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IBI (India) = 4.260  
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SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

### International Scientific Journal Theoretical & Applied Science

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

Year: 2023 Issue: 12 Volume: 128

Published: 04.12.2023 <http://T-Science.org>

Issue

Article



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## ON THE IMPORTANCE OF PROFESSIONALISM AMONG THE ENTERPRISE TEAM TO MOTIVATE THEM TO PRODUCE IN- DEMAND PRODUCTS

**Abstract:** *the article examines the role of the leader of the enterprise team to ensure their effective activities in the production of in-demand products, for which the authors have outlined a list of competencies that the leader - the head of the enterprise team must possess in order to be able to successfully fulfill the goals and objectives formulated for him, so that to ensure that this very enterprise both successfully carries out production for consumers of in-demand products, and is able to be responsible for failure to fulfill its obligations, only in such a union is it possible to guarantee the successful operation of a light industry enterprise in the regions of the Southern Federal District and North Caucasian Federal District to fill their markets with in-demand and competitive products. The results of such studies confirmed the justification of the understanding that the head of an enterprise, vested with power, should not consider these criteria to be impermissible, but a measure of responsibility to his team for the results of the activities of this very team.*

**Key words:** *leader, competence, responsibility, harmony, demand, personality, quality, professionalism, quality criteria and assessments, consumers, producers, independence, dedication, independence, profitability, quality, demand, competitiveness, market, profit, demand, buyer, financial stability, sustainable TEP, priority, assortment, assortment policy, implementation, paradigm, economic policy.*

**Language:** English

**Citation:** Savina, A. A., Bogorodsky, A. V., Blagorodov, A. A., Prokhorov, V. T., & Volkova, G. Yu. (2023). On the importance of professionalism among the enterprise team to motivate them to produce in-demand products. *ISJ Theoretical & Applied Science*, 12 (128), 101-116.

**Soi:** <http://s-o-i.org/1.1/TAS-12-128-7> **Doi:**  <https://dx.doi.org/10.15863/TAS.2023.12.128.7>

**Scopus ASCC:** 2000.

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### Introduction

UDC 685.74:519.68.

In the division of quality attributes into “primary” and “secondary” there was a rational principle associated with the specifics of “second nature” - things transformed from a natural state by human labor. The “primary” qualities of a product or its raw materials are determined by natural reality and are completely independent of humans. “Secondary” characteristics, on the contrary, are dependent on human labor. It is labor that reveals or creates them, therefore the quality of objects transformed by labor must be determined with human assessment. The inclusion of man as a factor in the production of product quality enhances the influence of the subject of labor on the quality of production and the quality of the produced product. In this connection, the load on the management process increases. Management is subject to solving the problem of sustainable production of a quality product. As in any task, here it is necessary, namely:

- clearly define what “quality” is?;
- understand what is specific to the quality of a product?;
- understand how the “quality” of commodity production and its mass production are connected, trace the mechanism of interaction of qualitative changes with quantitative;
- reveal the systemic position of the problem of quality of mass production in the context of a developing economy.

Only having received answers to the above questions, we will be able to productively explore the problem: “How realistic is our desire to give the mass producer the need for a quality product result?”, in other words, “is it possible to sufficiently motivate the production of a quality product from within mass production?” So far, unfortunately, quality management is carried out by introducing into production ideas developed not in it, but in the “pure” management theory.

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

A special place in this struggle, which cannot be called otherwise, is occupied by the spirit of self-awareness, the system-forming factor of which is professional culture. If human capital determines the

growth of production, then the quality of education lays the foundation of human capital. Competencies are not effective on their own; they are powerful when they are formed as the needs of an individual, developed diversified and in harmony with their own, national and universal interests.

The formula for harmonious interests of an individual is extremely simple. It was discovered 2500 years ago by Confucius, and clarified by I. Kant, giving it a rational form: “another person should not be a means for you.” Summarizing the thoughts of our great ancestors, let's say: the only reliable effective means of sustainable development of all manifestations of human life will be the achievement of mutually interested coexistence of people. With regard to production in general and consumer goods in particular, the conclusion is further simplified to the creation in specific production of technical, economic and humanitarian (sociocultural and psychological) conditions aimed at a high-quality, in-demand and affordable product. The organization of production can be considered reasonable only if it is subordinated to a single goal - satisfying the needs of the consumer. Unfortunately, our modern economic organization pits producer and consumer against each other, turning them into opponents, instead of encouraging them to act as a single team.

