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ON THE IMPORTANCE OF MARKET MECHANISMS FOR MANAGING THE COMPETITIVE PRODUCTION OF HIGH-QUALITY AND DEMANDED PRODUCTS

Abstract: *in the article with all the economic, social and political costs, humanity is getting richer, but wealth is distributed unevenly. Finances, as before, are concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course for the quality of goods confidently and everywhere. The consumer has realized the need to pay for the advantage of quality services and products. The most prominent economists unambiguously declare that the improvement in the quality of goods is not connected causally with an increase in prices. Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production.*

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

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Introduction

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Indeed, more overhead costs are required to develop and implement a business strategy. However, not all enterprises are equally able to accurately select a strategically advantageous market for themselves. Mistakenly assessing their strategic capabilities, companies often find themselves in an alien to their strategic management area.

At the same time, it is necessary to pay special attention to the quality of management, its ability to

strategically combine effectively the available resources, linking them with the competence of the organization. Thus, the most important characteristic of the "strategy" of the subject is to find adequate resources, available in the niche market and act in it.

Strategic management today is experiencing an upsurge, due to the revision of its basic postulates in connection with the changed conditions for the activities of enterprises, and not least due to the emergence and widespread use of integrated systems.

R. Grant argued that the success stories of the most famous enterprises or their associations

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(integrated systems 1) are united by one common ingredient - the presence of a reasonably formulated and effectively implemented strategy. Understanding the importance of strategic management today comes to the owners and management of domestic integrated systems in industry, since all the initial advantages of their creation have already been exhausted, and positions in the national and foreign markets cannot be recognized as stable. Competitiveness - the main characteristic of performance and the goal of strategic management - is inevitably associated with strategies and their structural units and, accordingly, with their structure. Another thing is that strategic management in domestic integrated systems requires further improvement.

A form of strategic management is a pyramid of strategies, accurately and fully described in the literature. The strategy reflects the clear direction of its behavior of actions in its context, based on the understanding and acceptance of the "rules of the game", determined not only by the economic laws of the market, but also those prevailing in the country's economy and in the markets of certain goods. The content of the strategy is the search for competitive advantages, ways and means of their preservation and active use in order to maintain or strengthen the market position.

The basis of strategic management is a fundamental strategic setting that determines the main directions of activity and development of the enterprise. The content of the fundamental strategic setting determines the business philosophy of enterprise management and ultimately comes down to ensuring sustainable progressive progressive development of both the system as a whole and its individual structural units.

In the practice of real activity of a particular enterprise, the fundamental strategic setting may include various priorities: maximizing profits and capitalization, maintaining or increasing market share (national or global), conquering new markets, developing new types of products. It is clear that the list of priorities of the fundamental strategic setting is not limited to those named. The determination of the priorities of the fundamental strategic setting is due to the action of a number of factors.

The maximization of the localization of strategic decisions and the corresponding types of work can be carried out on the basis of their homogeneity and the place of implementation. The criterion of maximization on the basis of the homogeneity of solutions and the corresponding types of work is used in the formation of functional and resource strategies. The localization of strategic decisions and their corresponding works, which are homogeneous in nature, characterizes the level of specialization of a functional or resource strategy and its "purity".

Quantitatively, this criterion can be represented as a coefficient of localization of the same type of

work in the strategy. The coefficient is calculated as the ratio of the costs of carrying out special types of work (corresponding to the type of strategy) to the total cost of the costs of implementing the strategy. Obviously, the closer the value of the localization coefficient is to 1, the higher the level of localization of works of the same nature in the functional or resource strategy. When using this criterion, the functional or resource strategy includes those strategic decisions and the corresponding types of work that are most consistent with the type of strategy.

Thus, strategic management is a special technology in the management of an organization in modern conditions, an unstable external environment and many other factors that have a significant impact on the organization as a whole.

