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OAJI (USA) = 0.350

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

### International Scientific Journal Theoretical & Applied Science

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

Year: 2023 Issue: 01 Volume: 117

Published: 06.01.2023 <http://T-Science.org>

Issue

Article



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## ON CHANGES IN CONSUMER PREFERENCES FOR PREDOMINANTLY HIGH-QUALITY SERVICES AND PRODUCTS IN DEMAND

**Abstract:** *in the article the authors justifiably paid attention to solving the problem of combining state and market mechanisms for managing competitiveness, because it becomes a strategic resource for the economy of these regions, because in the world economy the place of price competitiveness will be taken by the competitiveness of quality levels. In this regard, the increase in the quality factor of the performance of domestic enterprises in the strategy of competition in world markets is 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 market and foreign markets, and they need to return these competitive positions.*

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

**Language:** *English*

**Citation:** *Blagorodov, A. A., Prokhorov, V. T., & Volkova, G. Y. (2023). On changes in consumer preferences for predominantly high-quality services and products in demand. ISJ Theoretical & Applied Science, 01 (117), 55-73.*

**Soi:** <http://s-o-i.org/1.1/TAS-01-117-5>

**Doi:**  <https://dx.doi.org/10.15863/TAS.2023.01.117.5>

**Scopus ASCC:** 2000.

### Introduction

UDC 319.44:685.76

In many studies, strategic and long-term enterprise are identified, however, in this regard, it is necessary to distinguish between strategic management and non-strategic. Every organization should know that the lack of strategy in an organization always leads to defeat in the competition. In strategic management, the enterprise tries to look from the future to the present, and in this process to determine the priority tasks of

development. Strategic management fixes at any given moment what the organization must do in the present to achieve our goals in the future, keeping in mind that the environment and the organization of operating conditions will change. Strategic management problems often arise under the influence of numerous external factors. For that.

In total, it is customary to distinguish two main types of strategic management:

— the first is a regular management, and contains in its structure several systems that complement each other. Within the framework of this

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type of strategic management, the process of managing the main capabilities of the enterprise takes place.

—The second type of strategic planning is carried out in real time, and is also associated with solving problems that arise suddenly. It is important to note that within the framework of this type of planning, the strategy is also refined.

The criterion for evaluating the type of strategic management can serve as income from commercial activities.

The strategic importance of resources as the potential of the organization, namely, is:

firstly, in the possibilities contained in them to develop an optimal strategy for the subject (source of education);

secondly, in principle, the possible impact on the external environment of the enterprise (form of application);

thirdly, in particular, in the strategic formulation of substantive goals (directionactions).

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 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.

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Production must improve, which does not mean becoming more costly.

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

The developed software for the formation of the technological process for the production of import-substituting products and the determination of specific reduced costs, which are the sum of current costs (cost) and capital investments, measured using the standard efficiency factor, taking into account the production program, allows you to calculate the static parameters of the technological process for the production of priority products with various forms of organization of production. The developed software for calculating cash receipts from the operating activities of light industry enterprises based on assessing the degree of implementation and dynamics of production and sales of products, determining the influence of factors on the change in the value of these indicators, identifying on-farm reserves and developing measures for their development, which are aimed at accelerating turnover products and reduce losses, which guarantees light industry enterprises to obtain stable TEP and prevents them from bankruptcy.

Models for the sale of products within a month at 100%, 80%, 50% are proposed. Calculations show that with 100% of the sale of footwear, compensation is provided not only for the production and sale of footwear, but also a net profit of 1900.54 thousand rubles remains, which indicates the effective operation of the enterprise, as well as the correct marketing assortment enterprise policy. It also provides a profit when selling 80% of men's, women's and children's shoes. When selling less than 50% of shoes from the volume of production, the company will incur losses. To solve this problem, the conditions for the sale of shoes within a specified period of time and the volume of sales of at least 50% are necessary.

Based on the current situation in the economy of our country, in our opinion, an equally significant problem in the development of the regional consumer market is the lack of a full-fledged legal framework that ensures the functioning of the mechanism of state regulation of the consumer market in the regions. Based on this, it is the state and regional intervention that should correct the situation on the market for domestic products of light industry enterprises in the regions, and thus there will be an opportunity for the development of competitive and priority products.

