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ON THE IMPORTANCE OF THE PROFESSIONALISM OF THE HEAD OF THE ENTERPRISE FOR THE MANUFACTURE OF PRIORITY AND COMPETITIVE PRODUCTS

Abstract: In the article 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 certainly be ensured.

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

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Introduction

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The well-known researcher R. Koch, formulating the features of the organization's strategy, emphasizes that the organization, when developing a strategy, must differ significantly from its competitors, and perform what competitors cannot do, while it is extremely important to focus not only on the positions that the enterprise already occupies, but also on those features that form the success of the enterprise, "an organization that takes into account the listed features is considered the winner," summarizes R. Koch.

The founder of the Russian school, O. S. Vikhansky, identifies the main differences between

strategic management and management. He emphasizes that in strategic management there is a change in the focus of attention of managers to what surrounds the enterprise in order to properly respond to external changes. It is important to emphasize that in strategic management the foundation is the relationship of the organization with external conditions, as a result, the emphasis will shift to the external management of the organization.

D. Shendel and K. Haggan define strategic management as a special process, as a result of which an enterprise interacts with the external environment.

M. Mekson and M. Albert in their works emphasize that the strategy is a comprehensive plan, the purpose of which is to achieve the mission of the enterprise, and its main goals. The authors also argue

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that strategic planning leads to the development of specific strategies, which, in turn, help the enterprise achieve its goals.

In fact, the peculiarity of strategic management lies in the fact that it, as it were, includes in its structure the main management technologies of a manager. The main stages of strategic management are:

analysis of the external and internal environment of enterprises;

definition of the mission and main goals of the enterprise.

Problems relating to strategic management require careful analysis of the strategic situations in which strategic decisions are made. Here it is important to carry out a certain forecast, which will help to presumably evaluate the results expected by the enterprise. And, finally, it helps to choose the most optimal solution.

It is important to remember that the possibilities of strategic management are not unlimited. There are some limitations that confirm that not every type of management is universal for all purposes and tasks.

First of all, it is important to note the fact that strategic management is not able to provide accurate information about the future. The description of the alleged future of the organization is a kind of "image" of the organization, but not a description of its state.

Secondly, strategic management cannot be limited to any scheme or procedure. Strategic management is a fairly broad process that involves many creative ideas and steps for its implementation. Of course, in strategic management there are certain rules, schemes for analyzing and choosing a particular strategy, however, in practice, strategic management can be considered from different positions.

Strategic management is a combination of the art and intuition of the leader in order to develop a specific strategic goal for the enterprise.

It is the high level of competence, professionalism and creative approach of employees that ensure the quality of the organization's relationship with external conditions, and also contribute to the implementation of the plans.

Strategic management involves the active participation of each employee in the implementation of the goals and objectives, and, of course, in finding the most optimal ways to achieve the goals.

It is also important to emphasize that in order for the enterprise to start the process of strategic management, large time costs and efforts of the employees themselves are required.

Experts are very skeptical about the possibility of establishing production in Russia: in their opinion, China is fulfilling orders for the factory. It is no secret that now almost all clothes and footwear in Russia are imported. For example, rummaging through the closet, they found only one item of domestic production - socks. Most of our citizens have recently

either bought goods in the mass market at sales of world brands, or ordered new clothes online directly from China (but cheap!). Why is it impossible to establish production in Russia? Why didn't trousers and boots succumb to import substitution?

Maybe this wardrobe of ours is not quite patriotic? But here are the numbers. The share of imported footwear in Russian retail is 87%, clothing - 82%, textiles - 73%. Basically, we import all these things to wear from Asia - China, Vietnam, India, Bangladesh, Indonesia, Malaysia, and some from Belarus and even Kyrgyzstan. At the same time, imports are rapidly increasing in price. The cost of clothing and footwear in Russia rose by 10-15% in 2022, and prices could rise by another 15-25% in the coming 2023, reported the disappointing news agency Fashion Consulting Group. Many experts give even more sad forecasts: in their opinion, the growth in prices for clothes and shoes in the middle and low price segments can grow up to 40%.

"Last year was one of the most difficult for the commodity business," explains Maxim Loginov, an expert in trading on marketplaces and the commodity business. - Restrictions due to covid in the work of customs led to the stagnation of commodity flows and disruption of supply chains, and then to an acute shortage of containers, which have risen in price several times. Entrepreneurs were forced to compensate for losses by raising prices, plus the cost of delivery to Russia increased sharply. The clothing and accessories segment has always been expensive, and now logistics costs have increased by 2-2.5 times. Prices for materials are also rising in China itself, sheathing and shoeing half of humanity. Not only raw materials are more expensive, but also equipment, energy, labor of workers, the cost of transportation continues to grow.

It would seem that we need to get down to business. If we are making rockets, then what about the whole world and we have to go through years of active PR work in order to attract a flow of external orders to Russia. The second problem is materials. We buy them for production at factories in Russia, again in China, so we still have the same problems with delivery and rising prices for raw materials. The mentality of Russians also matters, says Loginov: the Chinese are used to working seven days a week, and we are clearly not ready for such a regime.

Economist Andrei Bunich calls the oil model of economic development the reason for the current situation in the country: "It was believed that everything except oil and gas did not matter, that this was a trifle, nonsense." Such a dismissive approach, in his opinion, has led to the fact that for non-food products we now completely sit on imports. There are either direct imports or hidden ones. That is, even if a thing is listed as Russian, its components are still imported.

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“Obviously, there are branded clothes,” says A. Bunich. — But we could close some very simple positions in the market ourselves. And that would have a dampening effect on prices. Shipping from China is no longer as cheap as it used to be, and costs and wages have risen there. And many manufacturers are already leaving from there - to India, Bangladesh, Indonesia. If we produce here, then the prices will be comparable: there is almost no fundamental difference in the cost of labor now, but you can, great, save on transport and logistics. Plus, jobs will be created here. I believe that our producers could compete, but we must provide them with preferential conditions. Maybe not so expensive. For example, Turkey uses various forms of support for its textile industry; this industry is a priority for them.

As tells Soyuzlegprom President Andrey Razbrodin, for example, we make excellent down jackets and leather goods that are exported all over the world, but mass production is not easy. Nevertheless, under the conditions of covid, the industry, one of the few in the country, showed growth: “Before the pandemic, our clothing industry was underloaded with orders by 45%, and now orders are at the level, the salaries of seamstresses have grown to 100 thousand rubles, it is almost impossible to find free capacities ”.

According to him, already now more and more industries are thinking about moving from China and Bangladesh to Russia: it is cheaper to sew with us and transport to Europe than from China. The production of large brands is localized, and our brands have begun to develop more actively.