Is this related to objective factors whose resistance we have not yet been able to overcome, or are the braking forces of an inertial nature, inherited by us, introduced as part of modernization, and we are able to fight them, and not the consumer on the market? What are our reserves? Answers to the questions posed must be sought in system analysis, which requires turning to scientific and philosophical theory. You should not be afraid of the tension of thought creation. The famous naturalist D. Dan, analyzing, following Charles Darwin, the meaning of competition, came to the conclusion that competition in the struggle for existence is not limited to greater and better adaptability to circumstances, it strengthens the nervous system and develops the brain. So let's start with philosophical reflection.

In economics and politics, there are many known phenomena that contradict the nature and functions of these spheres of public life. Practical development does not always coincide with historical logic. History, contrary to its rational basis, the history of the activities of Homo sapiens, often drives the reflection of reason into a dead end. In this connection, a problem arises: if the history of the sociocultural activity of “homo sapiens” should be at least no less reasonable and logical than the individual mind of a person who is subject to chance to an incomparably greater extent than the socialized mind of humanity, then how can we explain the presence social anomalies, some kind of “jambs”?

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The interpretation of product quality that has developed under the influence of economic rationality does not reflect the sociocultural status of the product, at least of the consumer product. It is advisable to look for the qualitative characteristics of a product intended for mass consumption at the intersection of its production, economic, household and socio-cultural advantages. Moreover, it is desirable that the product not only satisfies existing needs, but also stimulates their cultural development and serves as an instrument for the development of the consumer's personality. Human capital participates in the creation of a production product, and production is designed to contribute to the improvement of the individual. There is no other way to overcome alienation in the conditions of the absolutization of private property and its distribution disproportionate to labor. Only by imparting creativity to work and a reward corresponding to creativity can one "remove", in terms of Hegelian philosophy, the tension of alienation. The quality of a product in a broad sense can be considered as a factor of social progress and as a test of sociocultural achievements of social development.

In determining quality, the most common shortcoming is the lack of consistency. Quality is defined as a set of essential properties. The usual method for selecting such is the method of pyramidal arrangement of the properties of an object. At the base, important but not decisive ones remain, and as one ascends to the top, a hierarchy of remaining properties is formed. At the top we get the sum of the main properties, which are included in determining the quality of the item. G. Hegel in his time wittily defined quality by contradiction - "quality is that, losing that, the object ceases to be itself." Following the example of the great thinker, let us define "shoes" as "clothing for the feet." How accurate is this definition? For shoes, probably yes. For the quality of the shoes, hardly. If you deprive shoes of the ability to be "footwear," then they really won't be shoes. If you preserve only the ability of the shoe, its inherent ability, then the required quality of the product will be uncertain. "Clothes for legs" can be dangerous due to the toxicity of the material, means of fastening, and inconvenient design for movement. The formally constructed requirement for an item does not coincide with the quality of the item. It is significant as a prerequisite for the qualitative certainty of the product. To determine the quality of a product, one must proceed from its functional purpose. The functional purpose should be considered as a state of relations between the formally defining property of the object and the specifics of the operation of the object, its commercial purpose, contained in the consumer value of the product. The feet, for which clothing is made in the form of shoes, represent part of a living organism. These are not stocks or corpse limbs, also intended for specific clothing. Clothing for

feet will not be shoes until there is sufficient evidence of its safety - hygienic, ergonomic, industrial, economic and household. Quality is not a set of essential properties of a product, it is their system, the system-forming feature of which is indeed the ability to perform some formally most significant function. It is laid as the basis for determining the quality of a product, then "growing" the system itself, just as one grows a pearl in a shell from a random grain of sand or the Periodic Table of chemical elements from atomic weight.