Characteristic signs of the modern world economy are unstable production and unstable demand. Traditionally, it is assumed that the first is determined by the second. This formed the "cornerstone" in the foundation of economic theory, which replaced classical political economy. According to the dominant economic ideas of the 20th century, the driving force behind development is the demand for goods, i.e. not production, but the market drives the economy. The famous formula of K. Marx - one of the pillars of classical political economy - T-M-T is perceived locally today, i.e. as it looks in final terms: the sale of goods depends on the amount of money circulating in the market, in other words, the real purchasing power of consumers. From the proceeds received by the seller, in turn.

The market should strive to be self-sufficient. For normal functioning, he needs maximum freedom. The idea of the founder of classical political economy A. Smith about the need for freedom of activity of the producer of goods in the latest non-classical economic theory has been transformed into a position on the freedom of the market in accordance with the shift in ideological priorities from production to distribution.

A. Smith was, of course, right in the struggle for the freedom of the commodity producer, while the freedom of the market is far from identical with the freedom of the one who creates the real wealth of mankind. In conditions of complete freedom, the self-movement of the market, starting from the scale of the region, is doomed to instability. Unlike producers who have the opportunity to enter into real cooperative relations and regulate the production of goods according to the assortment, quantity, price range and other parameters, sellers, most of which are resellers, intermediaries, speculators, are not burdened with the interests of production. They have long become professional sellers, resellers. They do not care what to sell, the main thing is to get good and fast money. The future of a particular production does not bother them at all.

The viciousness of the market that we are dealing with in Russia is as follows: instead of providing

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normal opportunities for interaction between the buyer and the manufacturer (through a product and a demonstration of the culture of its production), our market "breeds" the main market actors, absolutizing the figure of an intermediary, as a rule, uninterested in the fate of the manufacturer. It seems that the market exists so that the buyer does not "steam" with the interests and real culture of a particular manufacturer, it is quite enough to be a merchant, by the way, in essence, responsible for little.

"Freedom of the producer" and "freedom of organizing commercial activities" (formal legal, financial and narrowly organizational tools for controlling the latter have nothing to do with our problem, they do not significantly affect the achievement of production sustainability, stabilization of financial flows, mutual satisfaction of the producer and consumer) - fundamentally different freedoms. The state should not consider the market only as a source of tax revenues, a condition for a healthy lifestyle and safe consumption.

The market is a link in the normal development of regional and national production. It is this function of the market that should be written in the first line in all documents of the state economic policy. Economic activity itself needs to be built in the form of a policy aimed at consistently protecting the interests of producers, and not so much from foreign competitors, but from fellow countrymen-officials and all kinds of officials who have adapted to the practice, legalized with the help of officials, criminal organizations.

The fantasy of the restless comrade Bender was limited to four hundred ways to circumvent the articles of the criminal code. How many such ways there are now, hardly anyone will undertake to count. The saddest thing is that today the outstanding creative abilities of Ostap Ibragimovich are not needed, and therefore there are much more fraudsters divorced than manufacturers of goods. The anti-hero of Ilf and Petrov understood the futility of being a millionaire in his own country, fled to Romania and lost a million at the border. For the current millionaires, the episode with the border crossing and the robbery of the enterprising "son" of Lieutenant Schmidt is the funniest place in the novel.

Historical parallels are conditional, but instructive. It is pointless to repeat history, it is reasonable to draw lessons from history, to learn from historical experience, mainly national, without disdaining the past practice of other peoples. As never before, in the 21st century, the experience of Peter I is relevant. Peter I received the addition "Great", having resolved the no less difficult situation that had developed in the country by the end of the 17th century.

The western borders of Russia, for the Europeans of that era, were the frontier where civilization ended and barbarism began. Something like this, two thousand years earlier, the Greeks and Romans

considered their borders in the north, west and east. Almost everything was in decline: education, science, industry, agriculture, construction. The arguments of church leaders, who suggested that the fate of Rus' to be the "third Rome", spoke to few people about something. And to be the "third Rome", having inherited the withered greatness of Byzantium, did not seem to be a very tempting prospect. Byzantium became an ordinary stronghold of Orthodoxy and, under the influence of the church, was selective about the scientific and philosophical acquisitions of Antiquity. The culture of Byzantium mixed the ideas of Aristotle, medieval patristics and scholasticism. understanding of science.