“Setting up production only for Russia is a minimum task,” says Razbrodin. - China has established production for the whole world in 10 years, nothing prevents us from doing this. We have many opportunities and traditions, the Chinese had to learn everything from scratch. We have lost part of the industry, it must be restored. Following the localization of finished products, localization of fabrics will follow, we will be able to restore their production. The government should take over this industry. Remember how agriculture and farming were supported, and now you can buy a variety of cheeses, although until recently there was almost nothing domestic. It's a similar situation here.”

Peter I accepted Rus' in a state of extreme backwardness, Europe was moving forward with acceleration, leaving Rus' the fate of Asia. The greatness of Peter I, unlike his contemporary politicians and spiritual leaders, was manifested not in greater suffering and prayers, but in the ability to understand the intricacies of real life, to single out and take under personal control the key links of the socio-economic chain of events - past and present. He correctly assessed the situation, focusing his efforts on the economic revival of the country, and in essence began to build a new economy. Economic construction showed him a lack of enlightenment and

education, a common cultural component. Peter I launched a cultural "revolution".

Radical cultural innovations did not please the church. Peter I showed character here too. He did not persuade anyone and did not adapt to anyone. The king assumed the rank of patriarch.

Politics cannot be effective if it only adapts to the peculiarities of the economy and culture. Politics in everything should be the locomotive, act ahead, direct. It is fatal for politics to accompany the socio-economic movement.

The ideologists of the West are cunning, portraying the state as an intermediary between production and consumption. They argue that the task of politics is to ensure social justice in the distribution of national wealth, the state should not interfere in the economic movement - it is self-sufficient. The lies of such lobbying concepts become apparent during crises. As soon as a recession begins, a decline in production, debts grow, a shortage of liquidity forms, manufacturers, especially financial intermediaries, directly go to the state for help and are the first to receive it.

Peter I ruled the country with the help of decrees. He composed the text of decrees, as a rule, himself, necessarily explaining what exactly the purpose of this decree was, how it should be executed and what awaits those who do not fulfill it. A.S. Pushkin, who studied the archives of Peter I, noticed that decrees were often not fully thought out, the fruit of impromptu. The great poet and thinker is right in his own way, with the caveat that Pushkin was not a great sovereign. Peter I was forced to be operationally cruel. He was responsible for the fate of the Fatherland. The one who took upon himself such a fate should not constantly look back at the laws in force and, being afraid, not fit into their letter.

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

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rising prices, but also through technical innovations aimed at the use of new technological and engineering solutions, including making a quality revolution either through the quality of advertising, or through real quality.

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

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

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

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

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

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

The problems of improving the quality, competitiveness of materials and products at the

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

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

An analysis of existing international standards that are aimed at improving the level of enterprise management shows the following areas of their action: quality management systems (a series of international standards ISO 9000 and industry supplements);

environmental management systems (a series of international standards ISO 14000);

safety and labor protection systems (OHSAS 18001);

social responsibility systems (SA 8000)

The structure of the problem "quality of life" and a set of international standards aimed at its solution.

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

Thus, solving the problem of increasing the efficiency and competitiveness of the economy, and, ultimately, the quality of life, is impossible without the implementation of a well-thought-out and competent industrial policy, in which innovation based on digital production and quality should become priority areas of the state's economic policy.

Main part

Russia has always been strong in the spirit of its provinces. The capitals accumulate the spiritual forces of the suburbs. It is these forces, like springs and small rivers, that give birth to large ones. The current heyday of Moscow and St. Petersburg should not be misleading. Real life continues in the vastness of the country. 130 million Russians still live and work where our real people's power is concentrated. What inspires optimism? The strength of people's character. Zh.I. Alferov was asked by foreign colleagues-scientists: "Are you an optimist?" He replied, "Yes, and my optimism is

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unbeatable." "Why?" was the next question. "Because, the famous physicist explained, there are more and more optimists around me. Pessimists have moved to your countries.

The authorities do not want to see the specifics of the Russian model of unstable demand for consumer goods: shoes, clothing, food, furniture, household items. In Europe, the USA, Canada, during the crisis, the purchasing power of the main part of the population decreases and, accordingly, the prices for goods go down, compensating, at least in part, for the satisfaction of the necessary necessities of life. The dynamics of prices for consumer goods in our country is always directed in one direction - increase. Fluctuations, of course, are observed, they are only noticeable in official statistics. A normal market cannot change independently of the state of production and consumption.

The Russian market reacts to changes in the exchange rate, but again, exclusively in terms of rising prices. It seems that the market is controlled by "puppeteers". The version is not indisputable, however, it is logically quite acceptable. The authorities are not active, explaining that the desire to use regulatory mechanisms will inevitably lead to the impoverishment of the market, the shortage of goods. To the natural question: where will they go? No answer. Indeed, try to explain where Chinese, Turkish, Latin American goods, products from Poland, Hungary, Ukraine, Moldova, Azerbaijan, Uzbekistan, the Baltic states will leave the Russian market? Who else needs them?

We also need the protection of our own producers, feeding, shoeing, clothing us. In the last decade of the last century, Russians realized the advantages of domestic food products. Next in line is the quality of light industry goods. And the state can contribute to their sustainable appearance on store shelves. What needs to be done for this? Develop a specific program and strictly monitor its implementation by officials.

The program for the return of Russian manufacturers to the market should provide for reciprocal steps by the state and enterprises. It is pointless to return to what and how they sewed before. An internal restructuring of production is required, and the market is beginning to feel it. Shoe and clothing enterprises have appeared in Russia, supplying products that are quite competitive. The buyer, however, is more surprised to find such goods. Nevertheless, the process has begun and it needs to be promoted.

Of course, we are not talking about additional financing of the industry. "Industry" is a collective concept that generalizes achievements in assortment, design art, quality, color. The general concept includes all manufacturers of certain products. Both those who seek to modernize production and those who do not rely on their own strength are accustomed to asking for help

from the state. Only innovators deserve additional financial assistance; it is effective in targeted execution. We must help preserve traditional folk crafts. They are technically and technologically conservative, innovation activity is limited here.

The government responded to the appeal for help from VAZ, St. Petersburg, the Urals, and the Far East enterprises, referring to their city-forming and national significance. Everything is correct, except for one thing - what kind of patriotism, what kind of national pride can we talk about if a Russian is dressed and shod by foreign manufacturers, he will also be fed and watered by foreigners. Great power begins with a small thing - with the realization that we can do ordinary things for everyday life ourselves no worse than anyone else. We are surrounded by little things, they are in everything, and their significance is not always fully visible, but they create our mood.