### Main part

Wherever the shoes produced by the company are sold: in a company store, at wholesale fairs or federal exhibitions, it is always important to know the niche that is not occupied today and urgently fill it. This is only possible if the buyer has no limited choice in making a purchase decision, if the interests and capabilities of all consumer groups are taken into account. These are not nice words, but the reality of today's market. Without such marketing research, without strictly taking into account demand, without analyzing the reasons for customers returning shoes and analyzing their complaints, it is difficult to expect success, and this is simply impossible.

The more variety of footwear on the same basic basis is offered to the trade, the more of it will be sold, the easier it is for the enterprise to timely modernize its production and timely replace out-of-fashion shoes that are not in demand with those that will be in demand again. In general, you have to spin to stay afloat.

Men's and women's shoes are subject to the same requirements for creating conditions for their demand, but taking into account the market where these shoes will be offered for sale, for sale. Men's shoes are in high demand today, which is due to the change in the status of the Southern and North Caucasian districts (Southern Federal District and North Caucasian Federal District) at the geopole of the Russian Federation. The border district, internal troops, military units of the Ministry of Emergency Situations, regular military units and formations, a huge flow of refugees, a large number of higher educational institutions - all this provokes the need for a large number of consumer goods, including footwear for various purposes. In this regard, the demand for men's shoes has its own characteristics, namely that the autumn-spring assortment of shoes is in greatest demand on the market. And the presence of specifications for the production of special footwear for military personnel using adhesive and injection molding methods expands the ability of shoe companies to develop and manufacture men's shoes, as it were, at the junction - everyday and special, with the possibility of a slight change in the manufacturing technology for the consumer or offering them to military representatives as special footwear. Such a

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wide range has already provoked the opening of numerous small enterprises for the production of men's shoes. I just wanted to draw the attention of enterprise managers and fashion designers to the principles of forming an assortment of men's shoes in order to ensure stable demand and high competitiveness in the supply market.

It is important that the experimental group of the enterprise promptly monitors the emergence of new materials and accessories on the supply market, ensuring itself the right to know-how, peculiarity, originality, thereby creating an image for its enterprise, respectful attitude towards the “brand” of the enterprise and trademark, so that In all cases, this prestige has always been maintained at a very high level. So, for example, if a molded sole with a side is used, then its fastening will always be carried out using a combined method of fastening - thread and glue, since this is of high quality and ensures its durability, then the buyer will already will know that the shoes of this company are distinguished from others by high quality, reliability, accessibility and comfort.

A special place is occupied by the production of women's shoes for the demand market of the Southern Federal District and North Caucasian Federal District. A large volume of imported shoes and affordable prices make the production of women's shoes a less profitable business compared to children's and men's shoes. Once again, the importance of marketing research and the definition of one’s assortment, which will never be taken into account by “shuttle traders” and foreign firms, is increasing. Therefore, the analysis of anthropometric changes that have occurred in the feet of the female population of the Southern Federal District and North Caucasian Federal District in recent years, the presence of a large number of customers with pathological abnormalities, significant differences in overall sizes allow manufacturers to produce women's shoes in styles of lasts that are more satisfying for customers in comfortable and comfortable shoes, and traditional high quality and reliability against the background of a lower cost make such shoes always in demand and desired. And shoes for the elderly, who are not socially protected, but have even greater pathological changes in the feet,

allow manufacturers, together with designers, taking into account these features, to produce shoes that will always be in demand and sold. In addition, we need new solutions, unexpected offers, and then you, the manufacturers, will be successful not only in the domestic market, but also foreign markets will become more accessible. Thus, today, despite the lack of a legal basis for technical regulation, it is necessary for each manager to choose his own, and only his own, rules of the game and behavior in the market for the supply of footwear from a domestic manufacturer, not forgetting to use the opportunity to export his products to the world market. We sincerely wish us - consumers and our managers - justified risk and success, both in the domestic footwear market and in foreign markets. At the same time, the quality systems “streamlining/5 S” and “three “NOTs” are the basis for stability and safety of production. The coming 20th century is destined to be a century of high quality in all its manifestations - the quality of labor, products and services, the environment, that is, to implement the modern paradigm of civilized development.