Orientation to Byzantium was reasonable in the VIII - X centuries. The adoption of Christianity and an alliance with a powerful patron contributed to the integration of the Slavs, the formation of Rus' as a single state. Then such an alliance was progressive in all aspects of cultural development.

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.

The easiest way is to write off the crisis of Russia's traditional industries on instability and the transitional economic process. The transitional period,

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obviously protracted due to vague policies, will one day come to an end. As for instability, politicians will be disappointed. In all likelihood, the cyclical nature of crises, discovered and explained by K. Marx, was left in the past by capitalism. Modern crises testify not so much to the peculiarities of the dynamics of industrialized countries as to the crisis of the system of the bourgeois mode of production itself and the weakness of the social superstructure to control the growing negative trends.

The separation of finance from real production, the absolutization of the freedom of financial capital, and the concentration of financial flows lead development to a dead end, causing anarchy provoked by stock market speculation. Instability is becoming a stable, common feature, and it is time to talk about the nature of instability, which, like everything else, is changeable, to hope that instability does not begin to gallop.

A significant part of the traditional Russian crafts has developed in the Non-Black Earth region, primarily around Moscow. The geography of the history of light industry is understandable. There was a stable sales market and there was no shortage of workers, and the Lord did not deprive the Russians of talent. During the twenty years of the return to capitalism, industries that have been improving for centuries have either already been lost or are living out, having lost hope.

Talk about cheap labor in China is another myth. In non-capital Russia, they earn no more than ordinary citizens in China. The essence is in the organization of production, in economic policy. In the People's Republic of China, the interests of the people and the country really come first. Economic activity in China has a clear reference point and this political one. In the Russian Federation, economic benefit has been elevated to an absolute criterion, which is absurd, because the economy is not the goal of social development, it is just a means of this development. In China, the manufacturer is maximally protected from "arrivals", the law serves as a "roof" for him; the order of communication with the buyer (customer) is extremely simplified, which significantly reduces the time of the transaction and the execution of the order, minimizes non-production costs; relations on market are close to the normal conditions of its functioning.

Russian laws regulate the market space. The market space is a legally formalized reality, built conditionally according to the formula "this is how it should be", and this does not mean at all that it is and will be so. The actual market reality is built as an environment of interdependent coexistence of the manufacturer, the seller (if the manufacturer does not act as such) and the buyer-consumer (the inclusion of a reseller is highly undesirable).

Software has been developed to form the technological process of digital production and determine the cost of production of priority products.

A computer simulation model has been implemented that describes the dynamics of the process of manufacturing priority products. The proposed methodology and the software implemented on this basis make it possible to reduce the duration of technological preparation for production and increase, thanks to the rationalization of the technological process, the specific consumer effect of priority 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 in 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. 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 the regions with specific advantages of the formation of social living conditions);
- geo-economic (providing security through the costly development of these regions, taking into account border and strategically important ties with other regions).

Planning belongs to the fundamental features of the history of human life, characterizes the essence of rationality in the form of consciousness. Man, in order to become homo sapiens, has gone through an evolutionary path of 2.5 million years. Our ancestors were homo habilis, homo erectus, immediate predecessors who failed to take advantage of intelligence, African homo sapiens, non-Ardeltans, Cro-Magnons, the Altaic form of homo sapiens, and probably many other forms.

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

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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 reasonable is not enough, you need to 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 a 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.

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 a 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 21st century has sharpened the scientific, philosophical and practical interest in competition. 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) 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 -

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the satisfaction of the consumer's needs. Unfortunately.

Where are the reasons for such an anomaly, what is it? Is this due to objective factors, or is it not yet possible to overcome the resistance of whose forces we have not yet been given, or are the braking forces still of an 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.