Outdated VAZ products were exchanged for new cars, the state subsidized the exchange. You can't trade in an old suit for a new one, and you can't take shoes that don't meet the requirements back to the factory. There is another option - the state is able to compensate the buyer of domestic clothing and footwear, for example, 15 - 20% of the price. This particular form of protectionism will turn the buyer towards domestic goods, help to speed up the sale of products.

It is no secret that the Russian consumer of footwear products, unlike the manufacturer, expects to carry the purchased goods for more than one or two seasons. Products will need updating, repair. Why not, following the example of branded service stations, organize a branded network to support the operation of shoes and clothes. Repair would be cheaper and better. Just as importantly, such service would enhance the manufacturer's reputation. The average buyer, purchasing domestic shoes for 1500 - 2000 rubles, naturally thinks that he will wear them for a long time. His choice of repair addresses is small: do it yourself, go to a handicraft shoemaker or to a company workshop. It is advisable to make workshops consolidated, so it will be less expensive.

The state must also assume the lion's share of the costs of organizing economic and industrial educational program. Branded foreign shoes are not worth the declared price, so it is so easy for sellers to carry out various kinds of promotions, markdowns. The buyer, who is not privy to the intricacies of the market, naively believes that the difference in price is proportional to the difference in the quality of the goods and saves money, takes out a loan so as not to make a mistake with the choice, advertising constantly reminds him - "the miser pays twice!" Next to branded shoes are fashionable, made of genuine leather, tastefully finished Russian products, the price of which is one and a half to two times lower, but who would explain that they are of the same quality. In

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contrast, advertising policies paid for by branded companies.

The program "Habitat" has been launched on television, debunking myths about the usefulness of foreign products. We need a similar program dedicated to the quality of light industry products. Rospotrebnadzor regularly restricts the import of food products into the country due to exceeding the maximum allowable standards for the content of harmful or hazardous ingredients. The dangers of shoes and clothing made in China are reported to Turkey sporadically in connection with any incidents of a resonant nature. Involuntarily, a suspicion arises about the oddities of such a policy. It is beneficial for someone to shield the main competitors for domestic producers. Lobbying in Russia is legalized and has become a good business for officials who hide behind world practice.

It is difficult for scattered and still weak enterprises to resist a large-scale, well-established policy that facilitates the occupation of the Russian market by foreign producers. This is facilitated by the abolition of mandatory certification of goods. A measure that is probably appropriate for Western Europe with its culture of consumption, but not for Russia, which is littered with counterfeit products from the most problematic manufacturers. There is no need to wait for the market tension to subside in order to win back a place in the market, to gain stability, it is necessary to act assertively and comprehensively, to revive the former Soviet experience in organizing work with a potential consumer. Fortunately, the development of the economy opens up prospects for this kind of activity.

Practice is effective when theory sanctifies its path. At first glance, turning to theory in the conditions of anarchy that is happening in the market is not entirely timely. In a fire, you need to extinguish, not argue. Look at the fire. Sometimes it is important to think about how to act, develop a plan, determine possible scenarios for the development of the process. As for the conquest of the market, it is impossible to act here without a systematic understanding of the situation. It will turn out too primitive and inefficient.

The economy of the 20th century was formed as an economy of mass production. The organization of mass production was an outstanding achievement that provided access to material goods for a significant part of humanity - there were a lot of goods, they became cheap. But mass production actualized the problem of the quality of the manufactured goods.

The growth of prosperity, the development of education, cultural progress, the increasing technical range of products naturally shifted the interest of consumers in the direction of the quality of products offered on the market. The problem of quality has been transformed from a purely industrial problem into a socio-economic and political one. "The large-scale crises in Japan and Germany in the late 1940s

were overcome with the help of a quality-oriented state policy. The crisis situations in the US and European markets that arose in the late 80s and early 90s forced not only individual corporations, but also entire countries - Sweden, Great Britain, the USA - to pay attention to quality improvement as the only means of helping national economy to withstand the onslaught of competitors.

Quality is a system characteristic of a product, in which the product appears in its integral expression. In the most general form, "quality" is "that, as G. Hegel wrote, losing what, the phenomenon ceases to be itself." It is reasonable to assume that the understanding of quality is due to the nature of the phenomenon. Phenomena of natural origin, that is, arising without human intervention, are entirely objective, and the quality of such phenomena is the exclusive result of their self-movement.

Phenomena related by origin to human activity are also objectively qualitative, but the objectivity of the quality of these phenomena is dualistic. To the natural basis of the goods produced by man, an objectified part is added, as a rule, a materialized expression of the creative component of labor - knowledge, considerations, feelings, skills, in a word, what in the aggregate appears in the concept of the qualification contribution of the subject of labor to the process of creating goods from the object.

The quality of an object turned into a commodity is shaped by the interaction of the natural, the human and the social. As a result, a person has a natural right to see the quality of a product in the system of his own, human, values. From here we get the opportunity to make a very important conclusion: the quality of natural phenomena is given, the quality of created goods (products) is built simultaneously with the formation of the ability to feel the quality. The upbringing of qualitative ideas can be spontaneous, incidental, or directed, modulated. Once the famous French artist E. Delacroix was asked if he could paint a portrait of the Madonna with mud? Yes, he replied, only I need the right background. Consumer education is not only the consumer's business. It is also an opportunity for the manufacturer to have a regular customer.

Exploring the problem of the characteristics of the quality of goods, we did not find works devoted to a systematic analysis of quality - considering it in a system linking production, market and consumption, namely, it contains the opportunity to find the answer to the fundamental question: how to achieve a stable position in an unstable environment of existence.

The literature mainly deals with the quality of the production of goods. And in this direction, the theory has reached the condition of development that is required for practical progress in quality management. But this is clearly not enough to manage the activities of enterprises, taking into account the volatility of market dynamics in light and food industries.

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The demand for goods produced by domestic enterprises is due not only to their expert assessment of the quality made by the production or at its request, because the fate of the goods is decided at the crossroads of interests and financial capabilities of three subjects: the manufacturer, the consumer and the market connecting the first two. Specifically, it looks like this: everyone solves his own problem, but should not absolutize his status, remembering his systemic position, which obliges him to act with an eye on the potential of "partners", whether they are ready for the proposed solution to the problem. That is why it is so important today to stay ahead of practical steps by balanced assessments of the current situation.