Ensuring competitiveness in the domestic market and promoting Russia in foreign markets is impossible without the production of high-quality products that meet safety requirements. Taking this into account, enterprises need to implement a quality management system (QMS), which should be systematically developed and supplemented over time. The combination of its various elements contributes to effective production management and the production of quality products. One of the components of the integrated QMS is the Japanese system - “Ordering/5S”.

One of its ideologists is Kaoru Ishikawa, a world-famous quality management theorist. In particular, he came up with the idea of creating the famous quality circles in the early 60s of the last century. The main objective of this system is to promote maximum stability and safety of production processes, maintaining order and discipline at each workplace with the participation of all enterprise personnel, especially highly qualified workers.

Key concepts of the quality system “Streamlining/5S” are given in Table 1.

**Table 1. Concepts of the “Organization/5S” system**

Japanese term	Meaning of the term	Contents of the activity
Seiri	Organization	Removing unnecessary
Seiton	Accuracy	Organizing the placement of items
Seiso	Cleaning	Cleaning the workplace
Seiketsu	Standardization	Standardization of rules for cleaning, organizing and cleaning
Shitsuke	Discipline	Formation of the habit of maintaining cleanliness and order
* Each word denotes an element of activity to master the rules of maintaining an organized workplace.		

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The first two elements in the 5S system (Seiri è Seiton) are aimed at clearing the workspace of unwanted or unnecessary items and organizing the remaining items. Workspace organization activities directly correspond to these two steps in 5S (creating “workplaces where everything has its place”), in addition, the concept of assigning space to small groups is used. Activities to improve the work environment also promote connections between small groups, which is a precondition for improving the performance of many enterprises. The third element of the 5S system - cleaning the workspace - is necessary, because without it, cleaning production facilities turns into routine waste removal, and contamination inside the machines remains a source of defects and breakdowns.

The fourth element of the 5S system, standardization, involves establishing and ensuring the best practices for shaping the production environment to ensure consistency in meeting the requirements of the first three elements of the 5S system. Step 3 of mastering the system (developing standards for cleaning and inspection) not only establishes standardized procedures for performing the work in steps 1 and 2, but also trains operators on how to perform equipment maintenance, taking responsibility for lubrication of the equipment.

The market for an entrepreneur is like a minefield. He is allowed to make no more mistakes than miners. But there is a prospect to survive and succeed! You can adapt, following established ideas, or offer something original. In the latter case, turning to high theory (ideology) is inevitable. The practicality of consciousness does not oppose theoretical reflections; on the contrary, it provides for them and depends on them. It has long been understood that the most practical thing is a well-tailored theory. Practice, conditioned by theoretical literacy, combines the novelty of the approach with the prospect of its development. Only in theory can one look for guarantees of practical effectiveness - “measure seven times (think thoroughly, weigh, calculate), then cut (act).” Practical consciousness is limited to a conditional situation, therefore its experience and recommendations always exist in the form of standards.

Standardization is a temporary, conditionally limited mechanism for managing the production situation. As understanding and the real state of affairs change, standard settings also change. The conditionally limited nature of standardization in no way means an infringement of its significance. Truth is concrete. The concreteness of truth is objective and this objective concreteness of truth must be expressed in a relatively stable measurable form. With the help of standardization and metrology, practical concretization of true knowledge is achieved. Our trouble is that practical consciousness does not properly realize the relativity of the expressiveness of

the developed knowledge, its dependence on the level of economic development and on the economic situation. Professional thinking, being under pressure from practical problems, spontaneously shuns “high” thoughts, understanding them as a distraction from the real matter. It turns out that “high” abstractions are the province of philosophy. A specialist comes to the podium, gets acquainted with high fashion trends, thinks, weighs what and how he will translate into real production, and considers it unnecessary to reflect on business philosophy, delegating responsibility to the side.

The advantages of the market literally fascinated domestic reformers, depriving them of the ability to comprehensively and critically perceive economic reality. Essentially, the market has been reduced to the sanctity of private property, free competition and independence from the state. The market has turned from an economic event into a material one. Free manipulation of the most important concepts is a distinctive feature of our market specialists. Otherwise, it is impossible to pass off wishful thinking as reality.

