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Article



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ON THE IMPORTANCE OF THE PERSONALIZED RESPONSIBILITY OF THE ENTERPRISE TEAM FOR THE MANUFACTURE OF PRIORITY AND DEMANDED PRODUCTS BY THEM TO CONSUMERS. MESSAGE 2

Abstract: *in the article, the authors focused on the need for a motivated high professional responsibility for the results of an enterprise headed by the management. The personification of responsibility does not mean only the search for someone who is responsible for everything. It is important to understand that the personification of responsibility implies its delegation for obtaining the desired result. And here it is important not to make a serious methodological mistake - to reduce economic policy only to an analysis of the causes, but also to maintain the spirit of solidarity in the team - one for all and all for one, in order to guarantee its mandatory success.*

At the same time, manufacturers, due to their motivation, manage quality, necessarily ensure the manufacture of priority products for the consumer, revising their concept of forming a market with demanded and competitive goods, taking into account their preferences among consumers in the regions of the Southern Federal District and the North Caucasus Federal District. Such mutual understanding will fully correspond to the desire of the consumer to satisfy his desire to make a purchase, taking into account his social status, and manufacturers to ensure the sale of their products in full and guaranteeing themselves sustainable TEP from the results of their activities and financial stability.

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

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Introduction

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The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of the opposition of the ratio of actions "immediate" and "indirect". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality solely because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "on the mind" or "implied". From the correlation in the dynamics of these projections, quality problems in creative thinking are built into an appropriate schedule that reflects the relevance and profitability of activities aimed at developing production. 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 his opponents in order to make it easier to criticize them. 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, 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 new economy is called temporarily "prudent". The current principle is "survival of the fittest, fittest" 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 makes exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at the root concepts. The philosophy of quality will also change. One must be prepared for the upcoming events in order to answer the main question: what dominates in quality - advertising or the manufacturer, and will the revolution in quality unite them, or will it be impossible to do so? But life will judge both. It is necessary to revive the role and importance of a quality-oriented strategy, since only in this case, the heads of enterprises will subjectively and objectively be forced to improve their production, using nanotechnologies and innovative processes, so that competitive and popular materials and products fully meet the needs of domestic consumers. At the same time, the assertion is substantiated that the consumption of domestic materials and products is regulated by the market. In this case, market

requirements should dictate to manufacturers the need to increase the role of the state and consumers - to form a sustainable demand for domestic materials and products, namely: to maintain a range of goods, regulating it with federal, regional and municipal orders; encourage price stability; increase consumer ability and gradually improve their quality. The implementation of these tasks will create a basis for the consumer to realize the need to pay for the benefits of quality materials and products, and the manufacturer to understand that improving the quality of materials and products cannot be associated only with rising prices, but also through technical innovations aimed at the use of new technological and engineering solutions. It is equally important to understand the role and significance of quality activity, that is, to what extent leaders penetrated the essence of things, learned to manage things, change their properties (range), form, forcing them to serve a person without significant damage to nature, for the benefit and in the name of a person, that is, in accordance with the requirements of the Federal Law "On Technical Regulation". Both political leaders and the government have recently been talking about the need for a competent industrial policy. A world-famous quality specialist E. Deming, who at one time was a scientific consultant to the Japanese government and led Japan out of the economic crisis, writes in his book "Out of the Crisis": "... managing paper money, not a long-term production strategy - the path to the abyss. Whether the state needs to pursue an industrial policy, one can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants." You can't really say. What are the results of economic activity today, what are the achievements in this area? The growth of gold and foreign exchange reserves, the decline in inflation, budget surplus and other financial and economic achievements. And what, is this really the end result of public administration, and not the quantity and quality of goods and services sold in the domestic and foreign markets and the population's ability to pay to purchase these goods and services? And, ultimately, not the quality of life of the population of the country? Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production. Production must improve, which does not mean becoming more costly. Absolutely right, attention was drawn to one phenomenon that usually slips away in the bustle of the problem - the historicity of the economy. The way it is perceived now, the economy has not always been and will never remain. Economic life changes over time, which makes you tune in to its changing being. The modern economy is built on a

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

Main part

In the last quarter of a century, the term "problem", pushing its "competitor" - "task" to the periphery - has firmly established itself in the verbal leaders of all discussions, regardless of their scale. The "problem" has become a kind of "brand", indicating a high professional stake in the discussion. In such a rapid ascent of the "authority" of the problem, one can easily find political roots. The current, obviously inflated status of the problem is an ideological move that provides a certain political line. Defects of qualification can be hidden behind a problem, problems lead politicians away from real cases, which they are unable to solve.

There is indeed an element of mystery in the politics of "problem". In the interpretation of the term, domestic classics: V.I. Dahl, R. Brockhaus and I. Efron point to this. Emphasizing the natural relationship between the "problem" and the "task", they note the peculiarity of the problem, which manifests itself in its unusualness as a task: the task has a way of solving it in existence, the problem is also solved as a task, but so far there is no way to solve it. It exists conditionally,

potentially. The interpretation of the problem by reducing the concept to a more general concept of "task" contains a hint for those who are aimed not at discussion, but at the solution. The solution to the problem should be sought by considering the problem as a complex task, composed of several coexisting in a complex or sequentially related tasks. What is important here is that a "problem" is not something inaccessible to ordinary thinking, it is the sum of tasks. Dealing with a problem is the same as deciphering this sum of solution problems, then simpler, already known problems combined in a problem. The problem should be presented as a technical problem. The solution of a technical problem is carried out in two ways: empirical or theoretical. All five of the simplest technical devices were created before Archimedes, even the "Archimedes screw", however, all of them were the product of an experimental search based on trial and error, so their use and modernization, integration presented considerable difficulties. The merit of Archimedes was that the great ancient thinker developed the theory of these mechanisms, thereby helping to solve practical problems of various scales. He "removed" the problem, presenting it as a sum of tasks, So, it is necessary to start with bringing the problem to a normal technical expression, i.e. try to present it in the form of a certain sum of tasks.

Why tasks? The answer, in essence, has already been given: the problem has a quantitative (normative) expression, or it can be simplified to the possibility of a quantitative expression. The main thing is not to hide behind the quality of the problem, but to look for its equivalent quantitative expression. The history of science naturally begins with mathematics, and the qualitative level of development of scientific knowledge is determined by the improvement of mathematics. In mathematics are the keys to the secrets of any discovery. D.I. Mendeleev constantly emphasized: scientific knowledge begins with measurement. The normative form of scientific knowledge serves as a clear illustration of the importance for science of a quantitative description of a phenomenon. Finding a way to describe an event quantitatively means fulfilling a necessary condition in unraveling its qualitative existence.

A problem is a separation in the theory of the quality of a phenomenon. The next stage is already technical - the definition of regulatory characteristics. Normativity, represented by properties and quantitative parameters, allows thinking to engage in working, professional and practical work.

When developing normativity, they always experience the pressure of the need to match the set parameters with the quality features of the product. The correspondence between the norm and the property of quality is objectively relative, their coincidence is achieved conditionally, i.e. it takes place because the manufacturer himself determines the quality parameters of the product, often this is entrusted to expert organizations. But all the same,

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some model of quality is taken as quality. To put it simply, someone assigns quality. The real quality in such a completely acceptable scenario remains a transcendental formation.

Why did subjective and transcendent idealism turn out to be so in demand in various areas of non-philosophical professional activity? Because thinking professionals, including reflective engineers, scientists, and educators have found in them a solution to their specific issues. Someone decided not to complicate professional reflections by recognizing the supersensible as a reality, limiting themselves to a "model of quality", others thought about the fact that sensory reality would deprive us of a reliable intersubjective criterion of quality and doom us to eternal discussions on the topic "What is good and why is it not bad?" They accepted the idea of a transcendent, primary substance in relation to individual consciousness, which can direct professional thought with its logic. Of course, transcendent being will not put forward a formula for the concrete quality of a product, but the logical premises of the definition will tell. As a result, it will arm the professional search for qualitative certainty with the technology of thinking. Philosophy is not a set of master keys to understanding quality, however, like quality, it is not Aladdin's cave. The understanding of quality historically changes following the change in the state of real quality, and the real quality in the world of human life is far from being the quality of natural things. Man learns from nature, imitates what he sees in it. If the "finds" of nature, formed over hundreds of millions of years of natural selection and inheritance of the signs that have appeared, help a person solve his problems, he borrows them, altering them for himself. The "first shoes" and "first clothes" created by man were not much different from the protection of the limbs and body of animals. The shoe sole is suggested by the protective layer of the skin of animals that lived next to humans, the heel is a stylized copy of the structure of hooves. Our ancestors either did not wear clothes or made them from ready-made skins. Along with the establishment of relationships with nature, human ideas were formed, which later grew into an understanding of what was happening. The understanding of quality was originally formed under the influence of the objective properties of things. As human activity developed, imitation gave way to creativity. Even the rock paintings of our ancestors show that consciousness was not content with copying. It was looking for its own way of movement. A person could not only repeat the quality of things, he had to supplement them with history, adapt them to an active way of existence. The historical logic of human existence, built on the basis of its rationally active nature, made it necessary to include in the understanding of the quality of things of anthropogenic production elements of non-natural and

non-material origin - human needs, interests. "Quality" has become involved in a system of relations that is different from the natural one, and its influence on the interpretation of quality only increases with time. This acceleration has become especially noticeable in the conditions of market liberalization of the economy.

Man is Homo sapiens for anthropologists and biologists. For himself, man is a being conditioned by needs. And here nature cannot be deceived. F. Engels was not cunning when he said at the grave of his comrade and idol that before creating, a person must drink, eat, dress and have a roof over his head.

Human life as a biological phenomenon is essentially material, the possibilities of transforming human activity are determined by the state of production of the material foundations of life. Man measured and measures the quality of things not so much depending on their relationship with other things, but on his relationship to them. Even ancient thinkers noted: "Man is the measure of all things."

Modern man will not produce what he does not need. E. Deming's enumeration of the seven deadly diseases of the market, established by him, always began with the mismatch of the product with market demand. What has been said should not be absolutized, tearing it out of the general system of reasoning about quality, but it is clear that in determining the quality of things created by man, one must proceed from the human attitude towards them, and not just their objective properties. In the manufactured product, even in the case when it is not intended for the market, a measure of professional labor has been invested, it has absorbed the human principle: knowledge, will, mastery of execution, therefore it cannot be determined purely objectively by the presence or absence of natural properties.

The natural beginning of the product of human activity represents only objective grounds that made it possible to build on them another part of the product that materialized the quality of the individual's labor. A person, as it were, shares a part of himself: he transfers the reproducible part of his professional quality to another material phenomenon. Moreover, this is another phenomenon - the product of the master's activity.

Nature in this respect is only an accomplice, the raw material base of the master. Defining the objectivity of a quality, one often simplifies the interpretation of objectivity. The concept of "objectivity" is wrong to reduce to a material, natural existence.

It is wider and allows such additions as "objective relations having a nature different from matter" - they are not material, but only establish the mode of their coexistence, for example, relations of production: property, distribution, exchange.

When characterizing the quality of a product of activity, it is advisable to rely not so much on its

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natural nature, but on the specificity of the existence of the product - its spatio-temporal functions and design. The portfolio is purchased out of season, so the buyer is guided, first of all, by sustainable fashion trends, preferences of his own taste and high-quality, natural properties of the item. He is ready to exchange "good" money for a fairly expensive product.

Having moved to the shoe department, the same store customer will change his view of the product. Constrained in funds, and most importantly, not accustomed to "throwing money down the drain", he will be guided by a different approach.

They try to buy shoes for a season, for a maximum of two, therefore, it is also possible to invest "good money", however, in the idea of "good money", the priority relations will have to be modified.

In the new expression, the concept of "good money" will be in relation to the concept of "price". Everything will eventually be simplified to a specific quantitative proportion - money per unit of time. A briefcase bought for ten thousand rubles for five years will cost three rubles a day, and shoes for five thousand rubles (for two seasons) about thirty rubles a day. The quantitative equivalent of quality is the most important feature, ignoring which the manufacturer risks losing consumer interest.

To find the optimal proportion of the ratio of quality to quantity - to measure quality, two requirements must be taken into account: first, try to comprehensively define quality, remembering that quality is a set of essential features of a product built in a certain way; secondly, relying on the decoding of quality, in the most serious way to single out the levels of quality being - the degree of quality of the product.

In Soviet times, it is no coincidence that there was a deep differentiation in the quality status of products. Only having studied the state of purchasing power, the mood of your buyer, macroeconomic trends, it is advisable to move on to pricing policy.

A manufacturer who has forgotten that the consumer, to whom he has oriented his assortment, perceives the quality of the products offered through the price, combined with a cunning consumption scheme, will not last long. The reason for the difficult position of the Russian manufacturer is not in the change in the form of ownership, but in the dictatorship of the market.

Marketing research is a new and unusual thing for us. For twenty years of incomprehensible economic policy, it is impossible to integrate into the philosophy of market relations, numbering several hundred years. The absence of a civilized market in the country also interferes. In a word, the manufacturer must seek salvation not from the state, but in his own head, tuning his consciousness to the waves of the market clogged with numerous "noises". In order to steer, one must know the market situation and not "stuff" thinking with memories of the objectivity of quality properties.

A quarter of a century ago, the director of a large leather and footwear company bitterly explained: "Technologically, we are ready to sew the highest quality goods. There is no quality leather. The incoming raw materials do not allow us to turn around in the market." He identified quality with raw materials. The variety of quality was reduced to one of its attributes. He clearly lacked the space to think. And today's thinking has remained similar to that formed forty years before 2000, when the position of classical political economy developed by K. Marx seemed unshakable.

A. Smith, D. Ricardo, J. Mill, K. Marx developed an economic theory based on the dominance of labor. Classical political economy is the doctrine of the production of goods, the contradictions of production and the nature of the goods, the alienation of the producer in the goods and the overcoming of the opposites that arise. Despite significant disagreements, the classics of labor economic theory were unanimous on the main point: the wealth of a nation grows through productive labor.

Market speculation already in the nineteenth century. actively invaded the economic life of Russia. Naturally, the classics knew a lot about the market. K. Marx, the interest in which, more precisely, in K. Marx's analysis of cyclic crises, has surpassed all expectations today, even experienced certain difficulties, moving from the logic of the development of production to studying the fate of the product on the market.

The market, modern to K. Marx and J. Mill, already demonstrated a certain independence of being, but was not yet able to compete with production for a master's position in the economy. He acquired this ability by the middle of the twentieth century.

In the 50s. The twentieth century is replaced by the paradigm of economic theory. If earlier economic thought revolved around production, now its epicenter is consumption - purchasing power, market development. The understanding of labor and the worker is changing. Market actors are becoming the main actors in the economy. Market management pushes production managers to the periphery of life. The market acquires an independent force that dominates society. Politicians are legally separated from the market, adding to the illusion of its complete freedom. The new philosophy of the economy is presented as follows: the flourishing of the market should pull the rise of production. An increase in production must saturate the state treasury. The state will get a real opportunity for a strong social policy. Everything, as you can see, was painted "according to notes."

One question remained: where to get the initial capital, which would ensure high consumer demand and launch the economic mechanism? The United States profited from the Second World War, Western Europe used cheap labor and its property in numerous

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colonies. With Japan and South Korea, the Americans defended themselves against us and a resurgent China. The economic mechanism seemed to work. It is controlled by transnational corporations. Today there are about 3,400 of them. Of these, more than 400 are interstate, 7.5 times more non-governmental, and the number of the latter is increasing. Between 300 and 600 companies control the global market.

The globalization of business forces us to look for adequate quality management. Total quality management is defined as a customer-centered system of continuous sustainable quality improvement, based on the coordinated involvement of all departments and employees of organizations in the maximum satisfaction of customer needs with a minimum investment of time and resources.

We note the emphasis of the policy aimed at ensuring quality, on the needs of the buyer, which involves a comprehensive study of his tastes, calculations, designs. In essence, the consumer is considered a participant in the definition of quality. Quality requires a new level of understanding, objectification of consumer interest and a clear orientation in the trends of macroeconomic processes on a national and global scale. The technical regulation of product quality also needs to be systematically modified to be in tune with the micro- and macro-movements of the economy, changes in consumer real demand.

In particular, there are grounds to predict an increase in the presence of sellers from Western Europe in the consumer market with offers within the average price range for goods of "non-Chinese" quality. In 2008, in industrialized countries, 350 million people. earned an average of \$18 an hour. The labor force available to European and individual Asian countries is estimated at 1 billion 200 million people, who so far earn only \$2 per hour. They cannot but draw attention to themselves.

Crisis 2008 - 2010 led to a decline in production, stagnation. Russian manufacturers have a chance to make themselves known. With the crisis overcome, production will begin to grow and a new wave of commodity expansion will come.

