage firms, investment advisors, pension funds, mutual fund enterprises, and other organizations or individuals who may be interested in investing funds for enterprises. Trust is especially important when dealing with creditors. Financial disclosure helps establish trust, as does timely payments. In an attempt to improve their relationship with creditors and establish a relationship of trust, many organizations invite their representatives to their boards of directors.

Internal stakeholders include managers, employees, owners, and a board of directors or board of directors in which managers and owners are represented. One of the most significant internal stakeholders is the top manager.

One of the important ways managers influence organizations is to bring their values to work processes and organizational roles. The value of organizational values or business ethics shared by management is that ethical principles facilitate decision-making in situations of a "soft" type. They also provide a rational basis for building a hierarchy of external stakeholders' value to the organization and a sequence of actions to respond to their demands, often at the same time.

Bridging is the most advanced way of interacting with stakeholders. It implies a strategic partnership that can exist in various forms, up to joint business with major customers or cooperation with competitors. No wonder the word "bridging" in English means "to build bridges." Bridging is the closest alliance an organization has with those stakeholders that are most important to it.

Such associations are most common when environmental conditions are uncertain or complex. Bridging allows you to reduce uncertainty through closer interaction between organizations. Bridging businesses have common goals, and this is beneficial for all parties. Traditional methods of interaction with stakeholders make it possible to nullify adverse impacts from stakeholders, while bridging has the ability not only to prevent negative impacts, but also to improve the external environment through joint efforts with other parties.

The stakeholder theory approach to the problems of management and increasing the competitiveness of an enterprise suggests that its further development will be able to solve a number of problematic tasks facing the enterprise.

Currently, there is no generally accepted methodology for assessing the competitiveness of an enterprise. A review of existing approaches to assessing the competitiveness of an enterprise made it possible to combine them into the following groups.

First group includes an approach to determining the competitiveness of enterprises based on the

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identification of competitive advantages. This approach arose with the advent of strategic planning and the development of competition theory. It allows you to analyze the achieved competitive advantages of the enterprise, but does not give an accurate quantitative expression of the results of the assessment and, therefore, cannot be used for a comparative analysis of the competitiveness of enterprises, analysis of the implementation of the plan to improve competitiveness, the dynamics of the competitiveness of enterprises.

Second groupscientists offers an assessment of competitiveness using polygonal profiles. It is based on building vectors of competitiveness by factors: concept, quality, price, finance, trade, after-sales service, foreign policy, pre-sales preparation. However, the authors do not specify how factors such as the concept, foreign policy, pre-sale preparation, etc. can be assessed.

Other scientists (the third group) - offer a rating assessment of the competitiveness of an enterprise based on the following factors: product, assortment, price, image, service, packaging (design), sales volumes, market segment, supply and marketing policy, advertising and demand stimulation. The disadvantage of this approach is that, in essence, it evaluates only the marketing activities of the enterprise, but does not take into account other important resources of the enterprise's potential (innovations, management, finance, etc.). In the approach considered by the authors, a simple sum of factors is obtained, the mutual weight of which is not taken into account.

Fourth groupscientists proposes to evaluate the competitiveness of an organization on the basis of the product of the commodity weight index and the facility efficiency index. The imperfection of this approach lies in the fact that it is a simplified approach to assessment, since it does not take into account such important factors that determine the competitive advantages of an enterprise as the level of organization and implementation of marketing at an enterprise, finance, and export potential. In addition, most authors do not specify how to determine the manufacturer's efficiency ratio.

A variation of the fourth approach is the method proposed byFatkhudinov R.A., which proposes to evaluate the competitiveness of an enterprise as a weighted sum of the competitiveness of the main goods of an enterprise in various markets, taking into account the significance of markets. This approach is not entirely fair, because:

firstly, the competitiveness of an organization is identified with the competitiveness of a product (these

are different concepts);

secondly, he proposes to introduce the importance of foreign markets twice as much as the importance of national markets; thirdly, the assessment method of Fatkhudinov R.A. does not take into account other important factors influencing competitiveness - marketing, finance, innovation, management, personnel.