Sequestering their understanding of the market, the “ultra-marketers” lowered its spiritual component to the bottom as unnecessary. They forgot, in particular, to note that the entire last century in North America and Western Europe passed under the sign of increasing interest in philosophy and the psychology of activity. It turns out that pragmatism has moved to the forefront of ideological support for democratic transformations in society on its own, in parallel with the market.

There are no ideal philosophical (as, indeed, all other) systems. All ideas and systems of ideas are developed within specific historical conditions and are productive to a limited extent. But within the boundaries of existing reality, they are quite effective and should be considered as necessary conditions for successful practical activity, and be an organic part of economic consciousness. Relations in the market really do develop spontaneously in many respects, under the influence of poorly controlled factors, however, the latest recognition does not mean that it is impossible to include active mechanisms of influence on the market element in order to give it sustainable development trends.

The market has not limited the practical possibilities of the theory. The market demanded a new level of theoretical engagement, exposing the weaknesses of purely economic knowledge.

Practical management of economic activity is based on the body of knowledge generated by economic theory. Economic theory, in turn, is based on a conceptual apparatus built in philosophical teachings. Philosophical teachings are heterogeneous. Their differences are quite significant, but despite the significance of the differences in philosophical systems, they are built on a common system-forming

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factor - human interests, thanks to which knowledge acquires expediency and humanitarian meaning. Philosophy and psychology of business equip with the knowledge necessary for vigorous activity in a difficult economic environment, laying the preconditions for the directed organization of spontaneity in market relations.

When presenting the market, it is usually noted that the sustainability of its development is determined by the balance of supply and effective demand. There is a choice and there are financial resources - the market works normally, since the required conditions for healthy economic relations exist. The formula for market health is alarming because of what is hidden behind the concepts of "supply" and "demand". According to the laws of economic freedom, production and consumption are formed on the conveyor belt of competitive relations. The main enemies of market health are monopolism and protectionism. Civil society and the state are charged with the responsibility of neutralizing everything that impedes the normal functioning of the market. No one is allowed to interfere with the very essence of the market, created by the interaction of the two flows that form the market - supply and demand, because such interference is contrary to private property. Thus, one gets the impression that market principles are spontaneous. In assessing such an opinion, extreme caution and utmost attention must be exercised. In normal - European, North American - capitalism, diseases are similar to those that plague Russian abnormal (corrupt, oligarchic, gangster) capitalism. One thing is declared, another is done. "We wanted the best, but it turned out as always" - a historical summary.

In practice, the state and civil society, through their institutions of influencing mass consciousness, actively control and intervene in economic life, trying to regulate and direct the development of the market. Mass media are in demand not so much for advertising as for pressing consumer thinking. By forming a given way of thinking, loading consciousness according to a certain program, the owners of the market give its development purposefulness and an organized character. In principle, such actions are not considered illegal, with the exception of private actions that conflict with the law. Thoughts embodied in words, words embodied in images, samples that force one to purchase things - all this is also a product that is not alien to the market. The difference between knowledge put on the market as a specific product is that it simultaneously fills the market, diversifies offers and stimulates market interest. It turns out quite biblically: "In the beginning was the word...". The only difference is that the words on the market are human and the interests they contain are also human: private national, corporate. Ideological dominance in the market is the real path to practical dominance. The market is not an antagonist of philosophy, but a

springboard for philosophical conquests. Practical life is blind without theory, just as theory is empty without practice. Only those who skillfully use the power of knowledge can survive and gain confidence in the market. The philosophy of the market is the doctrine of the contradictions that drive it and the possibilities of their rational resolution. Market contradictions, starting with the contradictions contained in the product itself, and ending with the conflict between the producer and the consumer (seller-buyer), to a first approximation seem antagonistic. Analysis of market relations leads to the conclusion about their dialectical diversity.

The fundamental difference between dialectical contradictions is that they are relationships between opposites that presuppose the interdependence of existence. No matter how sharp the dialectical opposites may be in the form of expression, in essence they are individually unviable. The existence of dialectical opposites is possible only in interaction. Consequently, the main contradictions of the market have rational methods of resolution, and these methods are associated with the movement of concepts. It is necessary to achieve the specificity of the content of concepts that corresponds to the historical certainty of the economic situation. The concepts of "transition economy" and "developed economy" from a theoretical and practical perspective acquire meaning when the concepts on which their criteria are based are specified.