The manufacturer is traditionally preoccupied with the thought of how to ensure the maximum possible compliance of commercial products with model samples. In conditions of mass production, such a problem is quite costly, since it requires the organization of a special deployed service, and most importantly, where to get a significant number of qualified workers. The Japanese, faced with the problem of providing production with qualified performers, were forced to solve it in a very peculiar way - they supplied the most advanced equipment to their enterprises located in neighboring countries: Malaysia, Thailand, Singapore, Indonesia, in order to minimize manual labor. Not everyone is ready to follow the example of Japan.

The linear development of the economy would certainly lead to a dead end - mass production would eventually become extremely costly. No complex mechanization and automation saved:

firstly, the reduction of staff would cause an increase in unemployment with all the ensuing social negatives;

secondly, skilled workers would still be needed in large numbers.

Salvation came from the non-linearity inherent in the dialectic of progress. The economy of mass production has worked out its resource and, like the next stage of a rocket, has lost the need for existence. The economic paradigm has changed. Irrational in various aspects - environmental, humanitarian, economic, mass production has given way to "lean economy" (lean production). Production fundamentally changes the purpose. The traditional task of manufacturing a large number of similar products that meet the requirements of regulatory documentation, from which the consumer is invited to choose the most suitable ones, is replaced by the task of manufacturing exactly the product that the consumer needs and in the required volume and at the right time.

A "thrifty" economy focuses the attention of the manufacturer on the state of consumer sentiment. The manufacturer needs to study demand, look for his niche in consumer demand, "educate" with the help of advertising, educational work, and organization of customer service.

The new economic philosophy brings producers and consumers closer, emphasizes the dialectical nature of their relationship - they are opposites, but those that exist only in unity. Initially, the producer and consumer were generally in one person. The division of labor and the increase in its productivity have physically separated one from the other, but the essence of the relationship has not changed. The market opposed them, complicating the system of spatial relations with intermediary, transport and other tools. The task that unites the producer and the consumer is not to lose sight of each other, to clear market superstructures, to make themselves direct financial partners, reducing the financial burden on production.

At the same time, the producer and the consumer in the system of market relations generated by the commodity economy oppose one another, therefore, their understanding of the quality of the production of goods partially coincides, which is also important to take into account when setting up a presence in the market, hoping to gain a foothold there for the rest of your life.

Common features of the quality of goods for the manufacturer and consumer will be its usefulness, convenience, hygiene, ergonomics, resistance to deformation, ease of handling, fashion. The consumer, unlike the manufacturer, is of little interest in the quality of the production of goods, although a "promoted", that is, an enlightened consumer should not, according to the logic of changing things, completely ignore technology, the organization of production. The relationship between the quality of the product and the quality of production is of a causal nature, and this is quite accessible to amateurish understanding.

For its part, the manufacturer runs the risk of being out of work if he underestimates the specifics of consumers' perceptions of the quality of goods. E. Deming - the author of the classification of "deadly diseases" for the manufacturer - among the seven deaths named under No. 1 "orientation of production to such goods that are not in demand on the market", that is, not in demand by the consumer; No. 2 - "emphasis on short-term profits and momentary benefits." In both cases, the manufacturer makes the same methodological mistake - he removes his activity from the system of relationships, makes "his site" universal, for which he pays in full.

The consumer's perception of the quality of consumer goods is less objective than the manufacturer's. A conscientious manufacturer, undertaking professional obligations, attracts scientific knowledge, independent expertise, etc. The consumer, in contrast to the professional manufacturer, is in the general mass "amateur". His views on the quality of goods, to put it simply, philistine, are based not on scientific knowledge, but on common sense. They are dominated by a pragmatic

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approach, a subjective assessment. Theoretically, the manufacturer should always be right; in practice - then there would be no normal market, so everyone knows the opposite statement: the buyer is always right.

The dominance of a pragmatic approach to the quality of goods by the consumer is a kind of cost in relations between the main market actors. We have to put up with this, otherwise, apparently, it is impossible to build a system-forming link in market practice. The consumer, as a buyer, is limited by the ability to pay. The manufacturer has certain theoretical resources, for example, to increase sales, working capital, reduce costs, etc. The consumer-buyer has no real reserves - loans will only increase his expenses, and in the Russian Federation very significantly. Based on his situation, the consumer looks at the quality of the goods through the sight of the number of rubles set by the seller as an equivalent of quality. To the above, let's add the skepticism that awakens in the mind of the buyer the annoying repetition: "the price corresponds to the quality." Price can be equivalent to quality only in a particular case. The market is fed by a pack of intermediaries.

"Quality" and "price" are basic concepts for both the producer and the consumer, but they are woven into system considerations in different ways - depending on the opposite of the market situation. Each of the subjects measures the quality of the goods, based on their own status.

The third subject of producer-consumer relations, and another "appraiser" of the quality of goods is the market, which is a tool for regulating relations between producer and consumer. The role of the market has historically been strengthened with the development of national economies and the creation of transnational companies. The market from an episodic tool limited in time, has become a completely independent economic phenomenon. The growth of the market was accompanied by its structural evolution, it eventually lined up in a complex pyramid of direct, indirect participation; retail trade completed wholesale; transactions from the present have gone into the future. A leader has emerged on the market - the financial transactions market, which should be considered as a symptom, because the financial market, by definition, is far from the subject and the quality is presented here in a generalized, conditional way.

"The quality of the goods", from the point of view of the market, is a sign of the liquidity of the goods. The product is not stale, therefore, the desired quality has been achieved. The market does not care whether the quality of the product really satisfies the consumer. In the market, the "king" is not the buyer, but the seller and the quality criterion is the time of sale of the goods. What will happen next? The seller doesn't really care. That is why such a "deadly disease" as the desire for a momentary result is common. Nevertheless, the "market

theory" of quality has its place and must be taken into account when determining economic policy.

Production, consumption and the market, which turned out to be the subject of their relations, are cultural phenomena, their historical specificity is determined by time, national and regional features of development. The phrases "culture of production" and "culture of consumption" have long and firmly entered the professional vocabulary, which cannot be said about the "culture of the market". The difference is not difficult to explain. Production and modern consumption are based on scientific knowledge, reflecting the objective order of things, it is easy to trace the influence of cultural traditions in them.

The history of the market is not so great and the attitude towards the market is somewhat different in culture. The market of the 20th and the new 21st centuries undoubtedly absorbed elements of culture, but it turned out to be the very activity that does not have fundamental cultural values. The motto of Russian merchants: "Our goal is profit, but honor is higher!" took root thanks to the inherent and culturally designed slyness. Honest and conscientious sellers in the market never lingered - not their place. If we classify the art of deception as a set of cultural phenomena, then the market is a form of reality of mass culturally designed deception. They deceive everyone, always and in every way. And in deceit in the art market no less than in the theater, where they also deceive in their own way.