Fifth group. The authors propose an approach based on a balanced assessment of the factors of enterprise competitiveness. The integral indicator of the competitiveness of an enterprise is determined according to the rules of linear convolution (the assessment of the competitiveness factors of individual aspects of the enterprise's activities is multiplied by the weight of individual factors in the total amount).

So, the analysis of the theoretical and methodological aspects of the competitiveness of enterprises has revealed many methods for assessing the competitiveness of enterprises.

The success of an organization is determined by the degree to which the interests of stakeholders are satisfied, therefore, in order to increase competitiveness and performance efficiency, an enterprise must take into account not only its own interests, but also the interests of stakeholders.

In stakeholder theory, the term "stakeholder" is used, which translates as "interested party".

Stakeholders are persons and parties who are influenced by the activities of the enterprise or can influence its work.

Developing small and medium enterprises need to form a system of marketing relationships with stakeholders as an instrument of competition, a system based on mutually beneficial long-term cooperation, which will reduce the time for making commercial decisions.

Therefore, taking into account the considered methodological foundations of the competitiveness of an enterprise, a methodology for assessing and analyzing the competitiveness of an enterprise based on the theory of interested parties (enterprise stakeholders) is proposed. The proposed methodology includes the following steps.

Stage 1. Choiceindicators for assessing the factors of competitiveness of the enterprise. For each factor, a system of indicators can be determined based on the analysis of scientific literature (Table 1).

So, taking into account the analysis of the system of indicators for assessing the competitive potential of an enterprise, we can propose the following system of indicators for assessing internal factors of competitiveness enterprises (table 2).

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Table 1. The system of indicators for assessing the competitive potential of an enterprise

Factors of competitive potential	Assessment indicators
1	2
1. Marketing effectiveness	The ratio of the quality of the product and the costs of its production and marketing
	Marketable output growth rate
	Growth in sales and profits
	Profitability
	Market share, image
2. Quality management	Quality of partnerships
	return on total assets, return on equity; return on investment
3. Financial condition of the enterprise	Net profit per 1 rub. sales volume; profit from the sale of products per 1 rub. sales volume; profit otch. period for 1 rub. sales volume
	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 ahead of wages, educational level of the labor force, level of professional qualifications of workers

Table 2. Recommended system of indicators for assessing the competitiveness of an enterprise and their significance

Enterprise competitiveness factors	Indicators	Significance, %
1	2	3
1. Competitiveness of the goods	Product range weighted average competitiveness	40
2. Marketing effectiveness	Exceeding the allowable level of stocks of finished products	3
	Company share in the market	3
	Sales growth rate	3
	Assessment of the level of partnerships with the stakeholders of the enterprise	10
	Total	19
3. Quality management	Return on investment	3
	Return on total assets	3
	Total	6
4. Financial condition of the enterprise	Working capital ratio	3
	Current liquidity ratio	3
	Costs per 1 rub. products sold	3
	Total	9
	Capacity utilization rate	2

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5. The level of organization of production	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 activity	Share of innovative products	4
	Innovation costs	4
	Total	8
8. Competitiveness of personnel	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	60
	Total Maximum Significance Score	100

Stage 2. Determining the significance of indicators in the overall assessment of competitiveness. The significance of the indicators for assessing each competitive potential factor is presented in Table 2.

Stage 3. Calculation of dimensionless estimates of indicators of enterprise competitiveness.

To convert dimensional estimates of indicators into dimensionless ones, it is proposed to use the index method. Indices of dimensionless indicators are determined by formula (1) for positive indicators with a positive trend - growth (for example, profitability of sales, labor productivity) and by formula (2) 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).

$$O_i = X_i / X_i^{\max}, \quad (1)$$

$$O_i = X_i^{\min} / X_i, \quad (2)$$

where O_i is a dimensionless (index) assessment of the i -th indicator of enterprise competitiveness,

X_i - the value of the i -th dimensional indicator for assessing the competitiveness of the enterprise,

X_{\max} - the maximum value of the i -th dimensional indicator for assessing the competitiveness of an enterprise,

X_{\min} is the minimum value of the i -th dimensional indicator for assessing the competitiveness of an enterprise.