It is unlikely that you will be able to escape the wave. The country's leaders are accelerating Russia's accession to the World Trade Organization (WTO), which automatically opens the borders to trade. There is only one way out - to prepare for tougher competition, and preparation should begin with the realization that there is a quality of a product and how to ensure the production of a real - not ideally built by professional imagination - a quality product, the quality of which would be clear to the buyer and aroused the desire to definitely purchase this product.

"One of the most significant paradoxes revealed by the ongoing scientific and technological revolution," B.S. Alyoshin, - it became that the most effective means of achieving a positive result is

improving the quality in the broadest sense of the word. And they explain: "We are talking about the quality of not only the products themselves, but also the organization as a whole, i.e. about the quality of its interaction with the outside world, about the quality of its functioning and management, the life of its employees. More and more researchers are approaching the idea of the broadest context for defining quality. Quality should characterize a non-isolated phenomenon. The relation of the phenomenon to the environment of existence, conditions of expression, and other phenomena is manifested in quality. Confusion in the ranks of analysts is introduced by the definition of quality by Britannica, reprinted in the Great Universal Encyclopedia: "Quality in philosophy is a property that characterizes things taken separately, in contrast to the relation that characterizes things taken in pairs, triplets, etc." G. Hegel said that the quality "<...> is that, losing what, the phenomenon ceases to be itself", but the dialectically thinking German philosopher did not even think of isolating the phenomenon in quality. It was for G. Hegel a concept that reflects the relationship of the phenomenon. The advantage of G. Hegel's dialectical thinking was its systemic nature. He thought of relationships, phenomena as a system and logically had in mind a system-forming factor. The phenomenon does not dissolve in the system, it forms it with its relations, which, in turn, together with the phenomenon form what we call quality. By the way, G. Hegel was not the discoverer of quality in the system of relations of the phenomenon. Similar ideas were expressed, one way or another, and his predecessors. "Objective qualities (i.e., those inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were already distinguished by Democritus, later by Galileo, then by Locke, who first used the terms "primary" (i.e., objective, material-physical) and "secondary" (i.e. subjective, formed due to the psyche) qualities.

Subsequently, I. Kant called Locke's objective qualities a priori (ideal), and subjective - a posteriori (real). It is easy to see in philosophy the opposition not so much of the idealistic and materialistic interpretation of the concept of "quality", but of the supporters of simplified materialistic views on quality and their opponents, who proposed to include signs of human activity in the definition of quality.

While there was no human consciousness, everything that existed was represented by the existence of objects, things, their properties, relationships, movement. To define the world before human existence, two initial concepts are quite sufficient: "object" and "process".

The situation changes with the advent of consciousness. All the main areas of activity of consciousness: cognitive, communicative, regulatory - are manifested in the format of reflection of objects, and the reflection is fundamentally different than all

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known in nature. Strictly speaking, consciousness reflects, in the most general sense, reproduces. In a concrete sense, it reconstructs objects, because it is not capable of reflecting an object in a physical representation. The expression “we look with our eyes, but we see with our mind” quite correctly reveals the essence of the “reflection” of an object in the forms of thinking. If the image is still somehow comparable with the subject, then the ideas are very far from subject specificity. At the same time, one thing remains: to recognize the qualitative relationship of the object and the reconstruction of the object by consciousness, similar in essence, but not in the form of being.

An object for consciousness acquires a specific mode of existence - it becomes an object. An object is

a product of interaction between an object and consciousness. Together with the object, the quality of the object appears, which may or may not coincide with the objective quality of the object, in the case when the subject enters into systemic relations with the object, forming a system of the “subject-object” type.

Specifically, such a system manifests itself in the form of production, the product produced, and relations in production. “The quality of processes, organization, life is a motivation of a higher level compared, for example, with profit,” says B.S. Alyoshin.

In confirmation, he cites an interesting table (Table 1).

Table 1. Results of a sociological survey on ten factors for the successful operation of an enterprise*

Success factors	Share of surveyed enterprises, noted the most important success factors, in %	
	2020	2025
Product quality	95	98
Customer service	93	96
Introduction of new technologies	88	90
Attracting highly qualified personnel	85	91
New product development	85	90
Reduced time-to-market for new products	80	89
Improving the organizational structure	75	84
Intellectual Property Protection	59	60
Cooperation with suppliers	55	63
Development of foreign markets	54	70

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 program requires a detailed study of all components, starting with clarity in the definition. The definition of quality, as we have already seen from an excursion into philosophical history, is not so obvious and unambiguous. Hence the confusion in the idea of quality.

The first reason explaining the weakness of the quality management policy is the vague distinction between “quality of an object” and “quality of an object”, i.e. subject in the system of human interests. For two decades of perestroika, we have retained the attitude to the definition of quality as an objectively given state of an object, a set of natural properties. The mechanistic transfer of the characteristics of

phenomena of natural nature to the definition of phenomena of the artificially created world of things has nothing in common with dialectical materialism. This is a parody of the dialectical worldview of the world.

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, and the result of labor is presented 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 goods misleads those who have not yet understood the art of dialectical

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thinking, who seek to put everything “on the shelves”, forgetting about the structure of which these shelves are parts. The quality of a product is determined only by a natural basis, but it is built artificially.

The quality of goods has several creators. Some of them - a fashion designer, designer, technologist, manager - are always in sight, their qualifications and experience are 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.

Our emphasis on market research should not be seen as a call to look in the market for keys to quality. Thus, we want to emphasize the importance of the market factor in the development of the doctrine of the quality of goods.

The market attracts attention as a concentration of opposing interests, this is the "frontal" place where some "execute" others, then "execute" these others. Americans rightly consider the market to be a “holy” thing for society, they carefully protect market tournaments from monopoly “attacks”.

In the United States, a lot of money is spent on studying market trajectories, unlike our capitalists, of whom every second is “illegal” in the economy, and the third is a representative of the “gray” economy. Try in such a situation to get an objective result of research on the "spirit" of the market, to track the mood on the market with the expectation of getting closer to a true reflection of the existing attitude towards the product.

The difference in the quality of goods and the understanding of quality are becoming more and more significant. In determining the quality of a product, such factors are taken into account that are irrelevant to consumer attitudes: the environmental component, the traditions of the manufacturer, etc. Let's add to what has been said and views that do not coincide in a number of positions, we get an interesting picture: no matter how hard the interacting subjects of relations try to develop a consensus of quality, the differences will persist and will increase over time. If the natural properties, taken in the initial state of the product and taken into account in its quality, should not change significantly during the warranty period, then the perception of the product through quality changes under the influence of many reasons.

Quality from the side of expressing the spiritual component in it is little studied. The prospect, on the contrary, urgently requires such knowledge, the development of methods for obtaining and evaluating it. It is necessary to come to terms with the fact that the era of shop production, when the quality of the product and the image of the quality of the product coincided due to lack, the competition has passed forever, then the consciousness had nothing to choose

from, and without choosing an image that is different from the object, it is difficult to form. The quality of the goods was dictated by the shop workers, no one could object to them.

In the 21st century the situation is different. The image of quality is no less important for the market than the objective quality of the product itself. As soon as the object of production turns into an object, the human component is included in the quality of the object, and it is completed in a way that is combined with the object, into a general quality system.

The consumer who is able to unravel the tangle of subjective-objective relations that form the quality of the goods presented to the buyer is able to satisfy the market need. When they were students, today's specialists most often did not understand why philosophers explain the "objective" and "subjective" to them. It seemed that they were doing irrelevant business.

The Soviet limited consumer market did not reveal the dialectics of the objective and the subjective. Often, teachers unprofessionally analyzed these concepts, there was no specific context. Surprisingly, even today not everyone has managed to realize the professional significance of the basic philosophical categories, they think like materialists-metaphysicists, who divorced the ideal and the material, the subjective and the objective into independent and incompatible sets.

Analysts describe the world surrounding the modern manufacturer rather harshly; “the consumer dictates what, when, at what price and in what form he wants to receive; The competition in the market is intensifying due to its globalization: the needs of buyers and the situation in the market are changing at an ever-increasing rate.”

From the outside, what is happening looks very chaotic, it raises doubts about the systemic organization of relations. Nevertheless, we are not facing chaos, but a complex system that obliges us to think systematically. Whatever fantasies the master constructing the castle is guided by, he knows that there will be someone who is able to make a key to it and gain access, because all creativity begins with chaos and ends with the acquisition of order.

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, basically, diverging views.

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 of the integrity of the manufacturer. In addition, the buyer has his own tastes, due to the real buying opportunity.

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There are also the interests of the market, which has become an independent subject of the economy. Speculation is legalized, attracts with its potential. By controlling the market, the intermediary-speculator is able to form an image of quality in his own interests, in particular through advertising, giving 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 a "quality square" that combines the quality of the product and the image of quality (Figure 1).

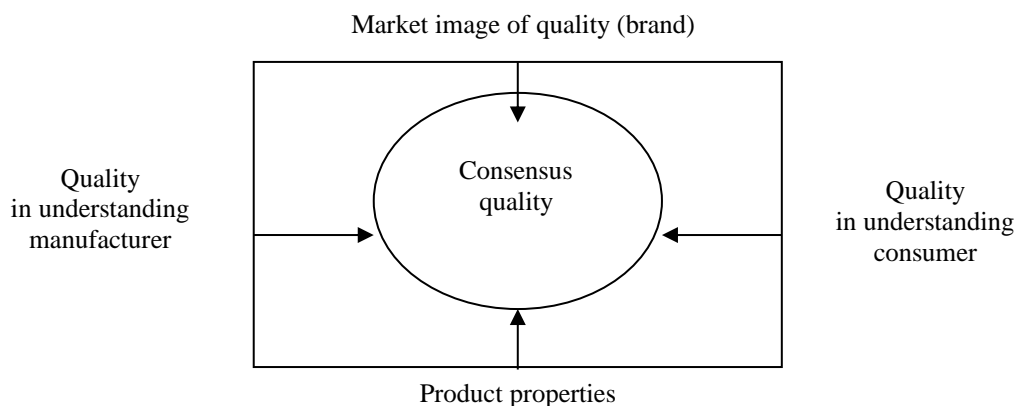


Figure 1. Quality square

Consensual quality is not true quality, quality "agreement" is a phantom of virtual reality. There are no documents, procedures, everything is done "blindly". There are too many factors, their dynamics are great, interests are contradictory. However, the spontaneous genesis of consensus quality should not confuse anyone.

The evolution of nature without human intervention is an exclusively spontaneous process, built on random intersections, from which the necessary connection arises, becoming stable, repetitive, general, i.e. by law. Chance and necessity are correlative dialectical relations, as well as chaos and order. Chaos is not opposed to order, it is different from concrete order. Chaos is disorder in the pure case in relation to some decency. In a general expression, chaos is also order, not yet revealed to the observer.

Before analyzing the factors that ultimately determine the consensus quality, let us dwell on one more aspect of the quality problem that remains aside from researchers - the heterogeneity of the content of the concept of "quality".

The content of the concept of "quality" in relation to a commercial product should be structured depending on the nature of the properties included in the content. The properties that form the content of the concept of product quality are divided into three groups: objective properties, intersubjective and individual (subjective).

Objective properties (signs) reflect the natural foundations of the concept, for example, natural or synthetic raw materials for shoes, clothing, haberdashery products.

Intersubjective - are formed as products of the activity of the consciousness of participants in economic relations: the manufacturer, intermediary,

consumer, supervisory organizations, national traditions, world trends. In a certain sense, one can speak of intersubjective representations as conditionally objective, objectified in collective thinking. At the top of the pyramid of properties, united by the content of the concept of quality, there are individual, subjective signs.

Any general exists objectively, but only through the singular, therefore 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 Pyotr Stepanovich that there are boots of better quality and also inexpensive, but, being an independent person, he did not change his mind. This is why pre-sale preparation of product is important. The last word belongs to the buyer, his perception of the quality of the product. Everything else just plays along with it. Signs of the content of the concept of "product quality" are built in the form of a pyramid of properties (Figure 2).

The most serious contradiction, apparently, remains the divergence in the images of the quality of the product of 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 have different motives due to the position 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

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local, which has a negative effect on the producer. The seller blocks the consumer from the producer, and the producer is forced to focus not on the market, but on the market situation, most often artificially formed by the speculator and advertising.

The manufacturer, unlike the seller, is responsible for the 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 it is absolutely realistic to unite. 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 old, pre-reform priorities, which are actively exploited by unscrupulous manufacturers and which the authorities bashfully close their eyes, unable 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. However, all products have something in common - the responsibility of the manufacturer.

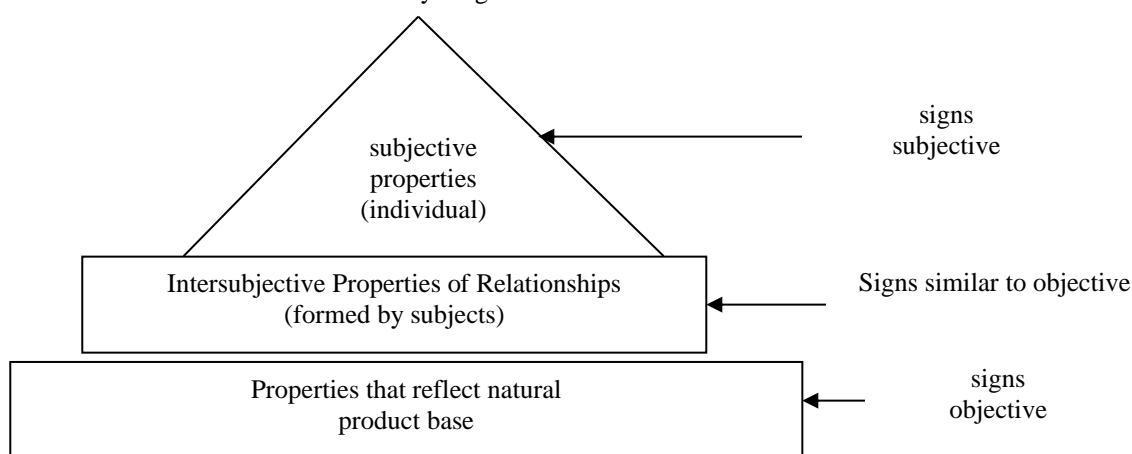


Figure 2. Heterogeneity of the content of the concept of "quality"

The euphoria of the nineties has passed, democratic freedom, which turned into arbitrariness in production and on the market, has sobered up the souls of Russians drunk with will. Disillusioned with democratic reforms, they are no longer so impressed with many others in the new way of life. Now is precisely the moment in history when light industry can win back its rightful place in the market. You just need to act differently. Reevaluate and redo yourself. To abandon the former one-dimensional view of the consumer as the "object" of relations.

In the old days, the consumer was completely dependent on the manufacturer. The market was closed, the choice was dictated; it, in essence, the buyer did not have. Today, the consumer has more opportunities to choose, while satisfying his taste. The new configuration of relations on the market and the manufacturer needs to take advantage.

The modern Russian market satisfies the tastes of the consumer only from the outside, in fact, our market rather woke up, provoked the taste of the buyer with its diversity. The real choice of the mass buyer, for whom this market is designed, is still small.

Objectively high-quality, high-tech products are, as before, inaccessible to a Russian with average capabilities. He admires them, as if they were models, or gets annoyed, realizing that all this is not for him. Chinese consumer goods have lost their appeal. Turkey and Eastern European producers are forced to adapt to WTO requirements. The product they offer increases in price, but not in quality. The price is also helped by the disproportionately increasing costs of carriers.

In the new market conditions that have awakened the taste of the consumer, it is important to try to take control of it. We are not talking about changing the economic strategy based on quality management. We draw attention to the component of this strategy. In the West, a version is gaining strength, the essence of which is that the economy is becoming "smart", the stage of systemic quality management is moving into a new stage - the quality of education. If this is the case, then attention to educating the taste of the consumer fits perfectly into the strategy of economic policy.

The consumer lives in a specific environment, forming a certain symbiosis with it. Access to the

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creation of the consumer is effective both in the direct application and through the living environment. So far, the manufacturer is sluggish, and the market is vigorously fighting for the buyer, presenting him in his marketing research as a kind of ready-made, statistical subject that needs to be lured with an offer. The real battle for the consumer is ahead when the manufacturer understands the benefits of a full-scale consumer education and education program. The consumer must be prepared, then he will go through the market labyrinths along a given route.

Belief in the miraculous power of advertising is a dangerous companion for a manufacturer. Advertising was presented as the engine of progress by the advertisers themselves and the market, which is fundamentally not responsible for anything. An exclusive product is advertised extremely rarely - it has a regular consumer with a well-formed taste and exclusive purchasing potential. Such a buyer is simply informed, he is satisfied with the presentation of the collection, especially not sparing money.

An ill-mannered and unenlightened buyer is invited by advertising, whose credulity to advertising is inversely proportional to the state of knowledge and taste. The mass consumer is given over to the slaughter of advertising and market arbitrariness. For responsible producers, instead of complaining about fate, it's time to turn around and enter into spiritual contact with the consumer. It is naive to hope that he will independently get out of the fake scenery of the market and advertising. But even if the consumer manages to overcome the ingenious inventions of the market, then by that time domestic producers will become relic phenomena and the revival of the activities of national producers will lose social relevance.