The market pits the interests of the seller and buyer against each other. The first seeks to make a profit, the second - to save on immediate costs. What might motivate them to compromise? The answer is simple - what is equally present in their interests, divorced by the market. The seller, if he is also a manufacturer, or is in a corporate relationship with the manufacturer, or is concerned about his own reputation, is interested in the quality of the product. The quality of the goods and the buyer who exchanges funds for the necessary goods are of interest. The quality of the product is the core of normal interaction between the seller and the buyer, since quality imparts a trusting character to their relationship and is a guarantee of the mutual benefit of these relationships.

The nature of these relationships is interesting: back at the end of the 19th century, the so-called "consumer movement" arose in the United States. Various societies and consumer associations created during this period even then played a special role in protecting the rights of buyers. In 1890, the Buyers' League was founded in New York, which, in addition to a purely educational impact on buyers, pursued social and economic goals. The League developed forms of certification for products produced under favorable production conditions - the so-called labels (Label - label, label attached to a product), which the League began to issue to companies that provided favorable working conditions and produced the

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highest quality goods. These companies were included in the so-called “White List”.

In the Russian Federation, the legal basis for the formation and implementation of targeted policies in the field of consumer protection was created with the entry into force of the Law “On the Protection of Consumer Rights” on February 7, 1992. The law reflects the tendency to strengthen legislative regulation of relations aimed at protecting the rights of citizens. The law established the most important internationally recognized consumer rights, including: the right to state and public protection of consumer rights and the right to associate in consumer organizations. The consumer rights protection system being created today in Russia is a combination of federal executive authorities, local government bodies, and public consumer associations, whose powers in this area are specifically stipulated in the Law of the Russian Federation “On the Protection of Consumer Rights.” The elements that make up the system carry out the entire range of work on the formation and implementation of national policy in the field of consumer protection at the national, regional and municipal levels. At the same time, it should be noted that these structures do not exhaust the list of persons involved in the protection of consumer rights.

The main federal body for the protection of consumer rights is the Ministry for Antimonopoly Policy and Support of Entrepreneurship of the Russian Federation (MAP RF). The Ministry has a Consumer Rights Protection Department. MAP RF has territorial departments located in regional and regional centers. MAP of Russia exercises state control over compliance with laws and other legal acts of the Russian Federation regulating relations in the field of consumer rights protection. The Ministry and its territorial bodies have the right, according to a certain procedure, to consider cases of violations of consumer rights, issue orders to eliminate these violations and impose fines on violators, bring lawsuits in court in the interests of consumers, make decisions on the recall of goods that may be dangerous to life and consumer health. Whether this approach is good or not, time will tell. One thing is clear - the protection of consumer rights defends not only the vital interests of the buyer - the good name of the manufacturer and seller of quality goods is equally protected, who will prioritize, first of all, the production of products of adequate quality, thereby ensuring a reputation as a reliable manufacturer.

In a normative market, the quality of a product is the dominant factor in all relations in all sectors: goods themselves, services, finance, labor. This situation corresponds to a high level of purchasing power, sufficient to follow the socio-economic standards of the consumer and the recommendations of product manufacturers. Unfortunately, the normal market is still exclusive. No more than 10 percent of the states