The implementation of the planned measures will lead to covering the deficit for all types of products, increase labor mobility in the Southern Federal District and the North Caucasus Federal District and reduce negative processes in the labor market, as well as a stable balance of interests of consumers, employers and municipal, regional and federal branches of government. For the successful

implementation of all of the above activities, the interest of the regional authorities in the development of production of competitive and priority products, the reduction in prices for component costs and benefits in the transportation of enterprises produced by the regions of the Southern Federal District and the North Caucasus Federal District is most necessary.

Therefore, only the emphasis on innovation, quality, competitiveness of products and services should be the basis of the industrial policy pursued at all levels yesterday, today and, especially, tomorrow.

An assortment policy has been developed for the formation of competitive products, taking into account factors affecting consumer demand: compliance with the main fashion trends, taking into account the economic, social and climatic characteristics of the regions of the Southern Federal District and the North Caucasus Federal District, the production of which using modern innovative technical processes, as well as to meet the demand of an elite consumer, with the use of manual labor create the basis for meeting the demand for shoes for buyers in these regions. Experts are very skeptical about the possibility of establishing production in Russia: in their opinion, China is fulfilling orders for the factory.

### Main part

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,

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but also the problems of economy and productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

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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, enterprise managers will subjectively and objectively be forced to improve their production using nanotechnologies, innovative processes and digital production so that competitive and priority 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 must be placed at the basis of all these fundamental processes of economic reform. Both financial stabilization and privatization should be subject to the process of structural adjustment, since it is structural adjustment 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.

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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, priority.

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.

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.

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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. She demanded a new look at the root concepts. Therefore, the philosophy of quality must also change. We must be prepared for the coming events.

The quality of "it is written for generations" to be at the epicenter of both scientific and amateurish reflections at all times. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of the opposition of the ratio of actions "immediate" and "indirect". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality solely because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "on the mind" or "implied". From the 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 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

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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, namely:

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 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

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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.

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 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. Japan, borrowing the specifics of the socialist practice of the Soviet Union, countered the ideal of competitive struggle for survival with the principle of participatory management. Japanese analysts rightly identified the advantages of consolidation in creativity over the desire to defeat a competitor at any cost. Participation does not negate the importance of competitiveness, it gives competition a cultural expression that is naturally inherent in a civilized form of life.

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.

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



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will cling to the lost right to present a social perspective.

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

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

In the light of modern tensions in international relations, projecting political restrictions on economic relations seems to be an extremely significant measure to understand the concepts of “management”, “organization” and “planning”. It is on them that the revision of the classical political and economic scientific heritage is focused.

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

The problem here is not at all Hamletian: “to be or not to be!” Problem: how to plan? At a time when the producers were artisans and guild organizations, production was characterized by piecework, therefore, 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.

The many times increased interest in Europe to K. Marx's “Capital” demonstrates disappointment in the research talent of contemporary economists. Europeans are not embarrassed that the scientific analysis of A. Smith, D. Ricardo, K. Marx, J. St. Mill, was carried out within the boundaries of the requirements of the classical period in the history of science, which replaced the non-classical, giving way to the non-classical post. The essence is not in the names, it is in the changing ideas about the specifics of scientific knowledge.

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 respected experts in the field of epistemology.

Capital then was industrial capital. Financial capital was only taking shape as an independent system. Political economy did not reflect speculation, virtual phenomena, it 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

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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 for execution and indicative, that is, conditional, allowing you 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 "Analysis of operations" with "Improving control technology" and concludes: "A group of new methods based on network analysis and applied in the planning and control of complex projects is developing rapidly."

On the crest of the wave of scientific and technological revolution in 1967 in the USA, the well-known analyst and government official J. Galbraith publishes the monograph "The New Industrial Society". A rare fact testifies to the interest in the views of a specialist: just two years later, Galbraith's book was translated and republished in the USSR with a foreword by N.N. Inozemtseva, S.M. Menshikov and A.G. Mileikovsky.

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 be 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 economic reforms, but by the circle of liberal advisers from the United States who went bankrupt in their own country. Anyone who happened to listen to Gaidar's speeches in justification of the economic redistribution of society was steadily surprised by their terminological richness and obscure 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, except for them, can take upon themselves the protection of goals that are essential, important, for our time," concluded the American politician, who is concerned about the fate of the world.