There is no doubt that the business of educating your customer is costly, troublesome, unknown, laborious, requiring great patience, the ability to appreciate the slow, uneven progress towards the goal, to fight with everyone who declared himself and his occupation to be a supranational, democratic phenomenon and makes a name for himself on speculation in area of human values.

No one disputes the priority of universal human interests, and the need for all-round protection of national security is also indisputable. And without the modern production of essential goods for a person, national security cannot be ensured. So, domestic producers will have to solve a dilemma: either produce their own consumer simultaneously with the development of production, or continue to moan about the outrage that is being created and squeeze out to the market periphery closer to the edge of the market and its end.

The revival of the domestic light industry will also force the market situation to change, the market will be forced to respond, because its interests are determined by the dynamics of consumer demand.

Then it will be easier to breathe for many: producers, consumers - will feel the national taste and intermediaries.

Work with the buyer should be built systematically in the format of a target program. Its main sections, presumably, will be, along with the improvement of production and assortment, educational and interactive communications with a potential buyer.

Tightly engaged in educating the taste of the consumer, manufacturers themselves will be forced to improve their skills. No wonder they say that the best way to educate yourself is to try to teach others. It can be argued that the manufacturer has considerable reserves of improvement in all areas of activity. The first steps must be taken towards the consumer. You can not trust the consumer to the "concerns" of the intermediary and it is unreasonable to leave the consumer alone with himself - he should be taken as associates, accomplices and seriously prepared for the perception of the product.

Fashion and quality are like symphonic music. They are polyphonic. As you need to prepare the ear for the perception of a complex piece of music, so does the mind - for the evaluation of the product. Shoes, clothes - this is not a simple product. They accumulate the high professional status of the manufacturer, his skill, and the experience of generations. The buyer must be connected to the joint process not at the final moment "money-goods", but somewhere in the technological process.

When a wave of protest against the construction and operation of nuclear power plants began throughout Europe, the French opened access to those who wished to get acquainted with the work of nuclear power plants. They realized in time that it is difficult to convince with a word, it is necessary to give an opportunity to a person from outside to look and decide for himself. Schoolchildren went on excursions to the nuclear power plant, they were given meetings with specialists, video clips were shown, and a program was specially developed. And the work done was crowned with success. The doubters have overcome the critical attitude, re-educated. Especially after they calculated with a calculator how much it would cost to shut down the nuclear power plant, who would benefit from re-profiling electricity production in a country that does not have hydrocarbon raw materials. The French have lived in a market economy for centuries and have learned to value both personal wealth and national security.

Russian democrats of the late twentieth century, they cared about the rights of an abstract person, taken outside the fatherland, and caused significant damage to patriotic feeling. In the 90s of the XX and the beginning of the XXI centuries. Russian authorities condescendingly looked at the destruction of the image of the Soviet past, the active revival of pre-Soviet antiquity. Few people understood that any stone thrown into national history ends up in the

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national present and future. Who needed to “break the connection of times”? Those who wanted to change the situation on the market and make their own business on it. The buyer was convinced that everything domestic is no good, it is necessary to purchase foreign.

The formula "everything is bad!" known for a long time, and in troubled times works well. It would be falsely patriotic to say: “We are doing well!” However, the domestic manufacturer did not sew his products out of the blue. The approach must be differentiated. By replacing Russian products with Chinese ones with the help of advertising and pricing policy, the sellers not only deceived the buyer, but undermined the position of the national manufacturer during the crisis, instead of rebuilding production in alliance with it and forming their own market.

The market is synonymous with competition. Competition is vital, but competition is always politics, and not only economic. The state has no right to be free from the market. Firstly, the state is called upon to ensure national security and express the interests of its people in everything that is done on the territory of the country. Secondly, the constitution of the Russian Federation says: "The Russian Federation is a social state." And the Russian government in the 2000s. she was not afraid of the market, she built the market just like that, because she herself was a part of this market. The authorities created the market for themselves, knowing about the fragility of their own and the market.

The change of leaders in Russian politics took place when the market fulfilled its political function: it illegally enriched the reformers and made the national producer an appendage of foreign production.

Changes in economic policy after 2000 are important steps, but after what has been done, it will take a long time to wait for positive developments. Economic science testifies that one-year destructive actions are compensated by three-year creative activity. Apparently, it is no coincidence that promising programs have recently been lined up until 2035.

1990s - a time of missed opportunities. The reasons are primarily political. Twenty years later, for the domestic manufacturer, the prospect of shaping the market appeared, which was absent in those dashing years. A trip to the existing market will be successful if it is taken "in pincers" by the national producer and consumer, prepared by the manufacturer. Ordinary promotional work, even under the professional supervision of the product manufacturer, will not solve the problem. In the yard there is a new time and, albeit spontaneously, not qualified, slowly, with digressions, the consumer, who, without advertising, was kept in the “hedgehog” gloves of half-empty counters with a very meager choice, and then deceived by advertising, looks at what is happening critically.

The consumer is ripe for a serious relationship with the manufacturer. Word for the last. Manufacturers must be the first to take steps towards a smart economy and lead consumers. It is not always clear what is an "innovative solution", "intellectual capital"? This is in our thoughts - a new policy of the manufacturer in relations with the consumer, aimed at achieving mutual trust. The consumer must trust the producer, the producer - the sustainable choice of the consumer, whom he brought up.

The formation of a civilized market is one of the main tasks of the action plan for the development of light industry for 2017-2025. Despite the well-known positive dynamics, the situation cannot be reversed. In the market for domestic goods remains below 25%. More than 50% are counterfeit and contraband products. More than half of the sold garments, fur, outerwear and footwear are concentrated in the clothing markets.

The image of the goods, its quality, as before, builds the clothing market. The clothing market is associated with gross violations, substitution of products in stores. The lion's share of the 1.5 trillion is "circling" in the clothing market. rubles. The market is "roofed" by power structures.

It will not be possible to overcome the hypertrophy of the market overnight, and how long the process of strengthening the status of the official domestic manufacturer in the market depends on a number of factors: political will, which ensures the consistency and vigor of the struggle (here one can transfer the American practice of suppressing mafia structures without discussion); the size of investments - the state traditionally shifts them to extra-budgetary organizations; development of the raw material base - back in 2016, the Ministry of Agriculture ordered to reflect in the departmental program urgent measures to combat the subcutaneous gadfly, prevent and improve cattle from hypodermatitis for 2017–2025, but how all this happens in our country is known: sheep breeding remains in a protracted crisis, hunting has declined sharply, cell fur cultivation has been reduced to a minimum and continues to fall; stimulation of expert production remains on stamped paper; development of innovative activity and training of qualified personnel. Innovative activity in our time is due to investments in R&D - they are scanty. In such a difficult situation, an extraordinary solution can help, and it is, however, it was bypassed in state circulars.

A counterfeit and a contraband product, which is most often the same thing, has always been on the market and in stock. The difference is that in Soviet times, the amount of illegal product depended on the severity of state control over illegal activities, and such rigidity did not irritate the West. Nobody tried to interfere with us, on the contrary, they showed understanding. In 2010, as well as all the last 20 years, illegal immigrants in the clothing market openly

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establish their own rules. The preventive measures are so democratic that they can be neglected without prejudice to business.

The reason for the flourishing of illegal relations in the legal market is not the existence of criminal groups - they are consumers of counterfeit goods. And the current market will not allow domestic producers to develop. They will not share their buyer voluntarily, and you cannot take the power of the buyer, he must be recruited, interested in domestic products. And here many questions arise:

Firstly, it is useless to enter a corrupt market with competitive products. They will set their own price there, they need to launder money received in other areas of business, also illegal, but more profitable. The enterprise is interested in working capital, i.e. in order to sell the product faster at a profitable, but not inflated price. State intervention is required;

secondly, "tastes are not disputed, but tastes are brought up." By changing the position of their products on the market with the help of the competent authorities or by cooperating and opening their own sales market, domestic manufacturers have the opportunity to separate part of the buyer from the masses of the market and make this part of their own, with a good prospect, without deceiving the consumer, to significantly increase the ranks of fans of Russian goods.

Specialists need to go to school, universities, technical schools, colleges, colleges, organize meetings with interesting people, demonstrate products, production, open joint creative circles, hold competitions, quizzes, debates. We need to open production. Some time will have to be patient, apparently, the diversion of funds will cause a slight decrease in economic indicators. Everyone knows that in order to jump further or higher, you need to retreat.

It is surprising that there is no section in the program for the development of the industry aimed at forming its own sector of consumers. The program is tailored according to the patterns of the Soviet era, without taking into account modern realities, with the exception of an indication of the need to actively involve private investment in the process, which is very difficult to implement in the current economic situation. The shadow economy is based on counterfeit goods, "gray" manufacturers prefer to invest in customs to import smuggled goods. The most realistic is the formation of the stability of consumer interest in the products produced by tuning the tastes of the buyer to it.

Orientation in long-term plans for the export of products, in principle, is the right task. The target setting, pushing the national boundaries of the market, contributes to the involvement of reserves, primarily intellectual ones. The authorities are trying to repeat the Japanese way of reviving industrial production.

Significantly lagging behind the United States and Western Europe technologically in the mid-1950s, Japan in the 2000s. pushed the Europeans out

of the world market, going through four stages of production growth in 40 years. The revival began with copying world models, in which the United States and Canada helped the Japanese, up to providing access to nuclear technology. Then there was a stage of independent development of products identical to world models in quality. In the mid 1970s. independent developments were already, in essence, at the level of the best goods, the Japanese learned how to make products of better quality. By the 2000s Japanese goods have become world brands, they have become equal both in the USA and in Western Europe.

Japanese progress is quite specific, it is unlikely that this will be repeated anywhere on the scale of the "Japanese miracle". Japan was ideally in the right place at the right time, helped by world politics. Now, neither the Europeans nor the United States will organize the highest favored nation treatment for anyone, not even Israel. However, this scheme, at least in part, needs to be adopted, in particular, by manufacturers of consumer goods.

In Russia, there are good traditions, exclusive technologies that attract custom-made consumers who strive for originality and economy. For example, craftsmen from one of the regions of the Central Region brought products made from nettle fiber, which have a proven healing effect, to the 2020 folk craft fair in Novosibirsk. In the manufacture of linen, cedar fibers were used. In Western Europe, a cooling cycle has begun, snow, which was exotic for the inhabitants, is part of everyday life. Russia has the richest experience in making ecological clothing and footwear for snowy winters, it is enough to give them a design familiar to Europeans in order to interest a Western buyer, or maybe keep something modern, Russian. In a normal European market, the main thing is to make a mark, then gain a foothold, including the creation of joint ventures.

At the same time, one should not follow in the footsteps of the Japanese. In Russia, everyone will have enough of their buyer. The interests of the domestic consumer should be a priority. We all hope, not without reason, that a better time is ahead of us. Accordingly, changes in consumer ability will affect the status of the producer.

The revival of interest in domestic goods will add optimism to domestic producers. It is only important that confidence does not grow into self-confidence. The recommendation of the classic of modern economic theory E. Deming, known as the "chain reaction of E. Deming" (Figure 3), will help to avoid a fatal illness.

E. Deming initially tried to implement his approach to creating a quality economy in the United States, but failed. The reformer himself explained the reason for the failure as follows: "My initiatives were welcomed by engineers, heads of individual departments, but they were ignored by top

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management, who did not want to think and act in a new way."

E. Deming relied on the triumph of professional thinking, its natural desire for something new, which coincided with the progressive movement. Developing the intellectual approach of his predecessor W. Shewhart, E. Deming connected four creative acts of thinking with a logical knot: observation, development of actions, implementation and analysis.

The listed operations, which made up the "Deming cycle", unite the commonality of the status of the individual, her innovative interest in the matter. In fact, half a century before the first work on the innovation economy, an American specialist made a presentation of the very concept of "innovation" as applied to the management of economic activity.

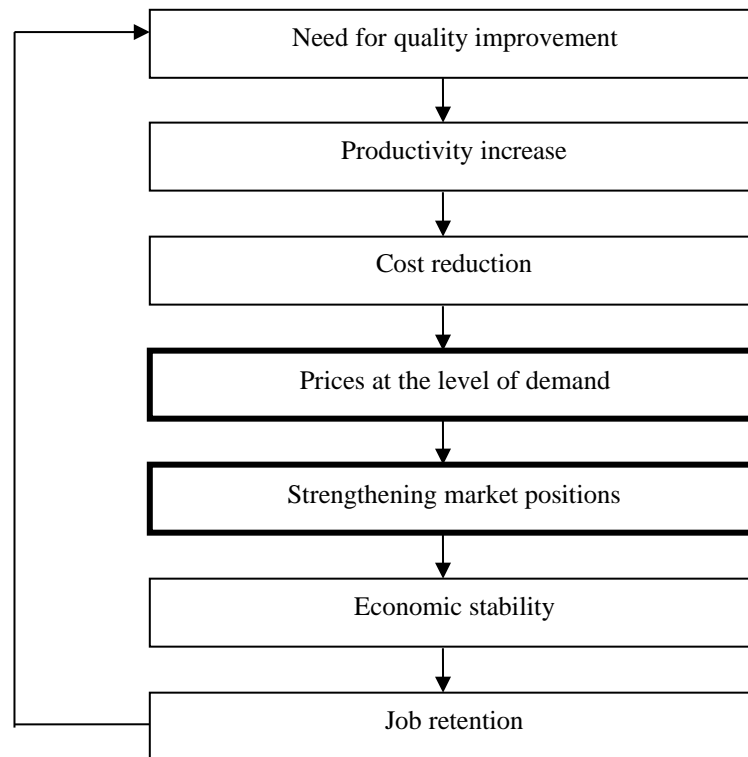


Figure 3. "Chain Reaction" by E. Deming

The basis of the content of this concept is formed by four consecutive actions: professionally built observation of situations, its monitoring is the beginning of the path of innovation, a very crucial moment of scientific knowledge is the description of the object; development of improvement measures - a positive change in the situation, the main thing here is the organization of the process in a new way, so that a motive appears that stimulates the performer; the next step is implementation and the final act is analysis, the purpose of which is to evaluate the results of implementation and gain experience to start the next round of the spiral of creativity.

Inviting E. Deming to Japan in 1950, the initiators of industrial restructuring tried to prepare well for the reform. They even made adjustments to the curriculum of technical universities. The course "How to Use Experimental Data" was introduced for all students of the Industrial Department of the University of Tokyo.

In the new time it is necessary to go with new ideas and, moreover, with programs, but there is always continuity in the process. Wise E. Deming foresaw what is always relevant - a reminder to management of all ranks about "difficulties and false starts."

A serious miscalculation of the methodological training of domestic specialists-managers, engineers in universities should long ago be recognized as its one-sidedness. Our professional education is traditionally focused on progress and innovation.

We clearly underestimate the warnings of experienced, recognized professionals about the impossibility of knowing everything and the need to be prepared for the most difficult circumstances of the case. The well-known Russian doctor puzzled journalists and specialists a lot with his answer to the standard question: "What should a good doctor be like? He said: "A good doctor differs from a bad one in that he knows well how not to treat."

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Professional training involves a thorough, in-demand analysis of mistakes, miscalculations, shortcomings, in a word, negativity in all its manifestations. A specialist is not insured against shortcomings either with a red diploma, or experience, or systematic study. We are not talking about the elimination of negative consequences, but about their "quality" side and frequency. It is possible and necessary to fight against this, it is in this direction that the lessons of E. Deming are especially significant. The most dangerous is the desire to follow the beaten path. This path eventually leads to a dead end. You don't need to learn to do like everyone else. Learning means developing independence. The theory of quality management in our universities is taught outside the "production-consumption" system, the course was conveniently reduced to the history of the problem and the quality management system, separating it into the field of production. consumer, the process of exploitation was located outside the main subject, presenting it as an infrastructure, without thinking about the fact that production is not self-sufficient, it is conditioned by consumption by other production, but, ultimately, any production is brought to consumption. The very word "production" is just the beginning of the phrases: "production of services", "production of a product". The first can be read as "relationship production".

If production is "production of relations (services)", then why do we talk about the quality of production in isolation from the subject of relations, which is opposed to the producer of a product or service? That, the other, the subject is the customer of services, products, so the quality of production is of no less interest to him than the manufacturer.

The advantage of the manufacturer over the consumer is in professionalism, therefore, it is necessary to disseminate one's professional knowledge, involve the customer in the circle of professional interests, problems; seriously and for a long time to engage in his education, taking him away from the "brainwash" in market advertising.

For two decades now, the youth consciousness has been under the pressure of "glamorous" fashion, which reigns supreme in everything: in television shows, youth programs, serials, weather forecasts, programs designed for home life, in the speeches of VIPs, "stars", officials and deputies. One gets the impression that it would be shameful, obscene to live otherwise.