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, 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 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 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

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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 components and benefits for the transportation of manufactured products by enterprises of 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.

Innovative technological processes have been developed for the production of import-substituting products using modern technological equipment with advanced nanotechnologies, which form the basis for reducing the cost of priority 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.

Complex indicators of the effectiveness of innovative technological processes for the manufacture of footwear, similar to other types of priority products, have been 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 priority products and evaluating the effectiveness of technological processes in comparison with a typical economic calculation of the full cost of manufacturing such products.

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.

The results of studies conducted under the UN Development Program made it possible to measure the

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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 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

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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 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.

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;

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.

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 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

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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 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.

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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). 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;
 - 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.

The manufacturer is currently not interested in producing a quality product. "Sheepskin is not worth the candle" - the costs are high, the cost of products will increase, the real price will be significantly increased by the intermediary and the seller. As a result, the market for such a product will not "digest" and the manufacturer will be struck by the deadly disease No. 1 according to E. Deming. On a limited scale, clearly scanty for Russia, quality things are guaranteed to be made, manufactured, but this practice has nothing to do with the situation in production, it is exclusive.

The first experience of control intervention in the production process in order to give it stability and a certain increment can be found in the activities of workshops, individual industries, and schools of masters. Most of the famous sculptors of the Renaissance tried to work in teams of stonemasons, directly in the places where the material was mined. They looked in the quarries for the texture they needed to create the image. It was then that a joke appeared: it's easy to make a masterpiece - you need to remove

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everything unnecessary, superfluous, but first you need to find the basis. In the workshops, in the interests of quality, the craftsmen carefully checked the products, observed the work of apprentices in the course of production, actively introduced the secrets of production to students, selecting the most capable of them. Despite the fact that each product was an individual, made by a master, it passed internal control, behind which there was also an external one from the side of the city guild organizations. Subsequently, such work was defined as the rejection phase.

In terms of content, it was much richer, synthetic, more like a "selection" than a "culling". Creativity moved the masters, the masters studied no less than the students. They were looking for paints, primers, foundations, ideal images, and they were wrong. Creativity spares no one - neither the great nor the beginners. Everyone had to work, and especially the masters, by sticking. The concept of "marriage" is not as simple as it seems from the outside. Marriage is not always in sight, the masters were taken out by its hidden forms, which appear over time. "Rejection" was not an act, as in mass production, but a technology. Today it is difficult for us to look beyond the achieved horizon in the development of mass production. What is clear is that its "zealous" form is still more of a direction of development than a phase. However, the logic of progress, built on continuity, does not exclude a return to some part, characteristic of the shop organization. Mass character should not be a brake on creativity. Over time, it will surely reveal the diversity under the common "roof" of the multiple result. Therefore, the production process that has been perfected in the workshop form should be carefully examined.

Modern rejection as an action aimed at standardization dates back to the last quarter of the 19th century. The experience of S. Colt's factories is recognized as the beginning, it is believed that the idea of "standard quality" was born there. If we evaluate the system of our version of "quality - standard", then this was a subconscious embodiment of Hegel's conclusion about the dialectic of the ascent of knowledge from the abstract concept of quality to the specific concept of the "standard" of product quality.

At S. Colt, the assembly went without preliminary adjustment of parts. Specially trained inspectors carried out pre-calibration and rejected out-of-condition, thereby accelerating the main - the assembly part of production. The experience of S. Colt at the beginning of the next century was developed in the automobile production of G. Ford and G. Leland ("Cadillac"). G. Ford, having introduced conveyor assembly, removed the control of components from the conveyor, logically considering that such work should be done earlier. As a result, the "input control" of compliance with the calibers of the standard was

replaced with an "output control" at an adjacent production, which cleared the main production of defects and made it qualitatively cleaner.