In the history of quality management, the significance of two factors has become clearer than otherwise:

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

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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. The result of the reorientation was a spiritual crisis, marked by all outstanding thinkers - K. Jaspers, M. Heidegger, Z. Freud, P. Sorokin, K. Popper, B. Russell.

Planning has an ideological scale; it is a function of intelligence, which has taken shape in human consciousness. We repeat: such fundamental features 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. The Chinese concretized the ideas of the authors of the project by ways to achieve common goals:

putting forward as a priority the development of human resources;

focus on achieving full employment;

advanced training of workers, social security and sustainability of promotion, which guarantees small and medium-sized cities 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 the locomotive of progress in the real sector of the economy of these enterprises located in small and medium-sized cities.

Theoretical research is combined with a critical analysis of specific practical results, which determines the success and stability of these enterprises.

Economic science arose and developed in the context of politics, like political economy. Today, economists in politics are guided not by political economy, but by economics in politics. Instead of investing in the development of production, they hide money in foreign banks, reduce funding for education and self-education, increase the number of the poor, do not index pensions, refuse to help farmers, etc. The "Manilov" nineties were replaced by the "plushkins" of the tenth twenty-first century.

There is no progress without setbacks, slowdowns, recessions. The policy is called upon by active, purposeful actions to help overcome the obstacles that arise in development. Politicians must be ahead of the economic movement and direct it, stimulate domestic economic factors with political levers, and clear economic paths to efficient production. Instead, politicians continue to tie development plans to the price of oil, the ruble value of the European and American currencies, referring to the integration trends in the world and globalization.

The integration of transnational relations is an objective reality, but for all its objectivity, it does not negate the specifics of national economic advancement. Moreover, integration is objectively designed to promote national development. Why don't we get it right then? This question arises from a logical comparison of the policy in the field of strengthening the defense capability, restoring the country's international prestige in the most difficult circumstances of the formation of a new world

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architectonics with the fact that from year to year the Russians observe and fully feel for themselves in the rest of the economy - we accidentally do not two governments? The second "presses on the gas and slows down" at the same time.

The protracted recession in the Russian economy has two explanations. The first is that the people have lost the ability to work well, they have wasted "human capital", the second is that the managers are helpless. The media assures that politicians know their business, keep events under control, take the necessary measures and promise changes for the better in the near future. Therefore, the reason is the poor work of the performers and the unfavorable world conjuncture.

How naive do you need to be in order to rely on sincerity, disinterestedness, and the sympathy of competitors when planning your economic policy? The President of the Russian Federation has long stated that our Western partners do not want the strengthening of Russia, they need an obedient Russia, like the Baltic Republics, formerly part of the USSR. I didn't want to sadden the politicians responsible for the economy, but, following Aristotle, we are forced to state: "Friends in the East" are also on their minds" - in the sense of "Plato is my friend, but the truth is dearer." They will help us to the extent they benefit from such assistance.

It is time to understand that all economic and political unions in the modern world space are an attempt to achieve national gain in the environment of transnational relations, i.e. you can count on partners as long as this cooperation is beneficial to them. From which the conclusion follows - it is necessary to face your own economy. Only in this way, albeit with great tension, will it be possible to solve your problems. For example, there are no such objective reasons that would justify the decline in production in light industry over a quarter of a century.

The problems of agriculture and light industry are not their specifics; they have always been political. In the US and Europe, farmers have a lot of our problems. The difference is that there the farmer is one of the most important, basic national problems. Its consideration is relevant for the existence of politicians. From how politics contributes to resolution, the public place of the politician is assessed. Farmer and politician are bound by economic policy. They are teetering on the same tightrope of viability stretched by economic tension.

There is nothing similar in Russia. Let us recall the history of the last ministers of agriculture. In the USSR, there was a Ministry of Light Industry, which emphasized the importance of the industry. In the conditions of priority and declarations about the importance of developing our own production, what prevents us from restoring equality in industrial management. The "calico region" without light

industry is the same as native nature without birch groves or lyric poetry without the work of S. Yesenin.

The reformers of the 1990s were least concerned about the fate of the Fatherland and domestic industrial originality. They built a business on the ease of obtaining maximum profit and placed the walrus far from the land of their ancestors. Light industry has traditionally been a difficult problem to manage. Managers must be, first of all, patriots, otherwise light industry cannot be raised. It is also necessary to understand the national importance of "long money". Compensation for the difficulties would be the stability of demand.