By the way, in the countries that we have to catch up, life is not carried out in the style of "a la glamour." Popular in the USSR and in the Western world, Soviet international journalist, historian V. Zorin recalled the details of an exclusive reception hosted by the mayor of New York, billionaire G. Rockefeller. The mayor rarely met with journalists at work. For our compatriots, an exception was made for political

reasons - to support the course towards easing tensions in relations between world leaders.

"Having learned about the consent of G. Rockefeller," said V. Zorin, "we were more confused than happy. It seemed uncomfortable for us to go to the richest man in the United States in our suits and purchased shoes. Our American colleagues did not advise us to fuss, they recommended that we focus on the content side of the dialogue. But we thought otherwise, we were afraid to look unworthy, so we decided to rent costumes from fashion designers for a day. They came to the meeting in advance, were received by the mayor at the appointed time.

Again, we entered the office with a feeling that our equipment was appropriate for the circumstances. We experienced the real inconvenience when the mayor came out to greet us in a simple work suit and ordinary shoes. And smiled at our sight.

Where are the anti-advertising perversions? Educational institutions, instead of turning into centers of aesthetic, business, everyday education, themselves contribute to misinformation of the mass consumer.

Universities, according to their status, should actively cooperate with production and, together with production, carry out systematic, widespread work to educate the consumer's consciousness. Without such creative activity, the future of the domestic clothing and footwear manufacturer looks like the real Russian automobile industry - we will become an annex of Europe, we will lose the creative component, we will lose traditions and national characteristics. One should strive to sheathe not the whole world, like the Chinese, but one's own, Russian, consumer. He is still able to appreciate the dignity of fellow countrymen, but he must not be left to the mercy of fate.

E. Deming paid special attention to the socio-psychological support of the organization of production. Our today's specialists are looking for the keys to success only in technology and statistics.

E. Deming's concepts of "difficulties" and "false starts" are loaded psychologically. The talented economist E. Deming was tempted in the areas adjacent to economic activity - psychological and social. He presented production management in a broad, complex context. Most of today's managers are one-dimensional. Hence the constant failures in management. To the "difficulties" E. Deming attributed:

- expectation of results from work in the field of quality improvement in the shortest possible time, which is typical for highly specialized training - a surrogate for professionalism. Quality is the state of the essence of the process, product, management. The essence differs from the phenomenon precisely in stability. Quality is not a quantity that can be reduced at once, and sometimes even increased. Quality loses and finds itself in the process. It takes time and, of course, equivalent tasks for training specialists;

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- the opinion that mechanization, automation and computerization will help to make a breakthrough in the field of product quality. This opinion is again a defect in the training of a specialist, the limitations of professional culture. The quality of the product, and in a general sense - "boots are clothes for the feet", and in a particular sense - the quality of shoes as a combination of certain properties of boots, is a matter of human creativity. Boots are not harvested on a tree - in the workshop, boots are sewn by specialists according to models developed by related specialists from leather, which was selected by other specialists. Only at the beginning of the production chain of a product are we able to detect the presence of a natural phenomenon of nature - the skin of an animal. Technology in any form (outdated, modern, future) was, is and will forever remain a means of labor, created by a person and launched (or not launched) by him into production. Technique allows you to make products of a certain quality, gives stability to the quality of the product - and that's it! We repeat: the quality of a product is created by a specialist, it is a product of his activity. Technology does not create quality. This is where E. Deming's warning follows: do not expect a breakthrough in the field of quality from a technician;

- neglect of the actions necessary for the successful implementation of the quality improvement program. Another confirmation of the importance of the humanitarian development of the personality of a specialist, which top managers in the vocational education system do not want to hear about. S.P. Tymoshenko wrote that in US universities the humanitarian component is at the level of 20-25%. In England, it is approaching a third. Savings on liberal arts education result in major losses in special training. The place of dialectical thinking is occupied not even by a formal-logical one, but by a defective-everyday one, based on the "kondo" phrase "maybe it will work out, it will blow through". Why did the former Prime Minister of the Russian Federation express the historical thought "We wanted the best, it turned out as always"? Because they managed as best they could, and not as they should, unprofessionally. Since then, the situation has changed little, if the Prime Minister has to go to all major incidents, and the President strictly warns the Government and officials. In dialectical logic, there are some wise and simple rules that reflect the actual order of things:

firstly, you need to carefully study what was and how it was, so as not to step on the old rake again;

secondly, to thoroughly, comprehensively understand the essence of the matter, its infrastructure and relations, including the analysis of macroeconomic dynamics;

thirdly, the starting point should be the practical expression of the intention, but it is important to interpret the very concept of "practical meaning" not

in a narrowly pragmatic way. And, finally, the last thing: the truth is always concrete and unambiguous.

In a big business, unimportant little things happen only to those who approach it unprofessionally. Everything matters here. The concept of "quality of raw materials" equally includes organoleptic characteristics, age, storage and transportation conditions. One has only to try to rank them, as a series of non-trivial "little things" will go in succession and the quality will turn into out of condition. We are involuntarily forced to return to the beginning again and highlight the relevance of technical regulation of the quality of goods and services, as well as their production.

Quality management began more than a century ago with primitive actions and attention to detail. G. Ford Jr., A. Sloan, F. Taylor and A. Foyle - different people were united by a common attitude to the details of production. They, like everyone else, naturally recognized them, however, unlike everyone else, they did not treat them with disdain. Spontaneously, they understood that the essential is not born on its own, it is born in the non-essential, the big grows out of the small, the necessary arises at the crossroads of the accidental. Quality cannot be carved out of quantity, but in order to obtain the desired quality, the required quantity is needed. Quantity makes up a measure - "qualitative quantity".

In the presence of "qualitative quantity", i.e. measures, we can already do the appropriate quality. The Bible states, "In the beginning was the word, and that word was with God, and that word was God." In the theory of quality, the beginning seems different: "First, quantity is required: funds, specialists, ideas, etc." Therefore, the campaign for quality began with Ford with economy, with Taylor and Foyle - with the level of organization. And the main problem already at that time, perhaps not yet so obvious, was the "scissors" in terms of quality and quantity.

Let us clarify: the economic effect does not manifest itself in an abstract, pure quantity, although it is potentially included in it, but in a realized quantity similar to demand.

Taken abstractly, demand is more of a psychological category and less of an economic one. In the economic aspect, demand acquires the value of a factor when it is provided either by the purchasing power or by the settlement power that allows obtaining credit.

The manufacturer is obliged to strive not to create quality. Its goal is production efficiency. The quality of everything for everything is a means of achieving efficiency, a lure, a nozzle in the understanding of a fisherman. You can get a modern quality product and go bankrupt, because you will not be able to sell the product at a profit. The market will not accept it.

Quality in an economic application is a concept that is correlated with efficiency and does not coincide with it, as many people think. Quality management,

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including the development of technical standards, regulation with their help, involves modeling the filtering of ideas, plans through the "gateway" of quality goods to the market. It will open or slightly open the market for innovations to the full extent of access to mass demand.

K. Ishikawa came up with a "circle of quality" and proposed "cause-effect" diagrams. The idea of the Japanese specialist is extremely simple: it is necessary to involve the entire staff of the enterprise in quality management. The totality of participation is the key to the quality of production. The concept of K. Ishikawa was embodied in the history of Toyota. B.S. Aleshin argued that "it was at this phase of quality assurance that quality management in its modern sense took shape."

K. Ishikawa, thanks to the involvement in the process of creating high-quality products of all those employed in production, managed to remove "the contradiction between improving the quality and increasing the efficiency of production in its former forms." In almost all countries with a high average income of the population, the consumer began to receive high quality goods and services at an affordable price, bringing a number of European countries, Canada, the USA, and some Arab states closer to the "consumer society". The "miracle" born in Japan, like all previous miracles of the economy, turned out to be short-lived, which once again confirmed the position of skeptics: "Miracles do not happen! There are ups and downs."

Every "miracle" is a success acquired by a specific historical situation and flourishing within the boundaries of its time. The features of historical time contribute to the birth of "miracles", they also determine the miraculous limits.

Let us turn again to B.S. Alyoshin: "The concept of standardized quality, according to which a quality product is understood as a product, the requirements for which are defined and fixed in the standards by the manufacturer, and the consumer has the right to either buy the proposed product or reject it, has led to an aggravation of the contradiction between quality and efficiency in a new form, with an error in determining the needs of consumers when products that are suitable, from the point of view of manufacturers, enter the market, the costs are extremely high.

K. Ishikawa closed the concept of "quality" to those who produce it. Those for whom the product is designed, remained out of work. They were not interested in their opinion. The isolation argument is impressive: consumers are not in the know, they are not experts. K. Ishikawa did not systematically consider the main relationship in the economy "producer - consumer". Once they were in one person, they were opposed by commodity production. It arose as an alienation of the abilities of the individual, dividing it not conditionally, but physically, but the personality remained in both forms: the producer and

the consumer. The proportions of hypostases have changed and continue to change. However, their essence is a dialectical opposition that does not allow them to exist without each other, and this must be taken into account.

The consumer is an accomplice of the quality of the product. The division of labor separated the consumer from professional knowledge, the skill of the manufacturer, opposed them, but did not divide them so that they could not depend on each other. They are still a single socio-economic entity.

The modern economy shows that the producer, having opposed himself to the consumer, has moved the arrow of his movement to a dead end. It is necessary to come to grips with the return of the consumer to mutual understanding, for which, first of all, it is necessary to reduce the distance in the professional aspect of relations - to educate and educate in the consumer the subject not of a passive, third-party, random, but a partner in a common cause.

In the latest economic policy, technical regulation is one of the main conditions for achieving quality standards. It allows balancing the relationship between centrifugal and centripetal forces in the development of production, democratizing production management and, at the same time, preventing it from sliding into production itself, i.e. autonomous self-sufficient production. The system will fall apart if its constituents decide that they themselves are the system. Democracy and arbitrariness are incompatible phenomena. Freedom in a democratic interpretation is reasonable only when it is the freedom to act both in one's own interests and in the interests of the system. Control can be in the form of self-control or in the form of centralized activity, but it must take place in the interests of democracy, which in our context means the interests of the consumer.

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 take the consumer out of the zone of improbable certainty into the space of cooperation, which gives a much 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.

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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 - 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. By replacing the "consumer" with the "buyer", businesses 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.

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 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. The highest function of consciousness is cognitive. Knowing nature, we discover its qualities, state of quality, quality levels, embodying new knowledge in production. Classical political economy (A. Smith, D. Riccardo, K. Marx, J. Mill) concentrated quality problems 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. 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.

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

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interest of consumer demand in the quality of goods. 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, 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. The priority of goods is a relatively new concept for both production and science. It requires a systematic study, which involves an appeal to the theory of conceptual thinking. Economic activity is carried out at two levels, based on common sense, derived from many years of experience, and on the generalization of practice in scientific terms. Scientific knowledge grows with concepts! Common sense is highly commendable, but it orients only within the limits limited by direct experience. Theoretical understanding at the level of scientific methodology expands the existing framework, opens up the prospect. It is more reliable and versatile.

Reliability and universality are signs of the quality of knowledge. Reliability allows you to minimize risks, universality relieves stress from the search for new solutions to the problem - "they don't look for good from good." You have to pay for quality. The fee is generally considered to be financially dependent, but this does not always appear directly. In the history of civilization, there are two outstanding achievements at the level of revolutions that clearly have not received equivalent evaluation, namely: discovery of the price of knowledge, comparable to the price of things for a person, "knowledge is power"; awareness of the special significance of theoretical knowledge in the form of concepts and related forms of abstract thinking - judgments, conclusions. This naturally led to the need to develop a specific technology for their production - a methodology for understanding the essence of the relationships of existing phenomena. The visible part of the world is "designed" for the consumer, the invisible - for the manufacturer. The competition of producers can be formalized as a simple technical task - to penetrate through the chaotic multitude of phenomena of the visible part of the world into its hidden part, to understand it, so that, upon returning, to understand chaos as an order of coexistence and development of phenomena. Order is a pattern. Laws exist only in textbooks on their own, separately. In reality, law is stability, generality, and necessity of the order.

Economic science in the 20th century found itself in a difficult situation, which by the end of the century became critical. The theory of A. Smith and the method of K. Marx did not fit into the contours of the ideology of developed capitalism. In Europe and North America, the very idea of the historicity of capitalism was seen as heresy. The history of capitalism has a beginning, but the presence of a beginning cannot be the basis for a conclusion about finiteness. Mathematics is an exact science, it allows infinity in one direction. The dialectical interpretation of infinity is metaphysical, abstracted from real history. The salvation of economic science must be sought not in the historical, but in the formal-logical understanding of reality, that is, in mathematical calculations and statistics.

We will stop diving into the philosophical, or rather, into the methodological foundations of science, but not because it is necessary to quickly plunge into practical matters, but because of the importance for the successful understanding of the production of goods of understanding that any production involves the reproduction, along with the goods, relations. Production begins with the achievement of certain relations and leads to the development of these relations - between producers and consumers. Understanding such a complex structure of production is possible only with the involvement of scientific analysis based on conceptual thinking.

That is why we will have to begin the analysis of the comparative new concept of "attractiveness" in its applied concrete expression "attractiveness of a product" from a theory, a logical doctrine. There is an alternative way, but without a light source, by touch, in the dark.

Modern knowledge about the concept; its ascent from the abstract to the concrete, with the subsequent prospect of the birth of new concepts as products of the development of content, was laid by G. Hegel. Conceptual thinking, according to Hegel, is a dialectical process. The teaching of the world famous philosopher was based on a fundamentally new interpretation of development, which was based on the idea of an internal source of movement, represented by the relationship of opposites that are in unity. G. Hegel's predecessor, Aristotle, built the logic of thinking on the principle of identity of the concept to itself, its immutability. In mechanical theory, this approach is reflected in the "statics" section, and the specialist knows that in this way the situation is artificially simplified in private interests. However, the sections "dynamics" and "kinematics" that are most interesting in practical terms follow. They no longer describe the moment of movement - generally interpreted as something that does not change, resting in its state, but the movement itself, as a change in the broadest sense. Aristotle did not get to the dynamics and even more so the kinematics of thinking in the context of the meaningfulness of the movement of

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concepts, he was primarily interested in the technology of abstraction and generalization in the forms of knowledge. Aristotle's logic is therefore often referred to as "formal".

From Hegel's point of view, Aristotle's logic was just a special case, having value in that in order for knowledge to integrate into the process and conduct a general reconnaissance, it is important, albeit conditionally, to stop the change. Aristotle sacrificed the content of concepts in order to achieve regularity in formal relations. Simply put, looking at the logic of Aristotle is akin to the expression "general plan" for a given time. The past and future of the concept of Aristotle were not interested, which, again, in general, corresponded to the nature of historical time. K. Jaspers called the described era "Axial Time", emphasizing the role of culture as the axis around which Ancient civilization began to unwind, but it is hardly necessary to see in his assessment the actual historical scale of the changes that took place, and the very understanding of time by the Greeks was cyclical. In a word, Aristotle in his logic reproduced the spirit of the era in which he lived and worked. Another thing is G. Hegel, who worked in the heyday of the New Age with its political, scientific, technical, industrial and cultural revolutions. G. Hegel needed to understand the spirit of the times in the context of radical social changes, to fill the content of concepts with movement.

After himself, G. Hegel left many questions, therefore, paying tribute to his dialectical discovery, one should also remember about the Hegelian legacy that hampered the spread of dialectics.

Having limited dialectics to the sphere of spiritual activity, he recognized the self-sufficiency of the existence of the spirit and perceived everything else in the form of the otherness of the spirit, of course, outside of dialectical development. G. Hegel's triad "thesis - antithesis - synthesis" turned out to be not a universal formula for development. Existence in non-spiritual forms of being - the physical reality of man, nature, society, he explained by the objectification of the spirit, referring to the derivatives of the development of the spirit. The merit of K. Marx and F. Engels was precisely that, relying on the discoveries of natural science and the movements of the bourgeois mode of production, they first turned the understanding of dialectics "upside down", and then removed the restrictions from it and made it a universal way of development.

Both positivism and irrationalism were reactions to Hegel's rationalism, but they suffered from the same "sickness" as the "sick" one - a one-sided approach. Positivism clearly experienced the limitations inherent in empiricism, irrationalism was closer to the time of bourgeois activity, not burdened by intellectual reflection, the idea of willpower, the desire for power, received some support in a developing society, despite a number of defiant

conclusions from the point of view of cultural traditions.

This is confirmed by another surge of interest in Europe in the economic research of K. Marx at the end of the 2000s in connection with the financial crisis. Europeans are unaware that there is another serious monograph by V.I. Lenin "Imperialism as the highest stage of capitalism", in which the author for the first time analyzed the outstripping dynamics of financial capital and noted its frank desire for political influence on public life.