of the modern world can unconditionally form the club of countries with a normal market economy. What can the rest, who form a heterogeneous majority, count on? Standardization and certification will only become a tool and means of ensuring the competitiveness of footwear when they meet the concept of a market economy, i.e. focus on the requests and needs of customers. To improve (adjust or revise) technical specifications for modern footwear, it is necessary to study consumer behavior in footwear markets. A competitive advantage in the markets is given to those enterprises that study the characteristics of the purchasing behavior of consumers of different categories, as well as the factors influencing the decision-making process on choosing a particular market and purchasing appropriate shoes. The USSR had a well-thought-out quality management system for consumer goods. It was adapted to a centralized directive market and therefore was distinguished by a certain inertia and undemocratic nature. It made no sense to extrapolate such a system to radically changed production relations, which was confirmed by practice. However, the attitude towards experience should not be formally negative. The new denies the old, but not continuity in development. Even the spasmodic form of change presupposes the interconnection of the discrete and the continuous. One must be able to learn lessons from the past, if only for the simple reason that the construction of a new one is carried out from elements formed in this past. More than one political leadership of the country turned out to be incompetent. The doctrine of quality management includes the theory of quality, technical and economic developments that ensure high-quality production of products, and a system for monitoring the quality of goods. The theoretical introduction itself to the doctrine of quality is heterogeneous in structure. Its components are a clear definition of the quality of the product - it serves as a starting point in the corresponding coordinate system; a thoroughly thought-out content of the concept of quality in relation to a given type of product, so that the entire range of quality properties of the product is visible; justification for the tactics of qualitative expansion in the market - determining the configurations of the qualitative characteristics of commercial products. In conditions of market dynamics, it is extremely important to respond to changes in a timely manner and adequately place emphasis within quality relationships.

Quality is not the sum of the essential features of a product, but their combination based on a system-forming property - for shoes, the system-forming property, by definition, is considered to be “reliability” as “clothing for the feet.” In Soviet times, the economic interpretation of quality was one-sided, “stationary”, which corresponded to the then market, the main pain of which turned out to be not the quality, but the quantity of goods. In the same footwear sector

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<b>JIF</b>	<b>= 1.500</b>	<b>SJIF (Morocco)</b>	<b>= 7.184</b>	<b>OAJI (USA)</b>	<b>= 0.350</b>

of the market, considerable efforts were made to provide a vital assortment. An exception can be considered the activities of the then tailoring enterprises. Let us remember where our illegal immigrants and the first legal cooperators began during the perestroika period - with an assortment of models. The market changes ideas about quality, forces us to restructure, but does not reduce the relevance of developing the doctrine of quality in all its directions. More and more marketing specialists are aware of the growing trend of interest in quality products in the market. This process is not explosive, on the contrary, it is slow - real interest must be supported by the ability to pay. It is unlikely that a potential shoe buyer will apply for a loan from a bank. Shoes of ideal quality are doomed to be a one-off occurrence. The noted interest should rather be attributed not to quality, but to the state of quality. "State of quality" is a concept that is very poorly developed in philosophy and special scientific and technical literature. It is hoped that the relevance of the modern market movement will attract due attention to it.

In general terms, the concept of "quality state" or "qualitative state" is consonant with the concept of "quality level", but not identical to it. The concept of "quality level" serves to comprehend the formation of the concept. The concept of "quality state" characterizes the functional status of quality, the configuration features of the properties that form it.

Economics is a characteristic sphere of human activity. It is in it that the most representatively active nature of homo sapiens is expressed, aimed at transforming living conditions. The practical nature of the economy presupposes practical tools for managing its organization and development. This is formal logic, the task of which, as is known, is to define concepts and arrange them in the proper order. After which the relay of creativity passes to dialectical logic. Dialectical logic is designed to reveal the process of development of concepts, their mutual transitions and transformations.

The history of economics clearly shows that with practical progress, the importance of theory increased, and not only of economic knowledge itself, because the production and consumption of material goods includes the essential forces of man. Economic knowledge acquired political meaning and required philosophical interpretation. The political aspects of economic theory, as well as its logical and philosophical analysis, intensified along with social progress. Modern attempts to present economic theory outside of politics and philosophy are nothing more than ordinary insanity. A truly democratic view of economic theory emphasizes its human and political aspects. XX century confirmed the advantages of a socially oriented economy over abstract freedom of competition and market self-regulation. The logic of the development of economic thinking also speaks in

favor of this. Initially, economic development was associated exclusively with the development of production (A. Smith, D. Ricardo, K. Marx, J. Mill). Over time, the approach has changed dramatically and modern political economy is dominated by the idea of the need to look for the keys to economic success in the field of consumption. Anyone who can control the development of consumption will be able to control production.