What is the essence of policy inefficiency in the economy of the end of the last and the beginning of the new century? This is question number 1, and it's not so much about who is to blame. We are interested in the essence of the political paradigm developed by those who were "at the helm". Question number 2 - what should be changed and how, apparently, it should be done in order to raise the national industry, the production of clothing, shoes, leather goods, textiles, accessories, not least?

The answer to question No. 1 is simple - no one was going to develop an economic policy paradigm aimed at a radical transformation of the basis. It was decided to choose the method of reforming (not without outside help) from ready-made samples. It was proposed to take the Swedish experience, the Polish "shock therapy", reforms in Portugal and Argentina as a model. Such innovators, courageous scientists, wise organizers as Gaidar, Chubais, Kokh, Burbulis did not come up with the idea with which a responsible owner usually starts - what I have to copy something.

Politics is not done depending on the state of feelings - either you like it or you don't like the level of everyday perception of the world. It is harmful to be in the "political kitchen" with such an approach. Economic policy does not qualify as "good" or "bad", "effective" or "ineffective". It has the right to be called either "useful" or "harmful." The price of such a policy is too high, and, accordingly, the responsibility is not limited to the professional form. Politics is politics. It is anti-political and unprofessional to make politics a source of one's own income.

Whatever the economic situation is, it is extremely dangerous to absolutize the importance of economic criteria, endow them with the property of universality. F. Engels spoke out sharply against attempts to reduce K. Marx's theory of social development to "economic materialism", "economic determinism". The economic basis is the basis of social organization, but by no means a system-forming factor in its improvement.

The most difficult component of economic reforms is to achieve satisfaction in society with the distribution of the national product. The health of society depends on this satisfaction, and not on the

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form of ownership. And we have come to an important conclusion - the quality of reforms is assessed not by the changes themselves, but by the ability to give social life features of stability.

Integration and globalization are not a panacea for development. They do not cancel the competitive struggle, in which there are more than one winners. There are more losers. Hence the relevance of the old truth, the meaning of which became clear in dialectics. Movement under any conditions becomes self-movement. The Chinese rationally shut themselves down and won. Their victory was ensured by Eastern caution and skepticism about unification. They figured out before us that integration and globalization are varieties of "pyramids" and are conditionally useful for national development. From the outside, it might seem that the Chinese reformers abandoned the mentality of the curse: "to live you in a time of change." From the inside, everything looked traditional - politicians did not betray with a sharp movement on a national scale, they were in a hurry, but with a constant binding of actions to the state economic structure, reforms in the economy were subordinated to traditional political dominants, did not repent and did not try to please. Nobody seriously thought about any economic shocks. Finance, as the circulatory system of the economic organism, was taken into "hedgehog state mitts", they introduced toughening for economic and corruption crimes, equating many of them with dangerous actions against the state, they did not come up with new parties - they updated the existing one, as before, they paid special attention to personnel policy. The Chinese took into account the Soviet party experience of "cultivating" personnel, which was based on the principle of progressive promotion depending on business efficiency and lifestyle. The light industry market is also growing due to sociocultural progress, in particular, thanks to the development of professional sports, an increase in demand for those who choose sport as a way to a healthy lifestyle. At the end of 2020, the Sport Express newspaper published an interview with A. Grebtsov, Chairman of the Board of the Russian Outdoor Group. "The outdoor market serves mountaineering, tourism, extreme sports, special forces, rescue units, polar services and troops. These are areas that require heavy-duty, frost-resistant, waterproof equipment that meets the latest global standards of safety and comfort." A. Grebtsov gave interesting details, in particular, he compared the technological base for the production of quality products in the Russian Federation, Europe and Asia. We are "somewhat behind", according to him, from the Asian potential, but with Europe "We can definitely compete ... in Russia there are about 30 (!) Enterprises that can sew well." After the introduction of the import ban for state orders and state defense orders, the share of materials from the member countries of the Customs Union supplied to the