Dialectical thinking did not come to the economy all at once, it began with individual ideas, mainly the idea of development. The Italian economist A. Serra was the first to pay attention to the division of labor (RT) and looked at this feature of economic activity in dynamics. Statistically, he proved that the country's wealth grows depending on the depth and spread of the RT. W. Petty and A. Smith developed the perspective of A. Serra's conclusion on a transnational scale. As a result, A. Smith found himself in a dead end of non-dialectical reflections - when the Republic of Tatarstan covers the economy of the whole world, will development stop? A. Smith and D. Ricardo perceived capitalism identically to world history, they were sure that capitalism arose to be infinite. Economic thought hit its limit, because it could not find a political principle equivalent to an economic one. K. Marx predicted

It is no coincidence that in the 20th century the political component of economic science was vigorously squeezed out, naively believing that it would be possible to confine ourselves to purely economic analysis. The "purified" economic science itself was divided into macro and microeconomics, and by the 21st century it was generally presented as economicism. "New economic "science" writes M.L. Khazin, was created precisely as an ideological alternative to political economy ... To do this, it was necessary to turn the construction of science on its head: if political economy is built from macroeconomics (i.e. general economic patterns, which include the deepening of the Republic of Tatarstan, the scale of markets, and the volume of aggregate demand) to microeconomics (i.e., the behavior of an individual and an enterprise), then in economics the opposite is true, i.e. The specificity of economicism is an attempt to derive global macroeconomic patterns from microeconomics.

Now let's imagine a picture - experts manipulate historically established science, instead of improving its methodology, producing new theoretical studies, completing and rebuilding proven ideas within the framework of a systematic approach. The question is why? Who needs it? The theory of knowledge does not provide answers to these questions. The absurdity of denying the logical path of movement is obvious, although there are precedents. Well-known scientists have repeatedly noted the illogicality of achieving the

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discoveries made, but they talked about the final heuristic link in a logically and methodically built chain of knowledge. The illogicality or, more precisely, the illogicality of the final results only confirmed the rational perspectives of logically organized thinking in both versions - Aristotelian and Hegelian.

Scientific concepts have a huge potential for development. System relations of concepts contribute to the emergence and actualization of new concepts. New concepts may well grow into system-forming ones. On the other hand, even G. Hegel considered it important for the correct orientation in the real world, to distinguish between the really necessary and the really unnecessary. The first contains the source of functioning and development, therefore he called such phenomena "reasonable" or "real", while the second has served and either slows down the movement or counteracts it.

One gets the impression that economic science both in the West and in Russia, under the influence of the authority of the Nobel laureates, decided that with the death of G. Hegel and K. Marx, political economy also died. But the impression is false. Noticing the priority of production in the construction of the economic system on the market factor, modern economists have changed owners. F. Taylor, A. Fayola, G. Ford, A. Sloan were replaced by market speculators like Soros, while economic theory retained its political guidelines.

It is necessary to put capitalism above history as an ideal model for the organization of production. Formally, the combination of a developed form of political democracy, its legal support by the state, with the freedom of entrepreneurship gives grounds for a claim to ideality. Just let's not forget that all of the above looks perfect in comparison with the political and legal models of absolutism, dictatorship and other anachronisms. The story does not end with financial-oligarchic capitalism with its showcase demonstration of a mass consumer society. The "casting" of exemplary socio-economic models continues and will continue as long as the current model is available to the seventh part of humanity. Six and a half billion of the same homo sapiens can still afford at best to buy a ticket to the cinema and watch the sweet life of their own kind.

The world conference of the scientific elite in Rio strongly recommended a change of course from business greed to sustainability, warning that a global conflict with nature would join the sharpening of intra-human contrasts. Instead of the noosphere, the next generation born now will receive gas masks and protective suits, and the light industry will have to change directions in order to provide endangered species of mammals with personal protective equipment.

Features of the dominant mode of production are certainly manifested in the development of economic

science, but they do not cancel its political status. Moreover, economic science, before making the next round of progress, is objectively obliged to determine the political prerequisites for raising the mode of production to a new level. Try to figure out what was left to the heirs of A. Smith, D. Hume, R. Owen, J. Sisoni, K. Marx, J. Mill, G. Spencer, T. Malthus - socio-political philosophy or economic knowledge. In their works, social history turned into political history, and they left politics as a means and goal of economic programs to advance in solving problems of social development. The communist alternative to the bourgeois mode of production has not matured objectively yet. The desire to divide the history of communism politically economically into two stages and start from the socialist one was blocked, on the one hand, by the politicization of the capitalist economy in the direction of strengthening socially significant milestones, on the other hand, by an aggressive economic policy called upon by protectionist conspiracies and ordinary political deception by excessively gullible leaders to convince communists of the economic failure of socialism. The truth remained concrete - the political resources of economic science are objectively conditioned by the historical time of the mode of production by which it was born. Economic science is united by its objectivity, but its objectivity reflects historical epochs and therefore has the form of a chain made up of separate concrete historical links, naturally interconnected. Maybe, temporarily such links coexist. A similar experience was calculated by V.I. Lenin, the NEP, which he defended in the fight against his comrades-in-arms and caused the rise of the country's economy, and the official political doctrine of the PRC: one state - two ways.

The modern history of economic science, despite the numerous tricks of opponents, is following the same political course, the depoliticization of economic theory looks absurd in economic practice. It is enough to look at the movement of exchange rates, follow stock news, in order to assess the strength of political influence on economic activity.

Along with the evolution of economic science, economic concepts also change, some are reloaded, filled with new content, others expand the area of application, others move to new positions, fourths lose their former significance, while fifths appear, demonstrating the modernization of economic reality. Moving from concept to concept, it is possible to repeat the historical logic of the ascent of production, to determine the qualitative historical leaps.

K. Marx developed the dialectics of capitalist production from the original concept of "commodity", seeing in the contradictions of the commodity the germs of the contradictions of the mode of production. But the commodity was not and could not be the initial phenomenon of economic history. The product itself is a historical product. The commodity and the

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corresponding concept in political economy are indebted to the previous stage of economic development. The history of material production began with the manufacture of products that are necessary for the life of the manufacturer in the form and quantity in which they were received. The problem of alienation was born and became a basic one in the characterization of the mode of production later in connection with the possibility of obtaining products in excess of the need to reproduce the conditions for the continuation of labor. Be that as it may, the product has become a commodity, and the process of alienation from a socio-political phenomenon into an economic pattern. The concept of "market" also did not fall from heaven. The market grew out of random forms of exchange. As it gained some stability, chance, through an intermediate form of fairs, was formed into a necessity. The market has become the basis of exchange activities, and fairs have become its complement. The nature of the market is due to the need for reproduction. The market is inscribed in the process of production and all its attempts to rise above production are unnatural. But the very existence of the market as a way to satisfy the conditions of reproduction is absolutely natural, which allows the market, within certain limits, to show its legitimate position in production. As everyone knows, one can manifest oneself in different ways, especially since the market combines the interests of different subjects of production.

Production unites not only technical and technological actions, their objectively dependent organization, it includes the "human factor", which is often called "human capital" lately - it sounds nicer, inspires pride in the right to be a "reasonable person", besides almost a capitalist. The "human factor" more accurately describes what is happening directly in production, since production can be completely decomposed on the basis of the concept of "factor" into constituent "didactic" units. The "human factor" brings a goal into production, if you are lucky with "human capital" - a professional management culture, you can "grow" expediency from the goal, that is, systematically organize the relationship of the goal, means, methods and forms of achieving it, optimize the production process. In general, production looks like an activity to turn a goal into a result. The correct choice of the purpose of production is already considered the first victory, that "good start", which in popular wisdom is equated to "half the battle".

The goal is achieved, the desired result is obtained. A new story begins. The result is not produced for own consumption. So that production does not stop, and the victory does not turn out to be Pyrrhic, the resulting product in the rank of a commodity must be exchanged for the necessary conditions for the continuation of production. The business includes the market, the task of which is to attach the goods - to find a buyer. The buyer, of

course, has his own interests, perhaps not entirely personal, on the contrary, primarily industrial. To some extent, the market is also a production, it produces the organization of intermediary services. Such production, however, is more like ersatz production, because it does not perform the function of creating added value for the product, but actively influences the change in the price of the product. The very concept of "price" is of market origin, therefore, it is indirectly related to the fundamental concepts of production of "cost" and "value" of goods. The price provides profit to the market and the market is an interested subject of the pricing process. Here begins another interesting story for the buyer.

The market has great opportunities to manipulate goods and prices in the absence of a clear, well-thought-out and organized interaction in the system of relations between producers and consumers. Liberal political economy focuses on the freedom of the market, not caring about the content of the concept of "freedom". Arbitrarily intruding into the sphere of responsibility of philosophy, liberals pretend that they are solving their problems, misleading professional thinking and public consciousness. Not all theoretical and practical economists are experienced in philosophical reflection. Taking advantage of this situation, the liberals are growing their market "concept" of freedom, trying to free the market from the subordination of necessity in any of its expressions. In fact, economic liberalism, proclaimed by A. Smith in a specific format, has transformed into a banal market anarchism.

We do not want to deprive the market of the status of a subject of developed cultural production. The market undoubtedly is, but to put the market in the general range of subjects of production, therefore, to ignore the evidence of a different attitude towards the most important indicator of the development of production - the ability to increase value by labor.

The freedom of the market is comparable to the freedom of referees on the football field. The referees do not play, they ensure the game is played according to the current rules. By their actions they can slow down the pace, slow down the pressure, play along, but all this happens in plain sight, under public and professional control and is prosecuted in the prescribed manner.

The exchange function of the market objectifies it, but it is important to remember the ways in which objectivity manifests itself. The material form of objectivity - the technical and technological objectivity of production, the physical reality of the commodity - is indeed primary and subordinate to the natural basis of social life; the objectivity of production and economic relations, including the organization and division of labor - the "secondary" objectivity created with the creative participation of the subjects of labor - this is natural-historical objectivity. There is also, apparently, a third, transitional level of objectivity, indirectly controlled

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by the objective nature of production. The market belongs to this third level. Hence such a different reality of the market, the opportunity for the organizers to manipulate quite arbitrarily within the framework of the market and in the interests of the market. F. Engels explained to E. Dühring: "In a society where commodity production is the dominant mode of production, "the market has always been ... a very well-known boundary among" business people ". Due to its specific reality of the "transitional type" from the strictly regulated existence of production to the relativity of the dependence of the conditions of exchange on natural historical concreteness, the market combines actions adequate to reality with actions of a specific nature, organizing its infrastructure from the latter. "Marketers" hide behind the "iron argument" - the market is a "barometer" of the state of production. In such a situation, all those actions that, according to G. Hegel's classification, are not valid, are allowed as necessary-conditional. Quite according to the logic of Petzold, who saved Machism from solipsism by introducing into the formula of being a "potential member of a 'relationship' ". Petzold did not personify the "potential member", but it was not difficult to understand that it must be something universal, standing above the subjective form of consciousness. Marketers, absolutizing the position of the market, more precisely, exchange through the market, achieve control over production. The interest of marketers again makes us remember the power of money.

According to its objective position, the market should not earn more than producers. Otherwise, production will stop, and with it social progress. Now the situation is critical, and the first cause of the crisis is the policy of financiers, the second is market speculation. Prices for real goods on the market have not corresponded to the cost of their actual production, delivery and sales costs for a long time. The problem for liberals is one thing - the education of the masses. It's the 21st century after all. Therefore, the world policy in the field of modernization of education is aimed at its "market" division. The vast majority of graduates are destined to be clerks, a clear minority, mostly from their own, plus those who are especially talented, make up the reserve of top managers. It's not about the name of the university, but about the interest in you, which very rarely depends on you.

The flourishing of the market and its infrastructure is due to the birth of mass production. At the first level of mass production, the market was maximally regulated by the task of expanding the sale of goods on a production scale so that reproduction was dynamic. Everything was dominated by the need for production in working capital, since the advantage of mass production is the ability to reduce costs, thereby reducing the cost and increasing the competitiveness of the product. The key factor was the time of sale of goods. "Time is money". Mass

production gave rise to a trading principle: the consumer cannot help but find what he is looking for! Universal mega stores offered almost the entire range of goods in all its possible variety, including price. It soon became clear that the lack of certainty is associated with high costs of raw materials, energy, maintenance of premises, a large number of unsold products, especially those limited by the shelf life. The market did not cope with its function as planned. An important event took place that did not receive a well-deserved rating, perhaps they did not want to lower the reputation rating of the market. Production workers "went to the people" - to study demand, taking into account social stratification. This is a troublesome business, the achieved certainty is not as accurate as desired, but even at a conditional level it serves as the basis for orientation for production planning. that did not receive a well-deserved rating, perhaps they did not want to lower the reputation rating of the market. Production workers "went to the people" - to study demand, taking into account social stratification. This is a troublesome business, the achieved certainty is not as accurate as desired, but even at a conditional level it serves as the basis for orientation for production planning. that did not receive a well-deserved rating, perhaps they did not want to lower the reputation rating of the market. Production workers "went to the people" - to study demand, taking into account social stratification. This is a troublesome business, the achieved certainty is not as accurate as desired, but even at a conditional level it serves as the basis for orientation for production planning.

B.S. Alyoshin and colleagues characterize the new approach, called "lean production" (sparing, or lean production), as follows: "This type of production fundamentally changes the very purpose of the production process. At the same time, the traditional task of manufacturing a large number of similar products that meet the requirements of regulatory documentation, from which the consumer must choose the most suitable for him, is replaced by the task of manufacturing exactly the product that this consumer needs and in the required volume and at a certain time. Assessment of the transition of mass production to a new stage - the acquisition of rationality - B.S. Alyoshin and his co-authors are clearly idealizing. The shoe fit well by the time of Cinderella in the fairy tale, and then because it was her second shoe, nevertheless, marketing research is indeed essential for all subjects. Manufacturers are cutting costs, consumers are getting better guarantees of what they are looking for, middlemen are losing their former freedom to manipulate goods and prices. But it is not appropriate to get carried away with the assessment of transformation. Over the three-hundred-year history of the development of industrial production, the market has developed a protective and compensatory mechanism from "collisions" both from below - manufacturers, and from above - rulers,

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but the saddest thing is that the market, through lobbyists, has grown into power, consolidated its interests in the formulation of laws, their interpretation. The mass media became its second support, going without hesitation to any violation of the regulatory limits on commercial advertising, engaged in advertising both "white" and "black" - outside of advertising time.

The information work of the market is universal. It is included in the essence of the functioning of the market and has changed throughout the history of the market. It is no less obvious that market information sometimes developed faster than the basic part of the market, forming into a separate segment of market reality, which has as its main reason increased competition between manufacturers - there were more and more goods on the market, and the number of manufacturers grew. The market itself eventually became the subject of competition, actively involving advertising and the means of its distribution.

A quality product that satisfies the urgent needs of the consumer does not need advertising. Advertisement on the market was the name of the manufacturer, in Russia and in Europe, recognized manufacturers added to the emblem of their trade the sign "supplier of the court" of the state ruler. Trade was part of the production and was carried out under the control of the owner. Take, for example, the Ivanovo manufactory, Filippov's bakeries and bakeries in Moscow, and the jewelry business of C. Faberge. Advertising was the assessment of the consumer, by the way, the ideal of advertising as an objective information activity should be the assessment of the goods by public opinion. Today, no one writes or talks about the ideal criteria for advertising practice. Advertising was not only separated from the information flow built on objective data, it was made a purely commercial event, defining its quality narrowly pragmatically in the interests of the seller. The seller pushed the manufacturer into the background. As for the buyer, in the raging sea of

advertising, he is akin to the people depicted by I. Aivazovsky in the painting "The Ninth Wave", tied to the wreckage of the mast and hoping for God's help. The best advertising motto is "If you don't deceive, you won't sell!" Based on the "qualitative analysis" of advertising, we introduced the concept of "advertising quality", opposing it to the real quality.

"Real quality" in turn also seems to be a difficult problem. In international documents, in order to achieve consensus, the concept of "quality" is deliberately simplified, defining either as a set of specific properties of an object, service; either as a high level of ability to meet the needs of the user. Hence the desire to formalize quality, bring it to quantitative characteristics, in order to obtain a technical task at the end of the process. The multiplicity of representation of quality is a condition for manipulating quality, the highest demonstration of which is the "work" with the quality of advertising cases of masters.

Production makes sense only as a way to satisfy the needs of the user, therefore, the quality characteristic of the goods reaches its peak in the awareness of the consumer, although the objectivity of quality is revealed by the manufacturer as a specialist. In the old days of guild and manufactory production, the problem of mutual understanding and mutual satisfaction rested solely on the high cost of production. Clocks in the time of Huygens - the creator of the pendulum mechanism - were available only to very wealthy buyers. Huygens presented the watch he had made to the king of France. Louis asked: how long will they last? Huygens replied: they will satisfy your descendants with a constant degree of accuracy. Metal utensils were designed for generations. The goods did not have to be demonstrated, the assortment was also limited.