Further, the process of standardization went by improving what had been achieved, theorists F. Taylor, A. Fayol., M. Weber joined it. In alliance with managers, they identified the basic principles of a scientific approach to the organization of mass production: a systematic approach to management; personnel management; delegation of responsibility; scientific regulation of labor. The developed production management system went down in history as the Ford-Taylor production system. Having indisputable advantages, the Ford-Taylor system also contained serious defects, which for a long time "dormant" in its potential. The development of production in the new socio-political conditions of the activation of social democratic interests inevitably pushed the Ford-Taylor system into a dead end. Technological progress has also contributed to this the process of turning scientific knowledge into a direct productive force. The desire by all means to implement the principle of not allowing defective products to reach the consumer could not but lead production into a technological, structural crisis. This was also driven by the lack of a clear understanding of quality and standard in management theory. They were changed, instead of being considered in development. The most noticeable and sensitive was the identification of quality and standard in the production of consumer goods, where the concept of product quality reflects the dual nature of the product. A product intended for subjective, more precisely, subjective use by a person or a social group must be of high quality objectively, physically and subjectively, deliver satisfaction its physical quality to the consumer. It's naive to think that only by advertising the physical perfection of a product can one arouse the consumer's disposition towards it. Such a consumer should be subjectively none. Interest in the physical quality of a product can be formed by demonstrating its capabilities, but in order for interest to form into a need to buy it, this is not enough. The product must captivate the feelings of the buyer, and this is an irrational process, deeply intimate in nature, expressing the individuality of the consumer. Especially if the consumer is attached to a significant assortment, picky and fastidious.

The quality of consumer goods is not reducible to a system of physical parameters, but in their quality it exists as a kind of core. And just as an atom is not limited to the presence of a nucleus, so the quality of such goods is not limited to a system of physical characteristics. On the contrary, the standard is a purely physical phenomenon and requires a clear description in physical units. The concept of "quality of goods" should be approached through the market, and "standard of goods" should be determined in the conditions of scientific and technical creativity.

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Subconsciously, the differentiation of the concepts of "quality" and "standard" was approached by the end of the first quarter of the 20th century, when they felt the insidiousness of absolutization of control over the standard conformity of products. In high-tech, complex production, the share of controllers exceeded one third of those employed at the enterprise, which significantly increased the load on the cost of goods. The price has risen, but the quality has not improved accordingly. The buyer had to pay for the previous level of guarantees. Quality began to slow down the efficiency of production. In fact, the contradiction was between standardization and efficiency. It was necessary to think about how to improve the physical model of the standard - about new materials, original design, technological solutions. A standard is a technical image of a product's quality. And just like the quality of a product, described in words, depends on knowledge and the ability to use it, the standard is determined by the possibilities of technical modeling of the concept of quality. The understanding of quality is evolving, and the technical model of the quality standard is also changing. Thinking has its own language, and technical creativity has its own language, designed to serve as a translator from scientific language to technical, understandable production. At the same time, the translator must feel well the organizational and technological capabilities of production, so as not to absolutize the value of the idealized model. The image of the model is significant when it fits into the image of production, otherwise the above situation will arise. Good intentions will lead the organization of production to a hellish state.

When the desire for a total organization of quality control came into conflict with the total target setting to increase production efficiency and it became clear that the conflict could not be resolved in the previous way, V. Schuchert, who worked in the technical control department of the American company Western Electric, proposed to shift the focus of management quality on the organization of the dynamics of the production process. The innovation of V. Schuchert was that he looked at production and the quality of production as a movement and in this context understood the main thing in the quality of movement: firstly, the achievement of stability, and secondly, the inevitability of deviation from the direction of movement.

The task of achieving the quality of production acquired by V. Schuchert a technical form and meaning: it is impossible to avoid variations in the parameters of the obtained quality of products, one must strive to reduce variations. The criterion of quality is the stability of production in the static sense, that is, the convergence of variations with the central line. One of the most important factors in solving the problem, V. Schuchert called the restructuring of personal interaction - cooperation, team organization.