Subjective, with unstable, multidirectional movement dynamics, the market is poorly predictable. Those attempts that are made in predicting the behavior of the market are unproductive precisely because of the insufficiency of objective indicators of a systemic type. So the reserves of the market, as an area of real quality management, are small, especially in the absence of the state's desire to actively intervene in the architectonics of market relations.

For a particular enterprise (preferably an association, a group of enterprises), the prospects for promoting marketable products on the market are associated with the development of resources for understanding quality in the coordinates of production - to seek a qualitative compromise, and educating your consumer.

It is easier for European and North American manufacturers to establish themselves in the market with their goods. The experience of communicating with the consumer has been accumulated over the course of two or three centuries; the market has balanced, adapted to the requirements of the legislation; the state does not put pressure on the market, the manufacturer and the buyer, but where it is present, it does it harshly. Corruption, raids, monopoly claims have not been done away with, but the fight is real, not decorative, sham, which greatly facilitates the accessibility of the market, unifies the conditions of competition.

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Among the main problems of European theorists and practitioners is satisfaction with the quality of consumer goods. The problem, in a schematic expression, is simple - it is necessary to qualitatively satisfy the need of the end buyer for the product. Upon closer analysis, simplicity turns out to be conditional - compositional, in order to obtain the desired result, it is necessary to build an ensemble on the market from the value of the product (1), price (2) and the consumer's purchasing readiness. In this sense, the market really acquires a nodal significance for economic development. This emphasis on the economic policy of producers can explain the concentration of interests on the consumer. It is not important to wait for the consumer, he must be actively sought and "converted to one's faith."

In foreign analytical reviews, information has appeared that avant-garde marketers representing large companies producing consumer goods offer to significantly expand the format of complicity with consumers of products, up to discussing the recommended price for economy products. The idea is quite reasonable and practically feasible without much cost. Buyer conferences are not very real here, but the extensive practice of holding promotions, advertising actions with a device for displaying goods, reporting the estimated price and asking for a consumer assessment of the plans are quite promising and can be effective. One should not underestimate the modern buyer, his financial readiness, just as one should not force him to pay for the unqualified policy of the manufacturer with overpricing. Agreed prices are also not fatal for the enterprise. There are always unused resources: materials science, technological, organizational, by activating which the manufacturer makes the process profitable. For a stable position in the market in the face of increased competition and volatility, you have to pay. Perhaps it makes sense to rationally modernize what is called "bargaining" in a "market" like a bazaar.

The quality of a product, in practical terms, is determined by its ability to meet the needs and expectations of a particular consumer. The quality of the product consists of many useful properties.

The concept of "product value", new to economic theory, is defined as "a set of quality parameters expected by the consumer of the product he needs". From the concept of "product value" "grew" "Tree of consumer satisfaction".

The value of a product is made up of the degree of need for its consumer and the level of quality (the presence of the required characteristics of the product). Buying decisions are also influenced by:

- buyer's confidence in the supplier;
- confidence in the manufacturer;
- information from other consumers;
- accumulated experience of using such a product.

The consumer makes a decision to purchase a product by weighing the ratio of the offered price of

the product to the expected costs. The higher the level of customer satisfaction, the more opportunities for business development, the more stable its market position.

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

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

A world-famous quality specialist E. Deming, who at one time was a scientific consultant to the Japanese government and led Japan out of the economic crisis, in his book "Out of the Crisis" says: "... paper money management, not a long-term production strategy - the path to the abyss. Regarding whether the state should pursue an industrial policy, one can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years

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ago laid the foundations for the scientific analysis of the market economy. He said about the role of the state: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants," you can't say more precisely. What are the results of economic activity today, what are the achievements in this area? The growth of gold and foreign exchange reserves, the decline in inflation, budget surplus and other financial and economic achievements. And what, is this really the end result of public administration, and not the quantity and quality of goods and services sold in the domestic and foreign markets and the population's ability to pay to purchase these goods and services? And, ultimately, not the quality of life of the population of the country? Therefore, it is quite natural today that the task is set for all levels of the executive and legislative authorities - to improve the quality of life of Russian citizens.

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

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

Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production. Production must improve, which does not mean becoming more costly. Absolutely right, attention was drawn to one phenomenon that usually slips away in the bustle of the problem - the historicity of the economy. The way it is perceived now, the economy has not always been and will never remain. Economic life changes over time, which forces one to tune in to its changing existence. The modern economy is built

on a market foundation and the laws of the market dictate its own rules. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively marginalizing the "social sector", is not compatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to turn the economy on the front for social security, a fair distribution of profits. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace "social production partnership - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer makes exactly what the consumer needs." A "thrifty" economy will be oriented towards resource-saving production technologies. It required a new look at the fundamental concepts, therefore, the philosophy of quality must also change. We must be prepared for the coming events.

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

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

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

The results of studies conducted under the UN Development Program made it possible to measure the share of the "human factor" in national and global

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

It is believed that by knowing nature, its quality, state of quality, quality levels are revealed, embodying new knowledge in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and, in a systemic sense, is temporary, conditional. Labor is a kind of "terrible cauldrons" that Vanya the Fool had to overcome in order to turn into Ivan Tsarevich. And here it is absolutely justified to believe that the main thing in production is the result, not the process. Consumption regulates the market. Therefore, the demands of the market must dominate production. The task of society is to contribute worldwide to the development of demand in the market: to maintain a range of goods, stimulate price stability, increase purchasing power, improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning that is not focused on such goods and services for which the market is in demand." Try to answer him. Production in the transition from industrial to post-industrial society of mass consumption is conceived as a function of the market. And the authors fill these properties of quality with criteria, namely:

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

- a model for assessing product quality - these are production priorities;

- forecasting the cost of quality when developing a new range of footwear is the key to its demand and its competitiveness;

- methodology for business visual evaluation of the product - a means of assessing the effectiveness of quality;

- improving the quality and competitiveness of domestic special. shoes;

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

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

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

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

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

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

The choice of light industry enterprises as an object for assessing the effectiveness of the socio-psychological factor in the implementation of the QMS is due to the fact that these enterprises are characterized by the presence of highly qualified workers and specialists. Thus, the Policy of goals and objectives of the QMS will be implemented much more professionally and at a lower cost due to three main aspects: employee involvement, process approach and systematic approach. In addition, the personnel of light industry enterprises are more effectively able to realize the goals and objectives of the QMS also because control activities are more professionally carried out to fulfill the following

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situations: persuasion, execution of delegated powers, creation of conditions for increasing productivity and effective use of the business qualities of employees.