The quality of the goods is easier to represent in the form of a triangle (Figure 4):

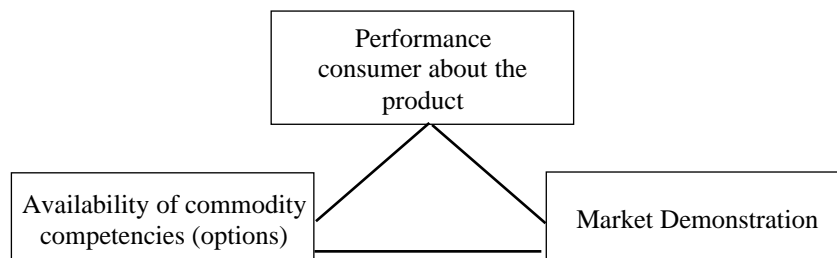


Figure 4. Architecture of product quality features

Advertising felt free both from the objectivity of quality and from responsibility for the sale of the advertised product, when market information lost its direct connection with its subject base, ceased to be essential, moving to a phenomenological level - the art

of "presenting" the product won. It is interesting to trace the nature of the evolution of the fine arts and the art of advertising. Realism in painting at the turn of the 19th and 20th centuries gave way to impressionism in popularity. If the realist artist sought

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to recreate the objective reality in the context of human aesthetic feelings - the landscape was intended to show the beauty and strength of nature, the portrait - to reveal the spirit of the individual, based on the originality of the depicted object, then the Impressionists made the play of light their subject, creating new technologies in painting. They preserved the reality of the depicted object, it is easy to see, but the viewer sees the object through interactions with light, the action of which is transmitted by an innovative display technique. With impressionism, a new concept appeared in painting - "plein air".

The transformation of information seems to be the evolution of painting, and advertising is commensurate with the approach to the subject that brought the art of plein air to life. Product advertising can not exclude. Elements characteristic of the advertised product must necessarily be present in advertising like the subject of the Impressionists, but how to depict the product? This already belongs to the creator of the advertising product, the mass production market of the "consumer" society, practically does not limit the freedom of advertising fantasy. difference in risk. The impressionist took risks himself - he could be left without a buyer and go bankrupt, the advertiser, in the worst case, will lose for a while some part of confidence in his competence.

The informational beginning of the organization of market relations was clearly shown by Z. Nozhnikova, a cultural historian, who collected in her monograph "Mysterious Muscovy" the notes of Western ambassadors who visited Rus' in the 15th-17th centuries. The vast majority of Europeans who visited Muscovy on official visits as part of their embassies were surprised by everyday culture, construction, order and ... prices in the markets. Many made their fortunes upon returning home, on the difference in prices of goods bought in Rus' and sold in their homeland. At that time, information about the quality of Russian goods and their real price was strictly objective, as information should be, because they received it, as they say, from "first hand" - from merchants or manufacturers. Both those and others acted within the limits of the regulations established by the authorities under the supervision of royal orders. Based on documentary sources (P. Petreya, P. Allepsky, I.-F. Kilburger, etc.), Z. Nozhnikova concludes: "The markets seemed most interesting to many foreigners. There was something to see in the markets (i.e. the product advertised itself better than any custom advertising).

In walking around the market, one could successfully combine the important task of studying the state of trade in Muscovy ... asking the price of future purchases, which, like gifts to relatives and friends, should be bought before the return journey, and - perhaps the main thing - to marvel at miracles after miracles, as the Moscow Airman market (assistant to the Swedish ambassador). The markets in

Moscow and Arkhangelsk acted as an advertisement for the development of Muscovy itself, were its hallmark for Europeans who knew Russia poorly. It is highly unlikely that today's Europeans from the Russian markets experienced the same feelings with which their ancestors left the market. There is a saying in Central Asia: "No matter how much you say halva, halva, halva, it will not become sweet in your mouth." It perfectly characterizes our liberal politicians who claim about the market achievements of the Russian Federation.

In the 1950s - 1970s, agricultural enterprises and industrial enterprises focused on the production of mass-produced goods participated in direct trade without intermediaries. Their outlets were everywhere - tents, shops, mobile shops, etc. The only intermediary was a co-optorg, interested in the percentage of sales no less than in the percentage of profit, and buying up quality goods. All advertising consisted of a beautifully designed sign, indicating the address of the manufacturer, so that the buyer could orient himself and make a choice for the future. The absence of intermediaries (including "advertisers") significantly reduced the costs of production and trade, made it possible to reduce prices and make goods widely available. In the "collective farm" markets, in the shops of the coop trade, there really were no queues, the exception was the sale of products of industrial enterprises that earned the trust of buyers - furniture, household appliances, clothes, shoes. However, unlike modern supermarkets, there were significantly more buyers. The low inflation rate for 2016 demonstrates the price cap. Prices are comparable to the famous "eight thousand" of the Himalayas. Climbing power is not for the mass buyer with its limited purchasing power, but for individual groups, the number of which is also declining. The advertising potential is depleted, and along with the value of advertising, the share of objectivity "hidden" behind the external entourage of information is also falling. There comes a turning point when the true quality of the advertised product is replaced by the desire to make it attractive in any way. In the foreground, instead of the objectivity of information, there is an image,

"Priority" from an advertising category is transformed into an economic one, more precisely, a market brand. Theoretically and even methodologically, "attractiveness" refers to "cross-cutting" concepts that characterize an activity and its products. It is unlikely that there will be opponents of this statement. The essence of the consideration of "attractiveness" in the light of our problems is not in the definition of "attractiveness" as such, but in its concrete historical manifestation. Activity is a way of implementing an idea; outside of practical activity, the idea will not go beyond the element of consciousness, remains knowledge and most likely will lose its meaning after some time. The relevance, meanwhile,

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lies not in the activity itself, but in the way the idea is realized, the way the activity is carried out is regulated by spatio-temporal coordinates, revealing and limiting the relevance of the mode of action. History is made up of actual historical periods - actual stories. A historical phenomenon, regardless of its nature - material or ideal, becomes not when it is accomplished, but only when it is included in the historical chain of events. In dialectics, social development, therefore, is described by a pair of categories "historical - logical", and historical phenomena can "fall out" of the logic of the historical process, which is natural. Otherwise, development would involuntarily make one think about the Divine creation of social history. when included in the historical chain of events

"Priority" in a broad context has always stimulated activity. In recent history, this concept has acquired a new meaning and, accordingly, a new meaning. It was at the center of economic controversy in the market. It is actively exploited in their own interests by all those for whom the market is the main source of speculation, they will go to "all serious". It is seen as the salvation of consumers by those who have retained the honor of a professional manufacturer.

The question arises: why is the position of speculators on the market so stable? The question falls into two parts. The first part - at whose expense do they have their "margin"? The answer is simple - they are fed by producers and consumers, of course, not of their own free will, forcedly, obeying a natural order. The second part is why the laws are so written and what the government is doing at all its levels in order to be the power of the people - democracy. At this point, we will have to stop asking. Statistics will tell you the answer. In quantitative terms, in comparison with the Soviet period, the power has been significantly strengthened by branching, increasing the number of its employees from two to three times, increasing the financial increase in ensuring their well-being and merging with the legal marketing business. It would seem that, chances of "attractiveness" to turn in the interests of production and consumption are few. So it is, but objectively they exist.

We will try to approach the solution of the problem systematically and comprehensively. Distribution in modern scientific knowledge, systematic and integrated approaches are successfully combined with each other, making it possible to look at the subject of research in two basic projections: from the outside (from the outside) and from the inside. With an integrated approach to production planning, it is required to analyze all the existing facets of the functioning of the subject in order to achieve not only the ultimate value of the objectivity of knowledge, but also to obtain the "voluminousness" of knowledge about the subject, to

exclude the possibility of missing any of its significant manifestations. We often hide behind randomness. This usually happens when we forget the origin of chance. Chance is born at the intersection of needs.

A systematic approach reveals to us inner secrets and gives us the "keys" to control the subject itself. In the 20th century, the concept of "system" became one of the main methodological concepts of the philosophy of science. "System, a set of elements that are in relationships and connections with each other, which forms a certain integrity, unity." The systemic nature of the construction of knowledge (or the phenomenon of reality) is defined as follows: the object of analysis is conditionally divided into components, if the sum of the properties of all parts of the system does not coincide with the sum of the properties of the system itself, then we have exactly the system in front of us. The relations of the parts of the system cause synergistic effects, which is the reason for the discrepancy between the values of the sums of properties.

The system is also distinguished by the presence of a special factor that forms the system, it is defined as a backbone. System-forming factors can be monistic - so, for example, a crystal grows, on the same factor D.I. Mendeleev built the Periodic Table of chemical elements, the first to understand the significance of the difference in atomic weights, or dualistic. For a long time they could not decipher the systemic basis of the hereditary function of DNA, until the idea came up to split its chain. It seems that the DNA chain is born by the relationship of two bases, functionally interdependent - an element and a property. They are, as it were, "tied" to one another, due to which the DNA double helix arises. K. Marx, as already noted, revealed the systemic structure of the commodity, presenting the commodity as an alienable product that has an exchange and consumer value. The systemic status of the goods determined the order of relations in the goods market, but not immediately. A. Smith understood why the increase in labor productivity is not accompanied by an increase in the wages of workers.

Political economy, as a science, penetrates the logic of systemic relations that determine the existence of the market, but not its reality. The reality of the market is already a different system, different from the system of existence of commodity production. The market is conditioned by socio-political reality, therefore, what happens in the market is something that is not included in the logic of commodity production, but is an actively operating infrastructure. The formal logic is simple: historically, mutual satisfaction of the interests of the producer and the consumer is necessary. Only then will history also be a "reasonable history" of a "reasonable man." The real story seems outwardly irrational. In fact, real history is also reasonable, the path to the rationality of historical movement is similar to the movement of a

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railway train, getting out of a large station with many tracks and arrows, onto the main track.

The system-forming factor in constructing the concept of the attractiveness of the product, in our opinion, should be the ability of the product to cause the relevance of the need for it. It is not enough to interest the buyer, the interest must be given the form of an actual need for the proposed product. Need is the most important indicator of the psycho-physiological mood of the individual. "Needs - the need of a living

organism for something that is necessary for its life and development ... needs create motives for behavior." There are several attempts to classify human needs in the scientific literature. Unfortunately, none of those that we know seems to be systemic. The most frequently mentioned is the "Pyramid of Needs" by A. Maslow, depicted in the following Figure 5.



Fig. 5. Pyramid of needs (according to A. Maslow)

A. Maslow believed that based on the analysis of the degree of satisfaction of the above needs, it is possible to build an effective company management. Some authors, in particular, B.S. Aleshin, L.N. Alexandrovskaya, V.I. Kruglov, A.M. Sholom confirm that "during its use, a number of clarifications were made", and in general, it "became the most important tool for the manager's activity."

In our understanding, Maslow's Pyramid is interesting as a general approach to completing needs. It lacks cultural - moral and aesthetic needs, needs for knowledge and skills, physical development, health. Physiological needs are traditionally built into the basis of the design, which clearly limits them functionally. The system of human needs should be built on the principle of the duality of human nature. The dualism of human nature in one way or another manifests itself not only in relation to the base and superstructure, but also functions at all levels of the personal and social life of the individual. In addition, it is necessary to emphasize the socio-temporal and socio-spatial specificity of needs, the significance of their relevance.

In terms of analyzing the problem of the "attractiveness" of a product, the genesis of the buyer's needs is of particular importance. From the point of view of genesis, human needs are studied mainly in the two most general perspectives, due to species specificity - biological and social. Distinguish

between innate needs and those acquired in sociocultural history. It seems to us that this is insufficient, since the development of needs does not reflect the time factor and social specifics. It is important to separate needs into potential and actual. Actual needs are initiated by external factors of life, they are very significant in the conditions of a market economy and its mass stage in the light of working for a business perspective.

A modern buyer from the outside looks "advanced", but his awareness is clearly of an amateurish type, especially among young people who try to show themselves to be knowledgeable, not realizing that, with rare exceptions, the same advertisement that induces knowledge in a direction beneficial to the seller acts as a leader of his awareness. The consumer is on a leash of market interests. The consumer needs to be educated and the market is happy to do this, least of all, of course, thinking about the needs of buyers. It is important for the market to awaken the need and activate it, supposedly in the interests of both sides. Interests, perhaps, are mutual, but parity is far from here.

We do not assess the market as a whole. The market is diverse, morally responsible sellers also work on it, unfortunately they do not determine the state and dynamics of market policy. The famous painting by I. Shishkin "Morning in a Pine Forest" depicts three bears in the very center of the canvas. It

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is on them that the eye of a visitor to the Tretyakov Gallery falls, but the artist in the title of the work points to the morning forest, inscribing the awakening of bears in its silence. The market is also inscribed in the overall picture of the contradictions of world production, aimed at winning the manufacturer and intermediary. They are ready to share with the consumer, but not as an equal partner. The "third" is doomed to pay for the interests of the first two.

Formally, such a ratio is objectively necessary. Production needs development, it needs profit. Profit is mainly provided by the market. The seller is also a kind of employee and rightfully has his share. Only the buyer turns out not to be an employee in the market, even the police, and they are in the service. To the consumer and to promote production progress with his wallet - after all, production is market-based. The market is like a controlled chaos. This is the essence of liberal economic policy. In those countries where governance has been worked out for centuries, chaos is less noticeable. The principle formulated by V.S. Chernomyrdin. There are only doubts about the first part of it - the desire to do the best is almost gone. In connection with the above reflections, the question arises: is it possible to change the situation in the interests of the consumer?

The concept of "priority", used to characterize the goods, is correct to consider in two editions - objective and subjective-objective. A priority product should objectively be of such a quality - in order to exclude deception. As for the correspondence of price to quality, it is well known how they speculate on this. At the same time, it is clear that a quality product is not a cheap pleasure. The quality of the goods does not automatically mean the limited ability to purchase it. Quality has several levels - quality states. It is necessary to strive to provide a range of quality in order to expand purchasing opportunities through a range of prices.

The quality of the product is a basic objective parameter of priority. What we define as a "subjective-objective characteristic of the attractiveness of a product" is built on top of the quality. The name emphasizes the duality of the nature of the priority properties that form the superstructure. The concept of "product priority" has not been specifically studied. It existed in the form of an idea, mainly not in the interests of the consumer, but as a task of advertising work. Therefore, priority was more phantom than real. Advertising sought to absolutize objective data, falsifying the actual capabilities of the product, presenting it as an exclusive product that cannot be passed by.

The time has come to thoroughly and comprehensively delve into this problem, to analyze the signs of priority. Pioneer research in the interests of the consumer was carried out in Japan, it is with them (but not only) that the success of Japanese industry in the 1980s and 90s is associated. "Japanese", writes B.S. Aleshin, were the first to

realize the importance of a better understanding of the needs of the consumer (client) and the need for a systematic approach to the analysis of his expectations in order to identify the degree of their influence on the technical characteristics of the product being created and ultimately ensure the maximum value of the product for the consumer. Japanese economists have calculated that by prioritizing goods, manufacturers activate their reserves and move production forward, i.e. "priority", in its true sense, is mutually beneficial and is not necessary either in production,

In Japan, and not in America and Europe, for the first time the quality of the attractiveness of the product was assessed. It was Japanese experts who revised the thesis that work on the quality of a priority product will inevitably lead to an increase in prices and deal an irreparable blow to the original goal. One of the leading analysts, I. Ishikawa, refuting the opinion of skeptics, argued everywhere about the immorality of raising prices while improving the quality of products. He explained that obtaining better products is due, first of all, to a reduction in production costs - a decrease in defects, an improvement in the organization of production, and technological discipline. All of the above operations do not require a significant increase in costs and are associated with a reduction in the final cost, and hence the price of the goods. The exception is the case when a better product is produced as a product of a "fundamentally new technical level". Effective economic management in the conditions of developed and responsible production is based on the "three golden truths" learned from many years of successful management practice:

- economic longevity and authority in the market are associated with concern for the quality and price of a quality product;
- greed is not only immoral, but also very uneconomical, as it indicates the ignorance of management, which always costs production dearly;
- people as consumers and producers are the golden fund for the development of production.

If you want to earn professional credibility, organize the production of a product that is necessary, of high quality and accessible to a consumer with limited purchasing power. Then it will be possible to think about sales without being nervous, and not to pay advertisers, risking being left with nothing. Popular in the middle of the last century, Canadian writer S.B. Leacock explained: "About advertising, you can say that this is the science of obscuring the mind of a person until you get money from him. "Advertisers" is difficult to judge. They did not invent themselves, they were born by those whom simple but objective information did not save. Not being able to achieve consumer appreciation, manufacturers that were not in demand "in white" were looking for an outlet for a buyer through an intermediary who was ready to work "in black", and most importantly.