Stage 4. Assessment of the competitiveness of the goods. It is carried out for light industry goods according to the method.

Stage 5. Calculation of a generalizing indicator of the competitiveness of an enterprise. Quantitative assessment of the competitiveness of the enterprise is proposed to be determined by the following formula (3).

$$K_{II} = \sum_{i=1}^m \alpha_i \times O_i, \quad (3)$$

where KP is an assessment of the competitiveness of the enterprise in percent,

α_i - the significance of the i -th indicator of competitiveness in percent,

O_i - index (dimensionless) assessment of the i -th indicator of competitiveness,

m - the number of indicators for assessing the competitiveness of the enterprise.

The values of the assessment of the competitiveness of an enterprise can theoretically vary from 0 to 100 (ratio 4).

$$Kp = 0 \div 100 \quad (4)$$

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 3).

Table 3. 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

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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.

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.

Taking into account industry specifics in the developed methodology for analyzing and assessing the competitiveness of an enterprise consists in substantiating:

firstly, a system of indicators for assessing the competitiveness of enterprises and their significance based on a correlation-regression analysis of the dependence of the resulting feature (Y) on the factors-arguments (Xi) according to the statistical database of shoe enterprises in the Rostov region;

secondly, the parameters for assessing the competitiveness of the main product groups;

thirdly, the tools and method for assessing consumer satisfaction with light industry goods.

Thus, the proposed methodology for assessing the level and quality of relations with internal and external stakeholders of an enterprise according to a number of criteria, unlike existing methods for assessing and analyzing stakeholders, allows for a deeper analysis of partners and is more algorithmized.

Using the methodology developed above, we will evaluate the competitiveness of two enterprises. These enterprises are competitors in men's shoes.

Taking into account the analysis of the system of indicators for assessing the competitive potential of an enterprise, we will give an assessment according to the system of indicators for assessing competitiveness factors enterprises mentioned above. The first important factor in the competitiveness of an enterprise is the competitiveness of the product.

All calculations are reduced to the implementation of successive stages.

Stage 1. Calculation of the importance of consumer properties in assessing the competitiveness of women's outerwear. The significance of consumer properties is proposed to be calculated using the method of direct assessment. For this, a questionnaire is proposed in which each respondent needs to determine the importance, in his opinion, of each consumer property of the product within the scale used. The weighting coefficient is calculated separately for each analyzed segment according to the following formula (5):

$$a_i = O_{ij} / O_{ij} \quad (5)$$

where a_i is the coefficient of significance of the i -th property,

O_{ij} – assessment of the i -th property, given by the j -th respondent, score,

n – the number of evaluated properties of the product,

m is the number of respondents.

The condition for the correctness of the calculation of the coefficient of significance is the following: $a_i = 1$. At this stage, the significance of consumer properties is calculated in assessing the competitiveness of men's shoes. 50 respondents were interviewed, who rated all consumer properties in points. The evaluation results are presented in the table.

To do this, we segment the market and select target segments (Table 4).

Table 4. Characteristics of the target segments of men's shoes

Criteria name	amount		Segment characteristics
	%	human	
Attitude towards fashion	14	7	"avant-garde"
	76	38	"moderate"
	10	5	"conservatives"
Age	62	31	"youth group"
	26	13	"average age"
	10	5	"old age"
	2	1	"venerable age"
income level	38	19	"below the average"
	50	25	"average"
	12	6	"above average"
social status	38	19	"low social status"
	38	19	"medium social status"
	24	12	"high social status"

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The largest number of consumers (76%) refers to the number of ordinary buyers ("moderate"). Half of the respondents have an average income level (50%), although the level of "below average" income (38%) is more than three times higher than the number of those with an "above average" income (38% and 12%, respectively).