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

The cultural characteristics of Russian entrepreneurs, according to most researchers who used a systematic approach, include dependence on the team and the norms of behavior formed by it, the desire for trusting relationships, avoiding irresponsibility. Often the personal qualities of an employee are given priority over their success in the performance of their work, there is a mixing of personal and business relationships. Also, our Russian reality has noticed the propensity of entrepreneurs and their employees to bribery, concealment of income from the tax service, forgery of documents, disregard for ethical standards in relation to competitors. There is a gap in communication between the manager and the employee, in another way it can be said that the head of the enterprise is inaccessible to lower-level employees. It is also noticed as a result of the foregoing, the conclusion is that in Russia the enterprise and the management of personnel management are formed inefficiently and there are practically no working collective ties. Enterprises pay all their attention to the fulfillment of the conditions that the employees of the state bureaucracy have set for them, and not to the fulfillment of responsibility to consumers and society. Therefore, there is a difficulty in introducing progressive foreign management methods into Russian practice. In order to most successfully implement effective personnel management and prepare employees for a change in the approach to working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and eliminate the established inaccessibility of the manager to the lower level.

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

reduce the migration of the population from these regions precisely for account of financing of all socially significant programs.

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

leveling (due to the redistribution of resources to equalize the living standards of the population, especially in small towns);

- stimulating (creation of conditions in regions with specific advantages, formation of social conditions of life);

- geo-economic (ensuring security through the costly development of these regions, taking into account border and strategically important ties with other regions). Reasonableness is not only the main sign of the quality of modern man, it indicates the vector of development of the species. Labor, sociality arose in the process of natural changes, so it is not surprising that once upon a time "skillful people" lived, who were replaced by "upright people" who assimilated the stable characteristics of "skillful people" is not necessary. The merit of homo sapiens lies in the fact that, by developing his rationality, he was able to give the development of labor the form of labor activity, and social ties the quality of social life. Labor activity has become the basis of human history, society - the form of its organization, rationality - the driving force. Being smart is not enough one must be aware of the total significance of the mind as the ability to cognize and control activity. All crises in history are the product of a crisis in the rationality of consciousness, its cognitive ability and social responsibility. The concepts of "consciousness" and "intelligence" are different. Intelligence is a sign of the species; consciousness is a sign of a social subject, which can be a person; community - marriage, family, social group; historical form of community. At the same time, consciousness and rationality differ only within the framework of their historically established unity, they determine the dualism of human nature, protect man as a product of evolution and serve as an instrument for his further development. his cognitive ability and social responsibility. The concepts of "consciousness" and "intelligence" are different. Intelligence is a sign of the species; consciousness is a sign of a social subject, which can be a person; community - marriage, family, social group; historical form of community. At the same time, consciousness and rationality differ only within the framework of their historically established unity, they determine the

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Reason is the power of our cognition, consciousness is a means of managing knowledge, it directs and limits activities in the mutual interests of social subjects and the natural conditions for the implementation of activities, therefore science is both a special form of cognition and a social means of regulating the possibilities of applying knowledge.

The necessity of science is conditioned by developing labor. Labor in the world of living beings before the human formation remains unchanged and is regulated by instincts, conditioned reflexes. The highest achievement of knowledge at this level is ingenuity. Understanding, which opens access to knowledge of the laws of relationships and changes, has become relevant with the possibility of sustainable transformation of the habitat. Science ensures the effectiveness and safety of human participation in the development of reality, both natural and social. Together with philosophy, it is called upon to build human reality into the logic of world development.

Activity management is the initial requirement for the sustainability of human existence in the developing world. Planning is a universal function of activity management. Conflicts in understanding the significance of activity planning are explained by the interpretation of the concept itself, and are primarily of verbal origin. Even Plato and Aristotle realized the epistemological peculiarity of the concept as a form of human knowledge. The concept, in contrast to figurative thinking - ingenuity - generalizes the range of specific phenomena, therefore it also implies its own characteristic expressiveness. Only the word can form the concept. It is with the verbal expression of the concept that numerous difficulties in achieving understanding are associated. We define a general phenomenon not directly, but indirectly through the concept created by consciousness. The concept is revealed with the help of words. The significance of the verbal instrument in scientific knowledge prompted well-known thinkers in the 1920s-30s to organize a special study of the possibilities of the word as a way of formalizing scientific understanding. The linguistic direction in positivism could not solve the stated problem, but made it possible to comprehend its significance for science. The transformation of science into a direct productive force in the process of

scientific and technical revolution of the mid-twentieth century showed that the correct interpretation of the content of the concept in words is also significant for managing the practical application of scientific creativity in economic activity. The linguistic direction in positivism could not solve the stated problem, but made it possible to comprehend its significance for science. The transformation of science into a direct productive force in the process of scientific and technical revolution of the mid-twentieth century showed that the correct interpretation of the content of the concept in words is also significant for managing the practical application of scientific creativity in economic activity. The linguistic direction in positivism could not solve the stated problem, but made it possible to comprehend its significance for science. The transformation of science into a direct productive force in the process of scientific and technical revolution of the mid-twentieth century showed that the correct interpretation of the content of the concept in words is also significant for managing the practical application of scientific creativity in economic activity.

The scale, content, forms and significance of competition have put it among the global problems of human development with one important clarification: it is not humanity itself that benefits from achievements in the competitive struggle, but individual subjects of human activity, starting with the personality of the performer and manager, and up to those states in whose interests they work. Therefore, the organization of effective participation in competition should be considered as a leading indicator of professional competence, spiritual maturity and political consciousness, bearing in mind, of course, economic policy.

A special place in this struggle, there is no other way to call it, is occupied by the mood of self-consciousness, the system-forming factor of which is professional culture. If human capital determines the growth of production, then the quality of education lays the foundation of human capital. Competences are not effective on their own, they are valid when they are formed as the needs of an individual, developed diversified and in harmony with their own, national and universal interests.

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

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conditions in a particular production, aimed at a high-quality, popular and affordable product. The organization of production can be considered reasonable only if it is subordinated to a single goal - the satisfaction of the consumer's needs. Unfortunately.

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

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

As for the practical course of implementing the political strategy, the situation has also become clearer here. Without planning, there is no sustainability in development. It is necessary to understand the multidimensionality and scope of planning. The organization of production in all its scales requires planning. Socialism and capitalism should not be seen as alternatives to social progress, but as different systems for planning socio-economic development.

Socialism cannot be historically one-dimensional, since it is historically prepared and must absorb the national specifics of development, and capitalism is just as diverse. Socialism and capitalism have a common production platform, they demand the industrialization of the economy. K. Marx and F. Engels considered socialism as a solution to the contradictions of an industrially developed economy. It is possible to deny planning as a tool of socio-economic development only in one case, when the content of the concept of "planning" is distorted.