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Recently, the President and the Government have been increasingly emphasizing the importance of ties with the eastern neighbors. The concept of "Total Quality Management (TQM)" is positioned as an economic theory of a mass consumer society. We agree, but note that its basic part is built on social philosophy. At the origins of TQM were the same Japanese in collaboration with creatively thinking Americans. K. Ishikawa organized in the 1950s JUSE - the "Japanese Union of Scientists and Engineers". He was actively assisted by E. Deming and Y. Juran. The central goal of JUSE was to develop a methodology for economic policy to improve the quality of industrial products. Based on the experience of the USA and Europe, JUSE took only its first steps. Further, not without the influence of the national mentality, the developers went their own way with an emphasis not on quality control, and on the consumer - "the consumer is always right." The reference system has changed from "leader" to "consumer". The place of the "boss" was taken by the "consumer", the casting demanded to change "the very system of achieving the goal in the new conditions of competitive struggle in the market.

The focus on the consumer means not only his leading role in the system, but also the receipt of reliable information about the needs and wishes of the consumer. Therefore, there is a need for "contact personnel", on which not only the reliability of information received from the consumer depends, but also the subjective image of the company in the eyes of the consumer. Employees involved in the development, production and delivery of a product in accordance with the new paradigm should be considered as a support person for customer satisfaction. They must be combined and included in a system that fulfills the main goal - to increase the value of the product for the consumer and reduce its cost.

Initially, it acted as a tandem of the concepts of "value" and "decrease in value". Now we can confidently name the time when in Rus' the mass consumer will "live well" - when the current paradigm will change - "grab the jackpot". Not soon. The Japanese were promoted by the national mentality, the Europeans - a three-hundred-year history of polishing relations in the market, the Americans - a well-fed life without wars on the territory. In order for our manufacturers and managers to shift the economic arrow to a new paradigm, they must have a dispatcher's order. Their psychology is a separate exception, like the first sign, they do not change the picture, they are stronger than the walls of the Brest Fortress and the market is ready to stand to the last. Our market is interested in the buyer only as an economic entity, but not as a person, personality, countryman. The national coloring of the market has not been similar to the national composition of the Russian Federation for a long time. Prices in the

market are not set by the buy-sell ratio, they are regulated by the size of the boss's margin. If we do not implement TQM realistically in the near future - not according to bureaucratic reports, it is not clear who and what will be protected by the valiant Aerospace Forces, the Navy and the army.

Where are serious, systematic studies of satisfaction with the product of the Russian buyer. Meanwhile, the indexation of the degree of satisfaction makes it possible to quantify the contribution of various components of the quality of production, and not to operate with average values. It is difficult to get rid of the idea that the official reaction to TQM serves as a cover for practical activities to block the introduction of this system into the real process of economic movement. The fact is that TQM radically changes the understanding of the value of the contribution of all participants in the production of a product, clearly defining who did what and how. Our manufacturer is hardly ripe to welcome such an audit.

Methodologically, the turn of manufacturers and sellers to face the consumer has already been painted according to the main positions, nothing needs to be invented, serious investments need to be made. In the literature there is a step-by-step route for comprehending the idea of a real humanization and democratization of production, corresponding to the construction of a consumer society. It can even be found in textbooks. We read "The focus on the consumer is as follows:

- processes exist to meet the needs of people and the needs of society;
 - processes are useful if they add value to people and society;
 - desires and needs are different in time and space (for different nations and cultures);
 - processes are different in different cultures and in different nations;
 - needs and processes for their satisfaction can be modeled and tracked using statistical analysis;
- "The best model for the process of meeting the needs of society should be adopted by management with the direct participation of each member of society."

The last provision is formulated not quite correctly in relation to "every member of society", such a total task is more romantic than realistic. A simple majority of consumers is enough to start. Then a chain reaction will begin and with each step everyone will be closer to the result.

Consumers differ not only in their requests and claims. The bottom is different and social status, their subjectivity. A consumer can be an individual, a social group, an industrial entity. Therefore, in theory there is a classification of the external consumer, which is based on the principle of the "final link" of the production chain. The consumer status is similar to the production one. Just like the production process,

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consumption involves several stages of preparation of the final product. Producers can also be consumers, but they represent intermediate links. The end user is the individual. Man is the beginning of social history, its main instrument and goal of social progress. Is it possible to put other subjects in a series of consumers? Naturally, but their consumption is due to human activity. For example, science is primarily interested in space exploration. She is the direct consumer of the resulting product, she is also the customer and participant in the technical project. Spacecraft is a product of scientific and industrial cooperation. Production develops, thus, its technological base, therefore, technological innovations undoubtedly belong to a number of products. As a rule, various departments cooperate with scientific research, receiving their share of the product. However, no matter how much we continue to track the path of a research product, the end point will be a person - his health, well-being, safety, cognitive and practical interests.

Highlighting the final status in human consumption, one should not absolutize this conclusion. The interests of a single person - the consumer - are important, but they cannot be considered in isolation. Mass production, no matter how "thoroughly" it is arranged, is not capable of working for individuality. As much as possible, it can be closed to a small social group.

The imperative of fashion and technical and technological possibilities is formed by concrete social and concrete historical limitations of production. Individuality is manifested through the group form of reality. Only through social affiliation - gender, age, purchasing power, psychological status, upbringing, nationality, a person is guided in the consumer market, while having quite enough freedom of action within the framework of the social conditioning of his tastes. Someone makes their choice consciously, others - subconsciously, others, combining prudence with the collective unconscious (K. Jung).

The economic science considers an external consumer as a combination of three groups: a specific end user - an individual; intermediary consumer (reseller, distributor); collective unitary enterprise. The correct definition of economic priorities requires the study of the consumer interests of all external consumers. The value of consumer preferences for the manufacturer is different and depends on the status of the enterprise itself, its production orientation. But the problem of the "attractiveness" of the product cannot be avoided in all cases.

"An enterprise must carefully control the entire chain of supplier-consumer interaction. Large enterprises practice questioning their regular and potential customers once a year. As a rule, no more than seventy questions are included in the questionnaires. To adjust their goals in long-term

planning, once every three years, manufacturers send out more detailed questionnaires intended for large consumers of the manufactured product.

The Japanese mentality prompted reflective managers that those who count on the future should not be limited to understanding current consumers. The end consumer is a member of the family, the local community. Behind him are future buyers who have not yet decided for themselves the question of what to buy from whom. Word of mouth is free and more productive than advertising. The buyer must be transferred from an abstract possibility to the state of "his" person, included in the system of partnerships. While the idea of buying, consolidating the need for a product, matures as a desire, it should be informed of the movement vector to the appropriate manufacturer.

"Focus on the consumer" is freely converted into a technical and economic task - to give an attractive appearance to your products. Such a product does not need advertising production costs, on the contrary, it helps to reduce the cost as a result, make real "sales" and accelerate the turnover of funds spent on production. B.S. Alyoshin correctly explains to manufacturers who underestimate the importance of the product priority factor for the consumer, who think only about how to reduce production costs: rewarding and simultaneously satisfying the consumer's expectations regarding the value of the product, its cost and delivery time.

A well-known management specialist and his colleagues needlessly spared the feelings of manufacturers by presenting the matter in a positive light. Our manufacturer and salesperson often needs to be put in a negative perspective to scare, especially the counter workers. The buyer through the information consumer chain is able to turn away from the purchase of a problematic product, and then the manufacturer will have "disease No. 1" according to E. Deming.

The producer and the end consumer of his product are separated by the continuation of production and the market. It is necessary to reduce this division to a minimum so that there is less mediation between two workers - those who produce goods, and those who, with their honestly earned money, legitimately want to buy what they like and at a fair price. The solution to that problem lies in the plane of the market. The manufacturing enterprise must include itself in the market process by organizing a proprietary way of selling the product. This will free the market from falsification, reduce the price burden on the end consumer, monitor the promotion of goods, better and easier to study the buyer's demand, speed up the receipt of working capital, work more efficiently on the quality of the goods, taking into account the wishes of the consumer.

In Japan, along with the traditional method of quality management Kairio (Kairio), aimed at technical and technological leaps - microevolutions,

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under the influence of the development of relationships with the consumer, the Kaizen approach has become widespread. Unlike "Kairio", "Kaizen" does not imply large investments, it is aimed at small improvements in the quality of the product, but it stands out because it is designed to involve an unlimited number of research specialists, designers, scientists, and all thinking, interested workers in the process. A qualitative effect that adds to the attractiveness of the product and the consumer is achieved by combining a large number of small steps with a large number of people who want to take part and are able to work for the result.

The Americans had a similar idea for solving the problem, they called it "servelat tactics." It is not customary to cut sausage like servelat with thick circles - it is inconvenient to eat, therefore they are cut off with thin plastics, but the result is the same as in the case of soft sausage. The Japanese, under the influence of the mental imperative, wonderfully described by the international journalist V. Ovchinnikov ("Sakura Branch"), squeezing ideas out of the product to the end, adapted the servelat principle to managing the development of production, mainly to increase the attractiveness of the product. In addition to the described effect, Kaizen consolidates employees, convincing them of how important each of them is, if he is interested in the result, forms the need to improve personal skills, and develops a sense of professional pride.

There is much to learn from the Americans, in particular their persistence, self-confidence and their capabilities. W. Churchill once said: "You can always count on the Americans to do everything right after they have tried all the other options." In the 1990s, the US industry had serious problems with marketing and development. After analyzing the results of the business, the Americans identified three priorities: customer satisfaction, the need to reduce production costs and cycle time.

The analysis of the situation drew attention to the importance of combining factors to improve efficiency, especially the focus on the consumer, reengineering and the information component. "Mass consumer" supplanted "mass production". This is how the American company Levis, famous for sewing jeans, regained its leadership position as a manufacturer of women's jeans.

Based on information technology, Lewis offered customers 2,400 sizes in different colors and styles. Directly in the company store or department, individual sizes were determined on the basis of jeans with built-in magnetic measurements, the computer clerk transmitted the order for production and without delay, the customer received what she dreamed of. Smaller enterprises generally began to go directly to the consumer, bypassing intermediary stores and warehouses, accepting buyers in offices with the function of selling goods.

The concept of "priority of the product" is partially disclosed in the concept of "product value". In the special literature, "the value of a product" is defined as "a set of quality parameters expected by the consumer of the product he needs and their values that satisfy the needs of the consumer." The product value breakdown is called the "customer satisfaction tree".

In order for the value of the product to cause consumer satisfaction, it is important not only to be concerned about the quality of the product, but also to remember that the consumer's consciousness is not constant, it moves, matures. The expression "customer is ripe" characterizes the process of interaction between the producer and the consumer. The consumer in such interaction is represented by mental activity, first of all. The sources of mental readiness to accept the manufacturer's proposal as coinciding with one's own idea of the attractiveness of the product are heterogeneous. Usually they include:

- manufacturer authority;
- information from reliable sources;
- consumer communication, informal communication;
- the presence of the product in the past experience of the buyer;
- the relevance of this purchase to the buyer.

If psychologically the image of the product as a priority has been formed, then the relations from the phase of abstract possibility pass into a real possibility. The next step - the transformation of a real opportunity into the reality of acquiring the product you like - will depend on the ratio of the costs of the producer and the consumer. For the first, we are talking about the ratio of cost and price, for the second - the price and quality of the product.

Y. Juran emphasized a special place in the structure of consumer requests for the quality of services. B.S. Alyoshin gives a decoding of the qualities of a service that can interest the consumer in buying.

In all modern quality management systems under the conditions of the provisions on prestigious awards (EFUK, UOK, IAQ, TQM, etc.), such an indicator as the degree of customer satisfaction with the product stands above all others, occupying in a weight ratio from 1/5 to 1/3 total points. This indicator has the least points - 180 (out of 1000) in the Regulations on the Prize of the Government of the Russian Federation in the field of quality.

We have an understanding that customer satisfaction with a product should not be reduced to consumer priority of the product. The priority of the product is superimposed on satisfaction, remaining part of the priority. There are goods that initially, perhaps, did not belong to a number of priorities, for example, gifts or something acquired "on the occasion", forcedly. Priority was opened later, as it was used for its intended purpose. But the comparison of satisfaction and priority is quite correct and

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revealing. Moreover, at the junction of these concepts, there is a test zone for characterizing the degree of development of production (Table 2).

Table 2. Analysis and study of the status of the concept of "Priority of goods"

No.	Product Attractiveness Indicators	Rank
1	Feeling the need to buy a product	7
2	Product reliability	2
3	Manufacturer's responsibility for product quality	1
4	Product completion	3
5	Service courtesy	17
6	Trust in the seller, manufacturer	16
7	Impressive warranty period	4
8	Product availability	8
9	Communication with the seller	25
10	Mutual understanding with the seller, his interest	26
11	Service culture	27
12	Affordability	9
13	Customer Satisfaction	10
14	The level of readiness of the consumer to make a purchase	111
15	The level of interest of the manufacturer in the formation of the attractiveness of the product	19
16	Consumer buying power	12
17	Manufacturer authority	5
18	Consumer Communication	24
19	Having an opinion about an earlier purchase of an identical product	13
20	The consumer's need to purchase a priority, original product	23
21	Relevance of this purchase for the buyer	14
22	Possibility of subsequent exchange of goods	20
23	The presence of several necessary functions for the product	6
24	Modern design	22
25	Purchase payment method	15
26	Ease of product operation	21
27	Organization and availability of service support of the purchased goods	18

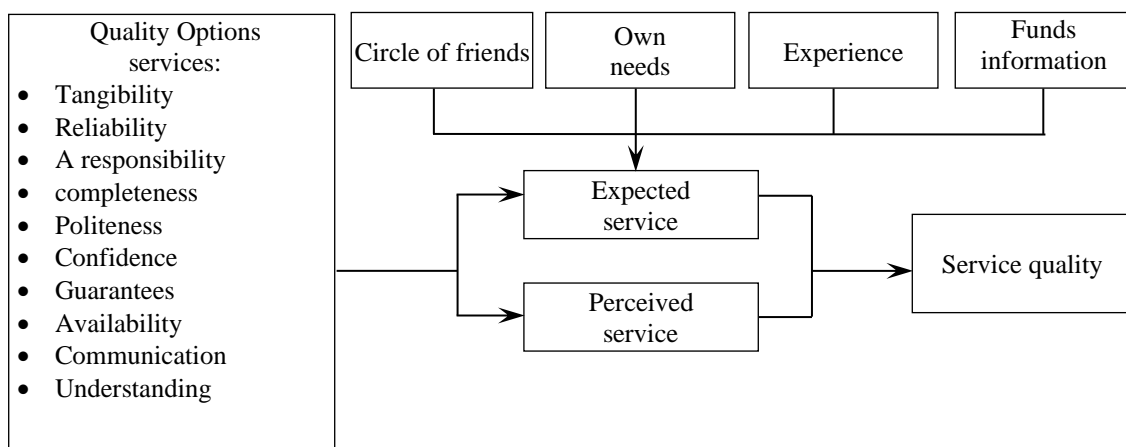


Figure 7. Consumer expectations architecture

Summing up the results of the analysis of the concept of “attractiveness of a product”, its relationship with the closest economic concepts, it is methodologically expedient to arrange the relationship of these concepts systematically. As a

problem for discussion and improvement, the scheme shown in Figure 8 is proposed.

An analysis of the results of a survey of respondents on the impact of the criterion "Attractiveness of goods" (on their demand)

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confirmed the importance of rehabilitating this criterion in marketing activities to form a sustainable

demand not only for light industry products, but also for all consumer goods.

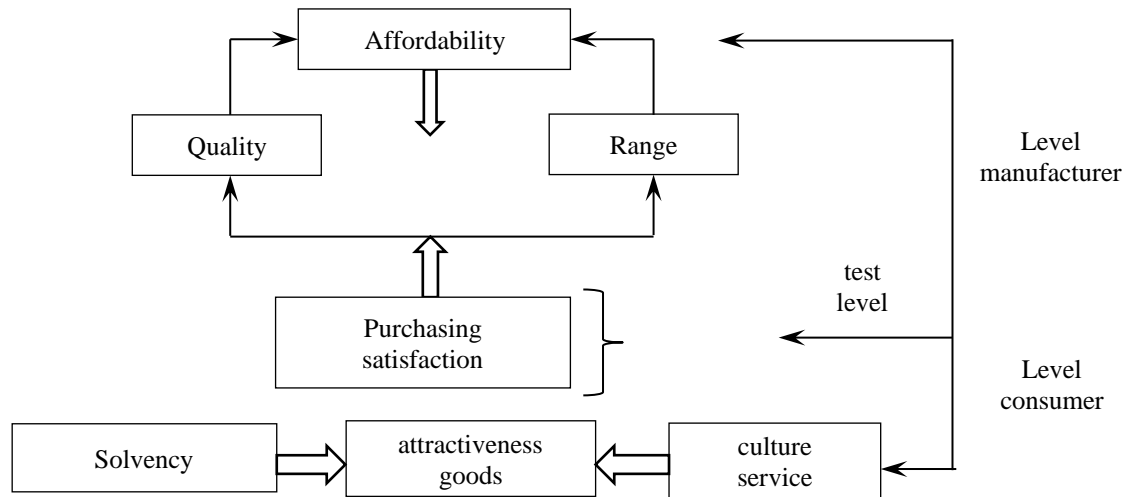


Figure 8. Customer Satisfaction Architecture

What is interesting is the fact that is due to the coincidence of the studies performed by the authors on the formation of the customer satisfaction architecture based on the criterion - the attractiveness of the product - as one of the main ones on demand and the results of a priori ranking on its impact on the sale of consumer goods, for participation in which commodity students, students - experts in the field of certification and standardization, students - technologists, designers and designers, teachers of these specialties and graduates of the same specialties, who are currently the leading specialists in enterprises engaged in the production of this very product, were involved for consumers in the regions of the Southern Federal District and the North Caucasus Federal District

If customer satisfaction is formed at the expense of the level of the manufacturer, i.e. its test level is formed by the affordability of the product that is offered or the assortment range, of course, quality, and due to the level of the consumer, i.e. its test level implies the existence of a culture of customer service, the attractiveness of the product, customer satisfaction, and, of course, the solvency of the consumers themselves, then the respondents who took part in the survey believe that consumer satisfaction will be provided with the reliability of the product, its affordability, the availability of buyers make purchases, i.e. their ability to pay. Natural, product quality, product range diversity, attractiveness, design decision, i.e. fit the fashion products must have a sufficiently long warranty period, and what is interesting is that all respondents are unanimous in that manufacturers fight for the respectful attitude of buyers towards the manufacturer, win their trust and desire to buy exactly the products of these enterprises, i.e. brand and image are always in demand.