V. Schuchert was the first to approach the interpretation of the standard in terms of mass production, presenting the quality of production and goods as a statistical form, suggesting a certain fluctuation, which was called tolerance. W. Schuchert did not introduce the concept of a statistical standard model, but it was necessarily formed on the basis of his innovative ideas. AT. Schuchert tried to give quality management a human face. He emphasized the importance of internal, including personal, motivation. But he did not seek to radically change the position of the worker in production.

The alienation of the individual remained fundamentally the same, so the motivation was supported mainly by the financial evaluation of the activity. The researchers of the experience of V. Shukhert clearly overestimated its content, introducing into the description such a reaction of workers as "the joy of obtaining results"; "pleasure from teamwork, recognition of merit by colleagues and management"; "feeling of one's importance", etc. It would be more appropriate to say that the method of V. Shukhert forced managers to learn what is called humanitarian knowledge, which guarantees effective results for manufacturers in their enterprises.

In such conditions, it is time to step back from the abstract political ideals of the democratic reformers and come to grips with developing a "road map" for the revival of the light industry, in the expectation that the crisis emphasizes the relevance of the rationality of "brainstorming" as opposed to "economic schools" in the trend. What kind of "map" is this, based on the historical experience of the 20th century, when all the main events took place:

- the interests of national advancement should be a sustainable priority. I would very much like to talk about development, but it is not possible to get it on a national scale now;
- the rate on all-round support for light industry, like most areas of investment of public funds (financial, legal, political, humanitarian), contains a risk, but within acceptable limits;
- the creative potential of specialists is still high. He is quite competitive;
- 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 have proven their worth;
- assist companies in obtaining European certification of materials, otherwise foreign firms will not be interested in them, and the goods produced by us will not get to the West;
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• 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. Machines used in sewing shops are 90% imported;

• implement preferential leasing.

The wise Buddha laid down four key steps in the eightfold path: correct understanding; making the right decision; finding the right words and, finally, the right actions aimed at implementing the right decisions. The fate of the light industry now depends on what this last step will be. Its execution is the function of the Government. The political paradigm is extremely simple - we should not compete with anyone in the struggle for the global market, especially with the Chinese. The Chinese rightfully want to shoe and clothe the whole world. One fifth of the world's population lives in China. Our task is quite different. We need to make sure that the Chinese do not shoe or dress us. To transfer the purchasing demand to our own Russian production, to interest in goods produced in the country. Such a task is quite within our power, as the manufacturers say.

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

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

Thus, the value of the footwear market is to meet the needs of the population. Accordingly, the development of the market leads to an increase in the level of security of an individual member of society. Markets are made up of buyers, and buyers differ from each other in a variety of ways: by their needs, financial and other opportunities, location, buying attitudes and buying habits. In 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 (they can be combined) 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 has become an independent economic entity. 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".

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

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the market situation, most often artificially formed by the speculator and advertising.

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 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

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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 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.

Conclusion

The essence of our position lies in a new perspective of perception in the quality management of consumer goods - the interest of the consumer, more precisely, in the transformation of the consumer from a buyer into a producer. As long as the consumer is left to himself, he is formed in the market environment perverted by an unscrupulous manufacturer and advertising unsettled liability, he is a statistical value for a responsible producer.

All plans of the manufacturer are based on statistical models, more or less indicative of the scale of the national economy, but not on the average capabilities of the enterprise. In order to replace virtual, speculative landmarks in planning with real, much more viable ones, it is necessary to bring the consumer out of the zone of unlikely certainty into the space of cooperation, which gives a more probable forecast. From a spontaneous, opposing, divided by the "counter" subject, it is necessary to turn him into an accomplice through the education and enlightenment of consciousness.

The trouble with our current state is not in Chinese commodity expansion (the Chinese have flooded both the United States and half the world with their specific goods), but that we have left the consumer at the mercy of intermediaries.