We group the questionnaires according to the criterion "attitude to fashion", since this criterion is decisive in consumer preferences (segment-forming). All other criteria (age, income level, social status) are expressed in it.

Based on the results of grouping questionnaires, we construct segment profiles (Table 5).

Table 5. Profiles of segments of consumers of men's shoes

Signs of segmentation	segments		
	"avant-garde"	"moderate"	"conservatives"
attitude towards fashion			
age group	Junior - 5 Medium - 2	Junior - 26 Average - 10 Senior - 2	Senior - 3 venerable - 2
income level	Medium - 3 Above average - 4	Below average - 16 Medium - 20 Above average - 2	Below average - 4 Medium - 1
desired benefits	Personality - 6 High quality goods - 1	Personality - 13 High quality goods - 17 Low price - 8	Low price - 4 High quality goods - 1

Based on the compiled table 5, it can be seen that respondents who are ordinary buyers ("moderate") of the younger group prefer fashion products, as this emphasizes their individuality, although their income level is below average.

Based on the above data, it is possible to calculate the significance of consumer properties in assessing the competitiveness of a product based on the answers of the "avant-garde" (Table 6).

Table 6. Calculation of the significance of consumer properties in assessing the competitiveness of men's shoes based on the answers of the "avant-garde"

Properties	Compliance with the direction of fashion	Arts. decor	Workmanship	Landing on the figure	Strength	Appearance and material quality	Price	Total
	34	32	30	31	22	28	29	206
A ai	0.165	0.155	0.146	0.15	0.107	0.136	0.141	1

Let's calculate the significance of consumer properties in assessing the competitiveness of a product based on the answers of "moderate" (Table 7).

Table 7. Calculation of the significance of consumer properties in assessing the competitiveness of men's shoes based on the answers of "moderate"

Properties	Compliance with the direction of fashion	Arts. decor	Workmanship	Landing on the figure	Strength	Appearance and material quality	Price	Total
	154	171	149	169	130	159	167	1099
A ai	0.14	0.156	0.136	0.154	0.118	0.145	0.152	1

Let's calculate the significance of consumer properties in assessing the competitiveness of a

product based on the answers of "conservatives" (Table 8).

Table 8. Calculation of the significance of consumer properties in assessing the competitiveness of men's shoes based on the answers of "conservatives"

Properties	Compliance with the direction of fashion	Arts. decor	Workmanship	Landing on the figure	Strength	Appearance and material quality	Price	Total
	10	17	19	18	21	20	23	128

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A ai	0.08	0.133	0.148	0.141	0.162	0.156	0.18	1
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Stage 2. Selection of experts. The formation of an expert group is carried out on the basis of their self-assessment, by filling out a questionnaire. Trade workers (merchandisers, sellers) act as experts. A total of 10 experts were interviewed. Of these, the group selects 5-7 people who have received the maximum amount of marks in all areas. They were asked three questions each. A total of five experts were interviewed, of which four experts received the highest marks in three areas (9 points). They were involved in the study of the competitiveness of men's suits. Then the experts were asked to evaluate the properties of men's shoes on a five-point scale.

Stage 3. The choice of competing products (product range) to compare competitiveness, the products of those manufacturers are selected that, firstly, serve similar segments, and secondly, are in steady demand in the market.

Stage 4. Evaluation of consumer properties of men's shoes (assortment) by target segments.

To compare consumer properties of assortment groups of different manufacturers, it is also necessary to use a questionnaire. Respondents are asked to rate each consumer property of the compared groups of goods in points on a five-point scale. The rating scale is indicated in the questionnaire. The results are summarized in the final table 9.

Table 9. Assessment of consumer properties of men's shoes

Properties	Compliance with the direction of fashion	Arts. decor	Workmanship	Landing on the figure	Strength	Appearance and material quality	Price
No. 1	3.33	3.17	3.67	3.42	3.75	3.83	3.33
No. 2	3.27	2.49	3.37	2.84	3.29	3.31	2.96
Mean	3.3	2.83	3.52	3.13	3.52	3.57	3.145

Stage 5 Determination of the average rating for consumer properties for each segment. Questionnaires grouped by target segments are processed as follows.