The modern world economy has a global, more precisely, an integrated look, thanks to the fact that it has become industrial by the third millennium. Along with industrialization, the inconsistency of the

organization of production and the forms of its sustainability were revealed. Hence the permanence of crisis phenomena. The construction of competition and market freedom into an absolute understanding 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, of course.

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 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.

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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 had exhausted its historical resources, the democrats argued, and must give way to a social system that is more 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 concrete, subject-oriented activity, implies the need for a high level of organization of the process, which is impossible without the inclusion of planning based on scientific calculations in the activity.

The problem here is not at all Hamletian: "to be or not to be!?" Problem: how to plan? At a time when the producers were artisans and guild organizations, production was piecework, so everyone planned

according to their capabilities, planning was not among the urgent problems. The situation changed radically with the Industrial Revolution. Production has become mass, the time has come for a competitive struggle for the market for raw materials, sales, and labor.

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

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

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

The German specialist drew attention to an important change in the vector of movement of scientific and philosophical knowledge. In the initial period of the history of science and philosophy, when a scientist and philosopher most often acted in one person, there was a belief that the subject of study were objects of interest, or that knowledge about them that had already been obtained in experience - ideas,

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

Economic theory, which is connected with the activities of social subjects, began to lose the need for objectivity and therefore moved from the position of analyzing ideas to analyzing the forms of their expression. The methodological equipment of economic analysis has also changed. Quantitative analysis has supplanted the quality of scientific synthesis of primary information. Conceptual analysis has been replaced by linguistic exercises and semantic studies under the plausible pretext of overcoming the ambiguity of concepts. In no science has so many new terms appeared as in economic theory.

The formation of new words is a natural phenomenon for science, but in each case, the legitimacy of neologisms is needed. Physicists, mathematicians, chemists, as a rule, manage with the accumulated stock of verbal expression of concepts. In economic theory, there is a kind of competition - who will come up with a new word more and faster, so the description of real phenomena is not concretized, but blurred, complicating the understanding of the subject. The concept of "planning" generalizes the functioning of subjects of economic activity, the scale of its movement, and much more. Planning can be within a single

enterprise, then it is not a political element of control - it is determined by management based on the economic situation; branch, on this scale it already has signs of a political phenomenon. Planning is divided into directive - mandatory, and indicative, that is, conditional, allowing one to count on preferences. Distinguish between current and long-term planning. But, regardless of the nature, planning is a universal management tool in the systemic organization of activities - cognitive, practical, synthetic.

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

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

J. Galbraith sees the future not in confrontation, but in convergence: "Thinking about the future, the scientist wrote, one would also reveal the importance of the trend towards convergence of industrial societies, no matter how different their national or ideological claims may be. We mean convergence due to a roughly similar system of planning and organization. Convergence is associated, first of all, with the large scale of modern production, with large capital investments, advanced technology and complex organization as the most important consequence of these factors. All this requires control over prices and, as far as possible, control over what is bought at these prices. In other words, the market must be replaced by planning.... Large-scale industrial production requires so that the supreme power of the market and the consumer be largely eliminated." Further, J. Galbraith makes an even more imperative conclusion: "The ability to regulate aggregate demand is not inherent in the industrial system - the ability to provide purchasing power sufficient to absorb everything that it produces. Therefore, it relies on the state in this area." The economic policy of the government of Boris N. Yeltsin was determined not by the international experience of political and

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economic reforms, but by the circle of liberal advisers from the United States who went bankrupt in their own country. Anyone who had a chance to listen to Gaidar's speeches justifying the economic redistribution of society was steadily surprised by their terminological richness and their low intelligible effect. Gaidar was aware of the adventurism of the economic program, its grave consequences for the people and national history.

It was no coincidence that J. Galbraith devoted a separate chapter to education and emancipation, reminding university professors of their professional responsibility for the social consequences of their inaction. Vocational education, by its systemic position, should form in specialists an understanding of the essence of economic and political processes. It is dangerous to replace education with enlightenment and training, it is designed to create conditions for the formation of a person's worldview position: "Not a single intellectual, not a single artist, not a single teacher, not a single scientist has the right to afford the luxury of doubting his responsibility. No one but them can take upon themselves the protection of goals that are essential for our time," concluded the American politician, concerned about the fate of the world.

The social and cultural aspects of planning go through the entire history of improving the quality management system for production and manufactured goods. It is easy to see how the scale of the approach to quality planning has changed from the first experiments of F. Taylor, F. Crosby, A. Feigenbaum and the achievements of Soviet specialists. In the history of quality management, the significance of two factors has become clearer than otherwise, namely:

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

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

Two centuries ago, the French sociologist and economist Proudhon decided to look into the origins and causes, and at the same time into the minds of the disadvantaged under conditions of capitalist accumulation. He outlined his thoughts in the book *The Philosophy of Poverty*, to which K. Marx responded with his monograph *The Poverty of Philosophy*, which was pretty much forgotten. Marx showed the dependence of socio-economic research on the philosophical maturity of analysts. By that time, K. Marx and F. Engels were actively introducing a new view of philosophy, which was already stated in K. Marx's "Theses" on L. Feuerbach. Philosophy cannot be only a form of a contemplative worldview, philosophical reflection should serve as a tool for understanding the worldview and methodological foundations of human activity in its entire spectrum from cognition to the transformation of reality.

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

Planning can also be understood as the realization of freedom of activity. The question: what kind of planning ensures the effectiveness of activities is solved in theory, but the reality of planning is determined by politics, and politics only partly coincides with logical necessity. If politicians really strive to make the development of production high-quality and efficient, then they must expand planning on a total scale, find a balance in the structure of investments, thinking, first of all, about activating human potential. In order for human capital to work and become profitable, its corresponding accumulations are needed. This is the law of normal capitalism. There are examples of the implementation of an economic policy focused on the systematic development of the human factor. Let us refer to the Chinese modification of the principle of inclusiveness developed by D. Acemoglu and J. Robinson. The Chinese concretized the ideas of the authors of the project in ways to achieve common goals: putting forward the development of human resources as a priority; focus on achieving full employment; professional development of workers, social security and sustainability of promotion, which guarantees small towns in the regions of the Southern Federal District and the North Caucasus Federal District to reduce the migration of the population located in these regions, we consider it justified to focus on the analysis of planning experience, the reasons and conditions for the efficiency of production development, depending on which planning should be a locomotive progress in the real sector of the economy of these enterprises located in small towns. Theoretical research is combined with a critical analysis of specific practical results.