Formally, such alienation looked quite logical and attractive: "To each his own!". The shoemaker sews what he has to sew, namely, boots, shoes, sneakers, etc.; the merchant is busy with his business - the sale of goods; advertising has its profit by helping the merchant. In reality, the producer found himself in isolation, submitting not to the market, but to market speculators and those who are in their service. The market is a relation within the "producer-consumer" system. Anything that is built between them breaks their natural relationship. Leading European manufacturers do not allow themselves to supply products to our market. They enter the market themselves, with their network of specialized stores, which are under strict control and carry out

independent advertising work with the consumer. Replacing "consumer" with "buyer" enterprises form an uncertain perspective. The producer, by his dialectical opposite, has a consumer, not a buyer. The consumer also needs to be connected to the problem of technical regulation: to teach him industrial literacy, to educate, to educate. It is necessary to revive the universities of knowledge for the consumer in a new form.

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

The quality of "it is written" to be at the epicenter of both scientific and amateurish reflections at all times. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of the opposition of the ratio of actions "immediate" and "indirect". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality solely because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "on the mind" or "implied". From the relationship in the dynamics of these projections of the problem of quality in creative thinking, an appropriate schedule is built, reflecting the relevance and profitability of activities aimed at developing production. The quality of activity is the final criterion of its individual, collective and national status. It is in quality that the energy of creation is accumulated. The quality of activity shows how much we penetrated into the essence of things, learned how to manage things, change their properties, form, forcing them to serve a person without significant damage to nature. Quality allows you to see the person himself from new angles, to pay tribute to his talent, will, and professionalism. Studies conducted under the UN Development Program have measured the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is

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the contribution of human potential, and only a third of the world's wealth comes from natural resources and the production structure. A quality-oriented strategy is undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and to a more complete and comprehensive satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to one's capabilities", together with the communist ideal, no one dared to openly and officially cancel, realizing the absurdity of denying the essential forces of man. In a "hot" state, the problem of quality is sustainably supported by both the internal forces of active consciousness and external life factors. 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. The main thing in production is the result, not the process. Consumption regulates the market. Therefore, the demands of the market must dominate production. The task of the society is to contribute worldwide to the development of demand in the market: to maintain the range of goods, stimulate price stability, increase purchasing power, improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning that is not focused on such goods and services for which the market is in demand." Try to answer him. Production in the transition from industrial to post-industrial society of mass consumption is conceived as a function of the market. 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. 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.

The dynamics of the market development in the last decades of the last century and at the beginning of the third millennium invariably shows the growing interest of consumer demand in the quality of goods. With all the economic, social and political costs, humanity is getting richer and wealth is distributed unevenly. Finances, as before, are concentrated in

certain regions, in other respects, just like the premieres of modern production. Analysts predict the course for the quality of goods confidently and everywhere. The consumer has realized the need to pay for the advantage of quality services and products. The most prominent economists unambiguously declare that the improvement in the quality of goods is not connected causally with an increase in prices. Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production.

And I would also like to draw attention to one phenomenon that usually slips away in the bustle of problems - the historicity of the economy. The way we perceive it now, the economy has not always been and will not remain forever. Economic life changes in time, which makes us tune in not to its changing existence. The modern economy is built on a market foundation, and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively pushing the "social sector" to the sidelines, is not compatible with the prospect of economic development, which is confirmed by the steady striving of the social democrats in the West to turn the economy into a front for social security and a fair distribution of profits. The new economy is called temporarily "prudent". The current principle: "survival of the strongest, most adapted", will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer produces exactly what the consumer needs. A "thrifty" economy will be oriented towards resource-saving production technologies. It will require a new look at the root concepts. The philosophy of quality will also change. We must be prepared for the coming events. To the best of their competence and interests, the authors tried to share their thoughts,

Forming the demand, regional and municipal authorities, supporting the heads of enterprises in the implementation of their tasks and filling the markets with products in demand, especially for children and socially vulnerable groups in these regions, they - these same authorities - will directly implement their promises made by them voters and create confidence among the population of these regions in their future, which, ultimately, will provide the population of small and medium-sized cities with a decent life and significantly reduce migration.

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