Unfortunately, the respondents, when filling out the questionnaires proposed to them, did not pay attention to communication with sellers, payment methods for the purchase, the possibility of exchanging the purchase, if necessary, the level of service and other factors, and only because our consumer is not spoiled by all this list of services both the manufacturer and the trade still have a lot of room for improvement in interaction with consumers in order to guarantee themselves a steady demand.

Thus, the criteria for the priority of goods has the right to life and is more significant for both the manufacturer and the buyer to ensure sustainable demand for products manufactured in the regions of the Southern Federal District and the North Caucasus Federal District, and this is the most important and sought-after wish for finding your consumer.

An analysis of the results of a survey of respondents on the impact of the criterion "Priority of goods" confirmed the importance of rehabilitating this criterion in marketing activities to create a sustainable demand not only for light industry products, but also for all consumer goods (Table 3).

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Table 3. Characteristics of the influence of factors on the results of a survey of respondents on the "priority of goods"

Factors	Expert opinions			
	All respondents	Teachers and specialists	students	Agreed
1	2	2	2	2
2	12	12	12	12
3	1	1	1	1
4	3	3	3	3
5	21	8	21	21
6	8	21	8	8
7	4	4	4	4
8	17	6	24	17
9	24	16	17	24
10	6	17	7	6
11	16	19	13	13
12	7	26	5	7
13	13	24	20	5
14	20	7	16	16
15	5	23	6	23
16	23	13	23	20
17	26	20	26	26
18	11	5	27	14
19	14	11	14	11
20	15	10	11	27
21	27	14	15	19
22	19	15	22	15
23	10	18	10	10
24	25	9	25	18
25	22	27	18	25
26	18	25	19	22
27	9	22	9	9

The criteria for assessing the competitiveness of a light industry enterprise using the software developed by the authors for the first time made it possible to formalize the role of experts - respondents on the basis of their competence in the problem under consideration. The need for such an approach is due to the desire to have an objective assessment of competence, taking into account not only the opinion of the invited side of the expert respondents to participate in the survey, but also using the evaluation criterion - the concordance coefficient (W) - the value of which varies from 0 to 1. And if $W = 0 - 0.5$ - this is their lack of agreement with the opinion of those experts whose concordance coefficient (W) tends to 1, which confirms their high competence and the possibility of their further participation as expert respondents. The results of a survey of experts on assessing the competitive potential of light industry enterprises, although they got the value of the concordance coefficient (W) in the range of 0.4 - 0.6,

but excluding heretics, that is, those respondents whose opinions do not coincide with the opinion of most other experts, we found It is a pleasant fact that the opinion of those respondents whose authority is not in doubt, and those whom the program classified as heretics, have an unambiguous or close opinion that the factors characterizing the impact of competitive potential on the competitiveness of an enterprise are identical, and they can be used in further research in assessment of this very competitiveness of enterprises, assuming that it is capable of producing import-substituting products for consumers in the regions of the Southern Federal District and the North Caucasus Federal District. At the same time, manufacturers have every reason to these criteria, namely: the ratio of the quality of the product and the costs of its production and marketing; sales growth rates; innovation costs; labor productivity; the level of partnerships between interested participants in the production of import-substituting products; costs per

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1 ruble of sold products, and the main criterion; the weighted average competitiveness of the product range is considered to be in demand.

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

We also agree with them on the issue of the role of highly qualified personnel, which, of course, although it was reflected in the questionnaire in the form of one criterion - the staff turnover rate - but unfortunately did not cause concern among experts due to the liquidation of lyceums, colleges, on the basis of which highly qualified workers and middle managers were trained - foremen, technicians, mechanics, technologists, engaged in servicing not only the innovative technological process, but also innovative equipment.

Summing up the results of the analysis of the concept of "attractiveness of a product", its relationship with the closest economic concepts, it is methodologically expedient to arrange the relationship of these concepts systematically. Table 3 shows the results of a survey of all respondents on the formation of the image of the goods of its priority, ensuring competitiveness and demand among consumers.

Unfortunately, the respondents, when filling out the questionnaires proposed to them, did not pay due attention to communication with sellers, payment methods for the purchase, the possibility of exchanging the purchase made if necessary: the level of service and other factors, and only because our consumer is not spoiled by all this list of services service and the manufacturer and the trade still has a lot of room for improvement in interaction with consumers in order to guarantee a steady demand. Thus, the criteria for the priority of goods has the right to life and is more significant for both the manufacturer and the buyer to ensure sustainable demand for products manufactured in the regions of the Southern Federal District and the North Caucasus Federal District, and this is the most important and sought-after wish for finding your consumer.

The most significant factors:

X3 - manufacturer's responsibility for the quality of the goods; X1 - tangibility of the need to purchase goods; X4 - completeness of the goods; X7 - an impressive warranty period; X6 - trust in the seller, manufacturer; X10 - mutual understanding with the

seller, his interest in selling products; X12 - affordability; X13 - customer satisfaction; X23 - the presence of several necessary functions for the product; X27 - organization and availability of service support for the purchased goods.

Significant factors:

X2 - product reliability; X8 - accessibility to the product; X11 - service culture; X14 - the level of readiness of the consumer to make a purchase; X16 - consumer's purchasing power; X18 - consumer communication; X19 - the consumer's opinion about his previous purchase of an identical product; X21 - the relevance of this purchase for the buyer; X22 - the possibility of a subsequent exchange of goods; X24 - modern design.

Insignificant factors:

X5 - courtesy of service; X9 - communication with the seller; X15 - the level of the manufacturer's interest in the formation of "Product Priority"; X17 - the authority of the manufacturer; X20 - the consumer's need to purchase the "Priority Goods"; X25 - payment method for the purchase; X26 - ease of use of the product. The choice of engineering 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 efficiently and at lower cost due to three main aspects: the involvement of employees, the process approach and the systematic approach. In addition, the personnel of mechanical engineering enterprises are more effectively able to realize the goals and objectives of the QMS also because control activities are more effectively provided for the implementation of the following situations: persuasion, execution of delegated powers, creation of conditions for increasing productivity and effective use of the business qualities of employees.

The need to improve the quality management system at engineering enterprises is due to the following important reasons:

firstly, it is an increase in the confidence of potential consumers in the products manufactured by this enterprise

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, it is a significant increase in labor productivity of any industrial enterprise, which is supposed to introduce a QMS, using professional management.

Currently, organizations pay great attention to the motivation of employees, since depending on how motivated an employee is, the results of his activities will be visible. The main task of managers is the full involvement of the full potential of employees in the

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work. Moreover, managers understand that material incentives do not increase the loyalty and commitment of the company. Participatory management solves this problem. The essence of such management is that under it the employees of the organization are included in the management process, participate in the activities of the company, make decisions on a number of issues. Moreover, if an employee of the company has the right to vote, takes part in the activities of the organization, receiving remuneration for this, then he will work more efficiently and productively. An employee whose opinion is taken into account

With participatory management, employees can discuss with the manager the goals and tasks that he will need to complete. Employees of the organization can form working groups of those employees with whom they would be pleased and comfortable to work. In addition, employees of the organization can put forward their ideas and proposals for improving the work of the company as a whole. Moreover, for the promotion of ideas should be rewarded.

Participatory management has a number of advantages. Participation in the management of employees leads to an increase in the quality of decisions made, since employees may have information that is not known to the manager. With such management, employees can fully express themselves, show their knowledge and skills, and also feel their importance in the organization, thus increasing motivation. Motivation is usually based not only on the personal achievements of the employee, but also on the overall result of the company's work. Combining employees into working groups can best reflect on the corporate spirit of the company.

However, the participatory approach, in addition to its advantages, also has its drawbacks. Not all people, by virtue of their nature, are ready to participate in the management of the organization and put forward ideas and proposals, bearing responsibility for them. It is much easier for many employees to do work at the direction of the manager. Involving employees in the management of an organization may not reflect well on managers, as they may lose their influence over employees. A lot of time will also be spent on discussing problems, while an unambiguous decision may not be made, but time will be wasted. Many ideas and suggestions of company employees may be irrational and inappropriate due to lack of knowledge. Therefore, company managers need to inform employees about the state of affairs in the company, to train staff in order to deepen knowledge and put forward more effective and relevant proposals. The lack of recognition of an employee's idea can cause an ambiguous reaction from an employee who puts forward his innovative proposals, thereby demotivating him. Therefore, the leaders of the organization need to explain why this idea is not suitable in a given situation.

Having considered all the pros and cons of participatory management, we can conclude that such management is not a lifesaver for improving things in the organization, but it allows you to see the problems of the organization from the inside and try to solve them not by the efforts of one person, but by a group of people where everyone can prove themselves for the good of the organization.

Regardless of the fact that the participatory method of personnel management of an organization is gaining more and more approval every year in most countries with developed and developing economies, Russian organizations are not yet ready to implement and fully realize the benefits of this method. All this is because the personnel management services prefer to work according to the established traditional scheme.

Most Russian enterprises, both long-term and newly created, use the directive method of management. At such enterprises, managerial decisions are made individually, career growth comes at the expense of "good ties" with the manager, and not one's own merits in work, frequent violations of labor laws are commonplace. The reason why the directive method is preferred is the national mentality of our country that has developed over many centuries, as well as the Soviet ideology that is still present in many companies. As a result, management in such enterprises is centralized, administrative and formal.

No more than half of HR managers can achieve and skillfully use the consistency of goals with the capabilities of the enterprise and the interests of employees.

Another very important factor that does not allow the adoption of a parsitative method of personnel management at Russian enterprises is the influence of the national culture of Russia. The choice of a strategy for managing human resources in the practical activities of the organization depends on this influence.

The cultural characteristics of Russian entrepreneurs, according to most researchers who used a systematic approach in determining, include dependence on the team and the norms of behavior formed by it, the desire for trusting relationships, avoiding responsibility. Often the employee's personal qualities are given priority over his success in the work performed, 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 company is inaccessible to lower-level employees.

As a result of the foregoing, the conclusion is that in Russia the organization and management of

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personnel management is formed inefficiently and there are practically no working collective ties. Companies devote all their attention to meeting the conditions that the state bureaucracy has set for them, and not to fulfilling their responsibility to consumers and society. Therefore, there is a difficulty in introducing "Western" management methods into Russian practice.

In order to most successfully implement participative personnel management and prepare employees for a change in the approach of working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the company and eliminate the established inaccessibility of the manager to the lower level. It is important to create a high-quality and effective system of motivation and continuous professional development so that the staff becomes a source of the company's competitiveness and meets modern requirements for human resource management. The quality manual aims to apply a "process approach" to the development, implementation and improvement of the effectiveness of a quality management system in order to increase customer satisfaction by meeting their requirements. The advantage of the process approach is the continuity of control, which it provides at the junction of individual processes within the system, as well as in their combination and interaction. The main processes of the quality management system are:

- product design and development;
- drawing up a production plan;
- production
- control and testing of products;
- packaging and storage of products;
- sale;
- purchases;
- provision of resources;
- conducting marketing research.

Measurement and monitoring activities for ensuring and verifying the conformity of products are defined in comprehensive documentation, production plans and shift assignments, technological processes, measurement, analysis and improvement procedures.

Monitoring, measurement, analysis and improvement activities include:

- customer satisfaction survey;
- internal audit;
- monitoring and measurement of processes;
- monitoring and measurement of products;
- management of nonconforming products;
- continuous improvement, including corrective and preventive actions;
- determination of places of application of engineering and statistical methods.

Manifested in the field of piston sales or in the process of using materials for products, they constitute a marriage, which indicates not only poor product

quality defects, but also the unsatisfactory work of the enterprise.

Conclusion

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

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

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

In foreign analytical reviews, information has appeared that avant-garde marketers representing large companies producing consumer goods are proposing to significantly expand the format of complicity with consumers of products, up to discussing the recommended price for an economy-class product. The idea is quite reasonable and practically feasible without much cost. Buyer conferences are not effective here, but the extended practice of holding promotions, advertising actions with a device for displaying goods, reporting a calculated price and asking for a consumer assessment of plans are quite promising and can be effective. One should not underestimate the modern buyer, his financial readiness, just as one should not force him to pay for the unqualified policy of the manufacturer with overpricing. Agreed prices are also not fatal for the enterprise. There are always unused resources: materials science, technological, organizational, by

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activating which the manufacturer makes the process profitable. For a stable position in the market in the face of increased competition and volatility, you have to pay. Perhaps it makes sense to rationally modernize what is called “bargaining” in a “market” like a bazaar. The quality of a product, in practical consciousness, is determined through its ability to satisfy the needs and expectations of a particular consumer. The quality of the product consists of many useful properties. The concept of “product value”, new to economic theory, is defined as “a set of quality parameters expected by the consumer of the product he needs”. From the concept of “product value” “grew” “Tree of consumer satisfaction”. The value of a product is made up of the degree of need for its consumer and the level of quality (the presence of the required characteristics of the product). Buying decisions are also influenced by:

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

The consumer makes a decision to purchase a product by weighing the ratio of the offered price of the product to the expected costs. The higher the level of customer satisfaction, the more opportunities for business development, the more stable its market position. 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 marginalizing the “social sector”, is not compatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to turn the economy on the front for social security, a fair distribution of profits. The new economy is called temporarily “prudent”. The current principle: “survival of the strongest, most adapted”, will replace 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 with you, dear readers, their thoughts, entrusted you with their judgments about the past, present and future of the cause to which they devoted their lives.

The validity of the main provisions, conclusions and recommendations formulated in this work is confirmed by the use of simulation methods and research tools that correspond to the current state of science. To achieve this goal, namely, to ensure the competitiveness of footwear produced in the regions of the two districts, the effectiveness of the use of innovative technological processes, modern technologies, mathematical models, application software packages, theories of synergy, network cooperation, immanent consciousness about the motivation of enterprise leaders in the manufacture of demanded and competitive products

The authors outline the concept of import substitution of light industry products through the competitiveness of enterprises and through the competitiveness of products, providing them with demand, attractiveness and pretentiousness in order to create prerequisites for sustainable demand among consumers in the regions of the Southern Federal District and the North Caucasus Federal District. This is possible if manufacturers provide demand for products based on the assortment policy with social protection of the interests of consumers, guaranteeing them a stable financial position, a price niche and an efficient cash flow policy, creating stable technical and economic indicators for enterprises.

Logic shows that the task of creating in the country its own raw material base for the development of the light industry should be a priority. Technical and technological equipment, personnel training should be carried out in the context of it. Of course, all the presented actions are interconnected. The base will have to be built and improved by specialists, without modern equipment and technologies it will not be possible to provide production with raw materials. Clusters will remain good dreams without a balanced system for building that direction in the economy, which someone mockingly called “light” industry. Difficult years await the light industry, but in Russia “hard” and “successful” have always been in the same team.

The desire of researchers to draw the attention of federal, regional and municipal branches of government to the revision of the concept of the road map and the strategy for the development of light industry in Russia until 2025, approved by the government, is justified. Unfortunately, it does not contain the main thing - the role and significance of participation in its implementation by the authorities at all levels, without whose support both the road map and the strategy for the development of light industry are only intentions and nothing more. The absence of

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promises and responsible ones deprived them of being binding on these very branches of government, and without their interested participation, it is simply impossible to achieve the declared results. Another weighty doubt about its performance is not to have a significant impact on the restoration of light industry enterprises in the regions and municipalities as city-forming.

The implementation of all the proposed measures presupposes the active participation of these same branches of government, but especially regional and municipal ones, in order to create new jobs in small and medium-sized towns and guarantee their population all social conditions for a decent life, providing them with funding, including work. 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 for most consumers in these regions will reduce the migration of the population from these regions precisely by financing all socially significant institutions.

Forming competitiveness, 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 realize their promises to 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.

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