For each consumer property, the average value of the score in points is found as the arithmetic mean for all respondents of this target group. We summarize the data in table 10.

Table 10. The average rating of men's shoes according to consumer properties of "vanguards", "conservatives"

Properties	Compliance with the direction of fashion	Arts. decor	Workmanship	Landing on the figure	Strength	Appearance and material quality	Price
"Vanguardists"							
No. 1	3.33	3.17	3.67	3.42	3.75	3.83	3.33
"Conservatives"							
No. 2	3.27	2.49	3.37	2.84	3.29	3.31	2.96
Mean	3.3	2.83	3.52	3.13	3.52	3.57	3.145

Stage 6 Calculation of the total assessment of the competitiveness of the goods.

The level of competitiveness of the goods according to the assessment of the target segment is determined by the following formula 6.

$$K = \sum_{i=1}^n a_i \times O_{ic}, \quad (6)$$

where K is the total assessment of the absolute competitiveness of the product, given by the target segment, score,

a_i – the significance of the i-th consumer property for the target segment,

O_{ic} – average assessment of the i-th consumer property given by the target segment, score,

n – the number of compared consumer properties.

Thus, the total assessment of the competitiveness of the same product, given by representatives of different segments, will differ. To make managerial decisions on competitiveness, the analysis uses the results of assessing the competitiveness of men's shoes, which were put down by representatives of the target segment. The maximum rating of the product coefficient is 5 points. In fact, the level of competitiveness may be below the maximum rating. Let us calculate the competitiveness of enterprises, taking into account the significance defined above. We will enter the obtained data in table 11.

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Table 11. Analysis of the competitiveness of men's shoes

Properties	Conformity fashion direction	Arts. decor	Workmanship	Landing on the figure	strength	Appearance and material quality	price	competitiveness	Place order
Significance ai	0.138	0.154	0.138	0.15	0.12	0.145	0.153		
No. 1	0.46	0.49	0.51	0.51	0.45	0.56	0.51	3.49	1
No. 2	0.45	0.38	0.47	0.43	0.39	0.48	0.45	3.05	2

According to the data (table 11), it can be seen that men's shoes of enterprise No. 1 are more competitive than the same assortment of enterprise No. 2.

The remaining indicators for assessing the competitiveness of enterprises will be taken from the technical and economic indicators of enterprises.

We calculate dimensionless estimates of the competitiveness indicators of enterprises and summarize everything in Table 12.

To convert dimensional estimates of indicators into dimensionless ones, it is proposed to use the index method, which was discussed above.

Table 12. Assessment of the competitiveness of enterprises

Enterprise competitiveness factors	Indicators	Significance, %	Values		Dimensionless estimates of enterprise competitiveness indicators		Weighted estimates of competitiveness indicators	
			No. 2	No. 1	No. 2	No. 1	No. 2	No. 1
1	2	3	4	5	6	7	8	9
1. Competitiveness of goods	Competitiveness of goods, weighted average by product range, score	40	3.05	3.49	0.61	0.69	24.4	27.92
2. Marketing effectiveness	Assessment of the level of partnerships with the stakeholders of the enterprise, score	10	2.85	3.05	0.71	0.76	7.10	7.60
	Exceeding the allowable level of stocks goth. products, %	3	66.50	28.80	0.34	1.00	1.02	3.00
	Enterprise market share, %	3	3.00	7.30	0.08	0.20	0.24	0.60
	Sales growth rate, %	3	221.00	198.00	0.89	0.80	2.67	2.40
3. Quality management	Return on investment	3	0.85	4.02	0.08	0.39	0.24	1.17
	Return on total assets, %	3	10.90	43.90	0.17	0.53	0.51	1.59
4. Financial condition of the enterprise	Coefficient of supply. own werewolves. means (0.2)	3	0.19	0.76	0.95	3.80	2.85	11.40
	Current liquidity ratio (≥ 1.3)	3	1.46	4.16	0.26	0.79	0.78	2.37