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The vector of modernization of the regional management approach has been determined. Time has already gone by the clock. It remains to be recalled that "Time is our living space", therefore, lost time, untimely actions inevitably lead to the loss of the advantage of an advantageous position in a competitive world - misunderstanding of this is mortally dangerous for all of Russia. The quality of "it is written for generations" to be at the epicenter of both scientific and amateurish reflections at all times. The problem of ensuring the quality of activities is not just universal, relevant, it is strategic.

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

To revive the role and importance of a quality-oriented strategy, since only in this case, business leaders will subjectively and objectively be forced to improve their production using nanotechnologies, innovative processes and digital production so that competitive and import-substituting materials and products fully meet the needs of domestic consumers. At the same time, our assertion is substantiated that the consumption of domestic materials and products is regulated by the market. In this case, the requirements of the market should shape the role of the state and consumers in the production of sustainable demand for domestic materials and products, namely:

maintain the range of goods, regulating it with federal, regional and municipal orders;

encourage price stability; increase consumer ability and gradually improve their quality. The implementation of these tasks will create a basis for the consumer to realize the need to pay for the benefits of quality materials and products, and the manufacturer to realize that improving the quality of materials and products cannot be associated only with rising prices, but also through technical innovations in digital production aimed at on the application of new technological and engineering solutions.

It is no less important to understand the role and significance of quality activity, that is, to what extent leaders penetrated into the essence of things, learned to manage things, change their properties (range), shape, forcing them to serve a person without significant damage to nature, for the benefit and in the name of a person.

Both political leaders and the government have recently begun to talk about the need for a competent industrial policy. However, if we carefully consider the normative, methodological documents on the structural restructuring of industry, then the thought arises whether we are stepping on the same rake that has been stepped on all the years of reforms.

What is the essence of economic reforms and the significance of industrial policy in them, which are theoretically substantiated and tested in practice by a number of developed countries?

This is the fight against inflation, the strengthening of the national currency and financial stabilization. This is a change in the forms of ownership in various sectors of the economy through the process of privatization. This is a structural restructuring of the economy under the conditions of market relations.

At the same time, structural adjustment should be placed at the basis of all these fundamental processes of economic reform. Both financial stabilization and privatization should be subject to a process of structural adjustment, since it is structural restructuring that determines the final result of reforms and the effectiveness of adapting various forms of production to civilized market relations.

The final result should also be taken as the basis for the structural restructuring of the economy. And these are products, services - their competitiveness in the domestic and world markets.

What happened in the Russian reforms? All three basic processes (financial stabilization, privatization and structural adjustments) proceeded on their own, without any interconnection between them. Therefore, the methods used by the government and the Central Bank to combat inflation and other economic indicators often ran counter to the objectives of structural adjustment.

As for the process of structural adjustment, the position of the government is expressed by the following formulation: "the market itself will put everything in its place." With such a position towards structural adjustment, it is not surprising that in the national economic policy at that time there was no place for such words as quality, competitiveness, demand.

This is, unfortunately, the reality of the reforms carried out today. In this regard, I would like to refer to well-known world experience.

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

Regarding whether the state should pursue an industrial policy, one can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants." It's like today is about us and about our situation in the economy.

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

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

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

The existing world practice of wide application of modern methods is based on standardization and certification. Standardization allows generalizing best practices, formalizing them in an accessible and understandable form, and making them available to everyone who wants to apply these best practices. Certification makes it possible to assess the level of implementation of the requirements of the standards into practice and provide an appropriate guarantee for the consumer. At present, no more efficient mechanism has been devised to disseminate advanced experience in solving various problems, and the corresponding international structures for standardization and certification have been created in the world.

An analysis of existing international standards that are aimed at improving the level of enterprise management shows the following areas of their action:

quality management systems (a series of international standards ISO 9000 and industry supplements);

environmental management systems (a series of international standards ISO 14000);

safety and labor protection systems (OHSAS 18001);

social responsibility systems (SA 8000)

The structure of the problem "quality of life" and a set of international standards aimed at its solution. At the same time, international standards for quality management have the most significant and global character. The use of modern methods in them allows

us to solve not only the problem of improving quality, but also the problem of production efficiency and productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

Conclusion

To select the optimal power, the authors have developed software that allows manufacturers, based on an innovative technological process using universal and multifunctional equipment, to produce the entire range of footwear at minimum, average and maximum costs, which creates the basis for varying the price niche, including through gradual increase in the share of domestic components in the production of leather products with a significant reduction in the cost of its manufacture. At the same time, it was justified to choose exactly those criteria that have the greatest impact on the cost of finished products as criteria for a reasonable choice of the optimal power when forming the algorithm, namely:

load factor of workers, %;

labor productivity of one worker, a pair;

wage losses per unit of output, rub.;

specific reduced costs per 100 pairs of shoes, rub.

Of the four criteria cited, in our opinion, the main ones are the labor productivity of the worker and the specific reduced costs.

Labor productivity of 1 worker is the most important labor indicator. All the main indicators of production efficiency and all labor indicators depend to one degree or another on the level and dynamics of labor productivity: production, number of employees, wages, wages, etc.

To increase labor productivity, the introduction of new equipment and technology, extensive mechanization of labor-intensive work, automation of production processes, advanced training of workers and employees, especially when introducing innovative technological processes based on universal and multifunctional equipment, are of paramount importance.

Specific reduced costs - an indicator of the comparative economic efficiency of capital investments, used when choosing the best of the options for solving technological problems.

Reduced costs - the sum of current costs, taken into account in the cost of production, and one-time capital investments, the comparability of which with current costs is achieved by multiplying them by the standard coefficient of efficiency of capital investments.

Shoe enterprises should focus on both external (consumer enterprises, competition, market conditions, etc.) and internal factors, such as sales volume, profitability, covering basic costs, etc. However, it is impossible to take into account and foresee all situations that may arise. when selling

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shoes, i.e. some shoe models at a certain stage are no longer in demand.

Thus, the regions, on whose territory the territories of advanced socio-economic development, including footwear, are organized, become leaders in economic development, determine the competitiveness of the economy of these regions, and provide social protection to the population of these regions. The vector of modernization of the regional management approach has been determined. Time has already gone by the clock. It remains to be recalled

that "Time is our living space", therefore, lost time, untimely actions inevitably lead to the loss of the advantage of an advantageous position in a competitive world - misunderstanding of this is mortally dangerous for all of Russia.

Thus, all this together will provide light industry enterprises of the regions of the Southern Federal District and the North Caucasus Federal District with a stable position, both in the domestic and in the markets of near and far abroad. All that is needed is their good will.

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