country's law enforcement agencies increased from 30% in 2017 to 93% in 2020. In 2020, the trend towards an increase in the share of materials produced by the CPES countries used for the production of clothing items should be about 90-95%. The turn of the state order towards domestic production will open up opportunities for subcontractors of the chemical industry (raw materials for thread, accessories, membranes, insulation). It will increase the production of fabrics, tailoring, which will pull the development of equipment. D. Manturov believes that in order to consolidate the results achieved, it is important: In 2020, the trend towards an increase in the share of materials produced by the CPES countries used for the production of clothing items should be about 90-95%. The turn of the state order towards domestic production will open up opportunities for subcontractors of the chemical industry (raw materials for thread, accessories, membranes, insulation). It will increase the production of fabrics, tailoring, which will pull the development of equipment. D. Manturov believes that in order to consolidate the results achieved, it is important: In 2020, the trend towards an increase in the share of materials produced by the CPES countries used for the production of clothing items should be about 90-95%. The turn of the state order towards domestic production will open up opportunities for subcontractors of the chemical industry (raw materials for thread, accessories, membranes, insulation). It will increase the production of fabrics, tailoring, which will pull the development of equipment. D. Manturov believes that in order to consolidate the results achieved, it is important: which will pull the development of equipment. D. Manturov believes that in order to consolidate the results achieved, it is important: which will pull the development of equipment. D. Manturov believes that in order to consolidate the results achieved, it is important:

- make it clear to large retail chains the importance of acquiring and distributing goods produced in Russia, of course, taking into account their proper quality;
- to place first of all orders for production from those "who have already got on their feet and know how to sew." They were able to prove their worth;
- to assist enterprises in obtaining European certification, otherwise foreign firms will not be interested in them, and the goods produced by us will not get to the West;
  - actively support enterprises in the provision of collective stands at international exhibitions;
  - provide such enterprises with subsidies on loans for the purchase of raw materials and materials. The share of these loans in the total volume of lending should be from 50 to 85%;
  - exempt modern imported equipment from import duties and VAT, such as equipment used in sewing shops, 90% is imported;

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- implement preferential leasing.

As you can see, the program of D. Manturov systematizes the main and primary steps in the direction of the light industry in order to return it to its former meaning. However, Heraclitus was right when he said that you cannot step into the same river twice. The rise of the light industry can be carried out on a new technological, economic and legal basis.

Never before have shoe companies found themselves in such a situation as they are now. All markets are divided into many segments. Specialization has reached such a level that one can still hide from competition only in a small space between two adjacent segments of different markets or of the same market.

When creating new enterprises for the production of footwear, these five subjects of the Southern Federal District and the North Caucasus Federal District, identified in the conditions of competition, are not attractive due to the successfully developed shoe production.

As a result of segmentation, it was determined that the population of the two districts is unevenly distributed over the territory. The income of the population is much less than the average for Russia. When forming the assortment of footwear, one should also take into account the fact that a large proportion of the population is rural residents. It is also necessary to take into account the national characteristics of the inhabitants, their traditions. What is the main thing today for success in the market of many new and established firms, small, medium and large enterprises, many of which were small not so long ago, for numerous commercial structures and joint ventures? This is the company's ability to provide the consumer with shoes of higher quality than before, and, moreover, at the same or lower price.

Modern production, or, as it is commonly called, world-class production, must meet the following requirements:

- have greater flexibility, the ability to quickly change the range of products. The life cycle of products has become shorter than ever, the diversity of the product range is higher, and the serial production, the volume of batches of one-off production, is smaller. Hence, production focused on the production of mass, standardized products (strictly complying with standards, specifications, technical conditions), which is not able to constantly adapt to the needs of real, often small groups of consumers, is now doomed to extinction;
- use new forms of control, organization and division of labor, taking into account the more complex production technology;
- rely on integrated quality management. Quality requirements not only increased, but also changed the nature of decision-making: it is not enough to produce good products, you still need to think about organizing after-sales

service, about providing additional branded services to consumers who are highly individualized in their requests;

– simultaneously improve product quality and reduce costs. If before it was possible to offer the consumer a lower quality product at a lower price and, conversely, a high price always corresponded to high quality, but today the situation has changed. Higher quality of the product should be provided at the expense of the same lower price.

Now in our country there is a situation where most of the population has a very modest income, and it is they who are a potential buyer of mass-produced shoes.

Solving the problems of style, marketing, advertising will allow domestic mass-produced footwear to be demanded by this wide sector of the Russian population. Small and medium-sized shoe enterprises should provide footwear for the more profitable part of the population, however, as well as highly automated production complexes.