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	Costs per 1 rub. realiz. Products	3	0.69	0.53	0.86	1.00	2.58	3.00
5. The level of organization of production	Capacity utilization rate	2	0.83	0.95	0.87	1.00	1.74	2.00
	Labor productivity	2	48.19	60.22	0.64	0.80	1.28	1.60
	Depreciation of the main funds, %	2	26.00	47.00	0.38	0.21	0.76	0.42
6. Efficiency of MTO	Evaluation of relationships with suppliers, score	3	7.28	7.99	0.73	0.80	2.18	2.40
	Material return, rub./rub.	3	20.45	13.48	0.13	0.12	0.39	0.36
7. Innovation activity. activities	Share of innovative products, %	8	1.30	0.13	1.00	0.10	8.00	0.80
8. Competitiveness of personnel	The coefficient of advancing the growth of labor productivity in relation to the growth of wages	3	2.06	1.56	0.95	0.72	2.85	2.16
	Staff turnover rate, %	3	7.00	6.00	0.02	0.03	0.06	0.09
	Total Maximum Significance Score	100	-	-	-	-	59.65	70.88

So, based on the data presented above, Let's calculate the generalized indicators of the competitiveness of the enterprises under study using formula 3. For enterprise No. 2 $K_{II} = 59.65\%$; for enterprise number 1 $K_{II} = 70.877\%$.

As can be seen, according to the scale (Table 3), assessments of the qualitative level of competitiveness of enterprises No. 1 and No. 2 have an average level of competitiveness in the market of shoe enterprises in the Southern Federal District and the North Caucasus Federal District.

Let's analyze the second most important potential for the competitiveness of enterprises - the

effectiveness of marketing. The data were presented in Table 13, where we indicate the weighted estimates at the enterprises under study and the maximum estimate for these indicators.

As can be seen from Table 13 below, the deviation in terms of potential marketing effectiveness at enterprise No. 2 is -7.97, at enterprise No. 1 -5.4. The greatest influence on this deviation is exerted by the indicator of the level and quality of partnerships with stakeholders, therefore, in order to increase the effectiveness of marketing activities, the enterprises under study should establish and develop relationships with stakeholder groups.

Table 13. Analysis of the effectiveness of the use of marketing potential

Marketing Performance Metrics	Significance, %	Weighted estimates of competitiveness indicators		Maximum weighted score	Deviation of the weighted score from the maximum	
		No. 2	No. 1		No. 2	No. 1
Assessment of the level of partnerships with the stakeholders of the enterprise, score	10	7.1	7.6	10	-2.9	-2.4
Exceeding the allowable level of stocks goth. products, %	3	1.02	3	3	-1.98	0
Enterprise market share, %	3	0.24	0.6	3	-2.76	-2.4
Sales growth rate, %	3	2.67	2.4	3	-0.33	-0.6
Total	19	11.03	13.6	19	-7.97	-5.4

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So, when assessing the competitiveness of the enterprises under study, it was revealed that the level of competitiveness of enterprises No. 2 and No. 1 is medium (59.65% and 70.88% respectively). One of the important factors that affects the assessment of competitiveness is the effectiveness of marketing. It can be seen from the analysis that the deviation for this potential is at enterprise No. 2-7.97 and enterprise No. 1- 5.4 respectively. In order to increase the effectiveness of marketing, enterprises should introduce the concept of stakeholders, which will contribute to the development of relationships with partners.

So, in order to increase the competitiveness of the enterprises under study, based on the theory of stakeholders, it is proposed to introduce a mechanism for forming interaction with stakeholders based on the Standard for interaction with stakeholders, to create a database of partners using CRM technologies, to use methods of trade marketing activities for target stakeholders.