In recent years, the absolute increase in the production of leather shoes has been constantly increasing, the range of shoes has been updated at shoe enterprises, taking into account the demand of the population, the production of model and insulated shoes, shoes with white leather uppers and natural patent leather, dressy shoes for children is increasing. The transition of the country's economy to market relations led to a sharp deterioration in the situation in the Russian footwear industry due to a decrease in the effective demand of the population, deepening inflationary processes, and a non-payment crisis, which, in turn, caused an imbalance in the sphere of production and circulation.

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

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

Thus, the value of the footwear market is to meet the needs of the population. Accordingly, the development of the market leads to an increase in the level of security of an individual member of society. Markets are made up of buyers, and buyers differ from each other in a variety of ways: by their needs,

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

The correct definition of quality, consistency and systematic quality management gives the manufacturer a decisive advantage in the competition for the consumer. It would seem that everything is simple, but simplicity is equally ingenious and deceptive. The general plan for solving the problem determines the vector of movement, sets the factorial priorities of the activity - nothing more.

The product produced by man is dual in nature, it combines the natural properties of raw materials and the features introduced into it by human labor. A product has a rental value and an added value. In this context, it is not the cost that is important - it serves as a quantitative equivalent of the quality of the goods in general, but the result of labor - in the form of a transformation of the natural state of the object. The product of human activity has a natural, basic, level and a superstructural, introduced one. Hence the need for a dualistic perception of the quality of the product, which should not be interpreted primitively as a double quality. The quality of the commodity is one, but the production duality of the product is associated with it.

Such a two-sided quality of the goods misleads those who, without understanding the art of dialectical thinking, seek to put everything "on the shelves", forgetting about the structure of which these shelves are parts. The quality of the goods is only determined by a natural basis, but it is built artificially.

The quality of goods has several creators. This is a fashion designer, designer, technologist, manager; their qualifications, experience is measured without problems. Others are also within reach, only their measurement is difficult, especially when it comes to the consumer.

The economic situation affects both producers and consumers, shakes the market on the waves of its uneven movement, and along with purchasing power, the idea of quality.

Outwardly, the definition of the quality of a product produced for sale on the market seems to be an impossible task, because for this it is necessary to combine not converging, but (mostly) diverging views. Involuntarily, Krylov's Fish, Cancer and Pike, who undertook to drag the cart, are recalled. In our case, there are even more subjects.

The designer, technologist, manager develop their understanding of the quality of the goods, they are connected by the common interest of the manufacturer. The buyer has a special approach to quality. As a consumer, he is not sure about the

integrity of the manufacturer. In addition, the buyer has his own tastes, reasons, due to the real buying opportunity. There are also the interests of the market, which have turned it into an independent subject of the economy. Speculation is legalized, attracts with its potential. By controlling the market, the intermediary - the speculator - is able to form an image of quality in his own interests, in particular, through advertising, the provision of priorities, etc. Finally, there is the quality of the product itself, expressed in the totality of properties of natural origin and added by the manufacturer. As a result, we came to the "quality square", which combines the qualities of the product and the image of quality.

Any general exists objectively, but only through the singular: at the end of the process, there is always a single, specific buyer, Pyotr Stepanovich Sidorov, and boots that Pyotr Stepanovich chose from dozens of different ones. They seemed to him the best in quality and price. The sales consultant professionally explained to Petr Stepanovich that there are boots of better quality in the same price range, but, being an independent person, he did not change his mind. That is why pre-sales preparation of products, the culture of the seller, is important. The last word belongs to the buyer, his perception of the quality of the goods. Everything else just plays along with him.

The most serious contradiction, apparently, remains the divergence in the images of the quality of the product by the manufacturer and the consumer. The special importance of a different approach to the quality of the manufacturer and consumer is natural. They are the main subjects of the system of economic relations, they have a common goal - the product. The former produce it, the latter consume it, but they have different motives due to different positions in the system and the culture of perceiving the goal.

The manufacturer creates a product, but not the product - the ultimate goal of the manufacturer, but the realization of the product. The direct connection between the producer and the consumer is therefore local, which negatively affects the producer. The seller blocks the consumer from the producer, and the producer is forced to focus not on the market, but on the market situation, most often artificially formed by the speculator and advertising.

Money, perhaps, "does not smell", the advertising policy frankly "stinks", it is so far from objectivity and free from professional honor. Being in a state of irresponsibility for information, advertising serves the market clearly and in any form.

The manufacturer, unlike the seller, is responsible for information both by law and by his professional reputation. The seller manipulates information as he sees fit - the manufacturer is constrained by responsibility, moreover, the market often dictates the rules of relations to him.