Thus, the theory of stakeholders is becoming relevant today, therefore, taking into account the significance of this factor, a methodology has been developed for assessing the competitiveness of an enterprise, taking into account a new paradigm - the theory of stakeholders. The developed methodology for assessing and analyzing the competitiveness of an enterprise based on the theory of stakeholders allows for an in-depth analysis of the competitiveness of enterprises, taking into account an important factor of competitive advantages in a network economy - the quality and level of development of partnerships.

As the main unique aspects of the formation of the competitive advantage of organizations on the basis of a stakeholder-oriented theory, the following can be distinguished:

- *creation and permanent expansion of a database of key stakeholders of the organization;*
- *formation of the necessary technical base (computers, peripheral devices and software);*
- *organizing the activities of the unit and individual managers for managing relationships with stakeholders;*
- *development and adjustment of plans for interaction with key customers, taking into account their business and personal characteristics;*
- *regular audit of the activities of customer relationship management managers in the context of assessing the following indicators: the number of meetings with clients, the number of prepared commercial offers, the number of contracts concluded, the dynamics of the volume of product deliveries per each client;*
- *regular marketing research within the client base in order to identify changes in the structure and nature of preferences of key customers.*

Thus, the above aspects, with the proper level of their development, can allow the enterprise to form a unique competitive advantage - a system of relationships with stakeholders.

Conclusion

The modern world economy has a global, more precisely, an integrated look, thanks to the fact that it has become industrial by the third millennium. Along with industrialization, the inconsistency of the organization of production and the forms of its sustainability were revealed. Hence the permanence of crisis phenomena. The elevation of competition and freedom of the market to the absolute led to the fact that they ceased to reckon with the magnitude of the losses from the struggle of all against all. Japan, borrowing the specifics of the socialist practice of the Soviet Union, countered the ideal of competitive struggle for survival with the principle of efficiency in management. Japanese analysts rightly identified the advantages of consolidation in creativity over the desire to defeat a competitor at any cost. Efficiency does not negate the importance of competition, it gives competition a cultural expression.

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

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

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

All outstanding scientific economists of the 19th century were noted in the history of philosophical thought. This fact is indicative. It illustrates the specifics of economic science. Its subject is the

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processes on which the personal and social life of a person is based. The attempts of liberal economists to isolate economic activity and oppose it to political activity are nothing but the desire to take capitalism beyond the limits of their own understanding of social progress in the recent past - to stop social history at its bourgeois level.

Neoliberal ideologues refuse to support the logic of a democratic approach to understanding history. When the democratic movement was taking shape in England and France, its founders saw capitalism as a way to resolve social and political contradictions. Feudalism has exhausted its historical resources, the democrats argued, and must give way to a social system that is more historically dynamic and more capable of meeting social demands. Bourgeois society, following this pattern, will also become obsolete over time, but in the old feudal tradition it will cling to the lost right to present a social perspective.

It is easy to see that propaganda uses the terms "capitalism", "bourgeois society" less and less often, replacing them with "industrial", "new industrial", "post-industrial", "technotronic", "information" societies. The concept of "mode of production" is simplified in liberal interests to a "form of organization of production", and political economy is minimized into economics. The purpose of such a transformation is to transfer economic thinking to the level of technical concepts, which will simplify economic methodology, limiting ourselves to mathematical calculations and models.

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

In the light of modern tensions in international relations, projecting political restrictions on economic relations seems to be an extremely significant measure to understand the concepts of "management",

"organization" and "planning". It is on them that the revision of the classical political and economic scientific heritage is focused.

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

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

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

Even before the latest crises, critical researchers were uncomfortable, they came close to understanding that economic recessions, recessions that significantly hinder social progress, are not caused by external factors: financial adventures, political and military conflicts, infectious pandemics. Their reasons are in the contradictions of the production itself, in particular, the inefficiency of management, opportunism caused by political considerations that run counter to the laws of the economy. An unmeasured number of Nobel laureates among economists, approaching the number of physicists who have developed a modern scientific picture of nature, only once again convinces of the sustainability of the crisis in economic theory.

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