What is the output for the manufacturer? There is only one way out - a direct presence in the market

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and significant investments in the education and education of consumers. It is difficult to overcome such a program alone, but united, it is absolutely real. The domestic manufacturer has everything necessary to oust the speculator from the retail market. It has professional experience, qualified personnel, scientific and technical support, a certain confidence of buyers returning to the previous, pre-reform priorities, which are actively exploited by unscrupulous manufacturers and which the authorities bashfully close their eyes to, not wanting to return to the Soviet experience. Confectioners, meat makers, winemakers shamelessly use Soviet brands, replacing them with surrogates. The brands of Vyatka, Orenburg, Ivanovo, some Moscow and Leningrad enterprises. The return trend is gaining momentum. Of course, clothes and shoes are not sausage and vodka or chocolate and confectionery products of natural origin.

The formation of the assortment is the problem of specific goods, their individual series, determining the relationship between "old" and "new" goods, goods of single and serial production, "high-tech" and "ordinary" goods, materialized goods and (or) licenses and know-how ". When forming the assortment, there are problems of prices, quality, guarantees, service, whether the manufacturer is going to play the role of a leader in the creation of fundamentally new types of products or is forced to follow other manufacturers.

The formation of the assortment is preceded by the development of an assortment concept by the enterprise. It is a directed construction of the optimal assortment structure, product offer, while taking as a basis, on the one hand, the consumer requirements of certain groups (market segments), and on the other hand, the need to ensure the most efficient use of raw materials, technological, financial and other resources by the enterprise with to produce products at low cost.

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

The assortment formation system includes the following main points:

- determination of current and future needs of buyers, analysis of ways to use shoes and features of consumer behavior in the relevant market;
- assessment of existing analogues of competitors;
- a critical assessment of the products manufactured by the enterprise in the same assortment, but already from the position of the buyer;
- deciding which products should be added to the assortment and which should be excluded from it due to changes in the level of competitiveness;

whether it is necessary to diversify products at the expense of other areas of production of the enterprise that go beyond its established profile;

- consideration of proposals for the creation of new models of footwear, improvement of existing ones;

- development of specifications for new or improved models in accordance with customer requirements;

- exploring the possibilities of producing new or improved models, including issues of price, cost and profitability.

But one thing is true: it is a constant evaluation and revision of the entire range.

In conclusion, I would like to emphasize once again that all this will become a reality if one main condition is met, namely, the production of domestic footwear will be of high quality and taking into account the interests of this very consumer.

As an object of study, the criteria for a reasonable choice of a package of materials in the production of a suit for military personnel in the Arctic were chosen. At the same time, preferences will be specified that would guarantee them comfortable conditions in the performance of their official duties.

The environment for a person in clothes and shoes is air, hard ground or snow and water. Individual areas of the human foot may be in contact with any of these media. In cold conditions, with the difference between the temperatures of the human body and the environment, there is a continuous heat exchange, the transfer of thermal energy from the human body to the environment. Under rapidly changing environmental conditions and the regime of physical activity, it is almost impossible to maintain a state of thermal balance. The process of cooling the feet is accompanied by the appearance of various uncomfortable sensations in the wearers of the shoes.

The development of mathematical models of the "man-suit-environment" system, which makes it possible to create algorithms for calculating the initial parameters for personal protective equipment for a person, is an urgent and direct task of mathematical modeling as part of the development of personal protective equipment for a person located in climatic zones with elevated temperatures.

Figures approximating the human body are considered as systems with distributed or lumped parameters. When approximating the body with one cylinder, one can speak only of an approximate reproduction of the thermal regime of a person. A rough approximation is provided by models in which the thermal conductivity, heat production and heat loss of body tissues are taken constant over the entire thickness of the cylinder or layer. Most authors do not take into account the system of human physiological thermoregulation. They consider a person in comfortable conditions, when the mechanisms of thermoregulation are inactive. Our studies take into



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account the thermoregulation system. Blood flow in tissues, metabolic heat production and evaporative heat loss are considered as functions of average body temperature; brain temperature and average skin temperature; brain temperature,

### Conclusion

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

The developed software for the formation of the technological process for the production of priority products and the determination of specific reduced costs, which are the sum of current costs (cost) and capital investments, measured using the standard efficiency coefficient, taking into account the production program, makes it possible to calculate the static parameters of the technological process for the production of priority products at various forms of organization of production. The developed software for calculating cash receipts from the operating activities of light industry enterprises based on assessing the degree of implementation and dynamics of production and sales of products, determining the influence of factors on the change in the value of these indicators, identifying on-farm reserves and developing measures for their development, which are aimed at accelerating turnover products and reduce losses, which guarantees light industry enterprises to obtain stable TEP and prevents them from bankruptcy.

Models for the sale of products within a month at 100%, 80%, 50% are proposed. Calculations show that with 100% of the sale of footwear, compensation is provided not only for the production and sale of footwear, but also a net profit of 1900.54 thousand rubles remains, which indicates the effective operation of the enterprise, as well as the correct marketing assortment enterprise policy. It also provides a profit when selling 80% of men's, women's and children's shoes. When selling less than 50% of shoes from the volume of production, the company

will incur losses. To solve this problem, the conditions for the sale of shoes within a specified period of time and the volume of sales of at least 50% are necessary.

Based on the current situation in the economy of our country, in our opinion, an equally significant problem in the development of the regional consumer market is the lack of a full-fledged legal framework that ensures the functioning of the mechanism of state regulation of the consumer market in the regions. Based on this, it is the state and regional intervention that should correct the situation on the market for domestic products of light industry enterprises in the regions, and thus there will be an opportunity for the development of competitive and demanded products.

The implementation of the planned measures will lead to covering the deficit for all types of products, increase labor mobility in the Southern Federal District and the North Caucasus Federal District and reduce negative processes in the labor market, as well as a stable balance of interests of consumers, employers and municipal, regional and federal branches of government. For the successful implementation of all of the above activities, the interest of the regional authorities in the development of production of competitive products, lower prices for components and energy costs, and benefits in the transportation of manufactured products by enterprises of the regions of the Southern Federal District and the North Caucasus Federal District are most necessary.

Therefore, only the emphasis on innovation, quality, competitiveness of products and services should be the basis of the industrial policy pursued at all levels yesterday, today and, especially, tomorrow.

An assortment policy has been developed for the formation of competitive products, taking into account factors affecting consumer demand: compliance with the main fashion trends, taking into account the economic, social and climatic characteristics of the regions of the Southern Federal District and the North Caucasus Federal District, the production of which using modern innovative technical processes, as well as to meet the demand of an elite consumer, with the use of manual labor create the basis for meeting the demand for shoes for buyers in these regions.

Innovative technological processes have been developed for the production of products using modern technological equipment with advanced nanotechnologies, which form the basis for reducing the cost of manufactured products and providing them with increased competitiveness with the products of leading foreign companies, with the possibility of a wide range of products not only by type, but also by gender and age groups, which guarantees its demand in full.

Layouts of technological equipment are proposed, on the basis of which it is possible to form a technological process for the production of priority

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products with an optimal output volume, taking into account the production area and the form of organization of digital production.

The complex indicators of the effectiveness of innovative technological processes for the manufacture of footwear, similar to other types of manufactured products, are calculated. Taking into account the production program, promising options for technology and equipment have been formed, the most effective one has been selected; the possibilities of streamlining the flow were identified, allowing to eliminate bottlenecks, to minimize equipment downtime, which is one of the conditions for designing innovative technological processes. The reliability of the calculations carried out to assess the effectiveness of technological processes using methods of targeted programming for various technological and organizational solutions is confirmed by calculations of economic efficiency indicators: cost, profit and profitability and other indicators.

The proposed technique allows to reduce the duration of technological preparation of digital production and reduce the time for expert work while maintaining the required depth and validity of engineering conclusions. The economic effect of the

conducted research is expressed in the intellectualization of the work of a technologist with a reduction in time spent on developing a range of manufactured products in demand and evaluating the effectiveness of technological processes in comparison with a typical economic calculation of the full cost of manufacturing such products.

The analysis of the influence of forms of organization of digital production and manufacturing technology on the cost of priority products is carried out using the example of the technological process of manufacturing children's, women's and men's shoes, taking into account the shift program. Theoretical dependencies are obtained to assess the influence of the factor "organization of production" on individual costing items in general and other technical and economic indicators in order to prevent enterprises from bankruptcy.

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 and the help of all branches of government, namely; federal, regional and municipal authorities.

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