At the level of direct subjects, the market creates the effect of "shortened knowledge." One gets the impression that the part of the theory that in the system of economic knowledge acts as specific, practical-oriented calculation methods and recommendations for behavior is sufficient. Such knowledge is actually important for developing entrepreneurial tactics. They form the basis of practical politics, but they must be treated taking into account their specificity, and not forget that they are not self-sufficient. In "practical" knowledge (F. Bacon called it more successfully "fruitful") the logic of the theoretical analysis of reality is manifested - according to F. Bacon's classification, "luminous" knowledge. Often, in search of the reasons for practical gaps, the range of possible options is unjustifiably limited. Theoretical premises, which are always present in the case indirectly, are outside the zone of attention, and yet everything could begin with them. But there is a prospect to survive and succeed! You can adapt, following established ideas, or offer something original. In the latter case, turning to high theory (ideology) is inevitable. The practicality of consciousness does not oppose theoretical reflections; on the contrary, it provides for them and depends on them. It has long been understood that the most practical thing is a well-tailored theory. Practice, conditioned by theoretical literacy, combines the novelty of the approach with the prospect of its development. Only in theory can one look for guarantees of practical effectiveness - "measure seven times (think thoroughly, weigh, calculate), then cut (act)." Practical consciousness is limited to a conditional situation, therefore its experience and recommendations always exist in the form of standards. The rationality of the history of human activity could not help but lay down a logically expressed pattern, but the absence of extra-logical processes in real history would look as if the script of history was written in advance by someone and the one who came up with it continues to direct the course of historical movement. N.G. Chernyshevsky compared the story to Nevsky Prospect, laid out along a line. He did this to emphasize that historical logic requires specific awareness. History is comparable to the order of movement in the physical space of existence, but it is located in it nonlinearly. There are no straight lines in nature - they are conventional and exist as intervals-segments of movement. The same is true in the development of society; it is reasonable to



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the extent of historical specificity. And each historical specificity carries within itself both something new and unresolved or limitedly resolved problems left as a legacy to successive generations. Historical logic stumbles upon the imperfection of historical concreteness and will be better understood as a sequence of concrete historical rationalities, built from the contradictions of the rationality of human activity, essentially the relative logic of that historical specificity that accompanies the historical ascent of the socialized Homo sapiens.

Our thinking in that part that is called creative, creative, is spacious enough for innovative actions. It is only important to understand that beyond the horizon of the known, Aristotelian logic suffers its heuristic potential. Forward thinking is thinking that tries to “grasp” the direction of change in commodity production. What dominates here is the possibility in thinking of anticipatory reflection of reality - a property discovered by P. Anokhin. There are physiological reasons to anticipate changes; mental prerequisites in the form of will, needs, and emotions are also natural. All that remains is to look for logical tools. The arrow of movement should be transferred from Aristotelian formal logic to Hegelian dialectical logic, based on the principle of development of the content of concepts and changes in the concepts themselves. Introducing the peculiarity of dialectical logic, its fundamental difference from Aristotle’s logic, G. Hegel wrote: “In rational logic, a concept is usually considered as a simple form of thinking and, more precisely, as a general idea... as if the concept as such is something dead, empty, abstract ” And he clarified: “Of course, the concept should be considered as a form, but as an infinite, creative form.”

It is not by chance that like-minded people of K. Marx noted that the founder of the universal understanding of dialectics did not leave a textbook for his heirs, since it should have been the logic of the analysis of the movement of production in Capital. K. Marx showed how the logical limitations of the thinking of production managers reduce the process to the management of capital and bring production not only to a crisis provoked by overproduction, but also to socio-political tension. The development of political economy after K. Marx was expected, subordinated to the historical rehabilitation of capitalism. Intellectual and political forces concentrated on identifying the perfection of commodity production with its bourgeois form of organization.

This is where the features of Aristotelian logic, aimed at the immutability of the conditions of inference, came in handy. If commodity production is the only universal reality of the objective historical process in a developed society, then history itself is destined to be carried out with dignity exclusively in the form of a bourgeois organization. Thus, the

consumer’s thinking, also generally tuned to a formally logical type of action, leads to the final conclusion: the period preceding capitalism was prehistoric, just a formation. The true history of commodity production is created in bourgeois form. Objective reality has been embodied in an absolute, that is, ahistorical form. Further history can only be understood as the ascent of capitalism to the highest and absolute achievements and the full protection of the stability of the bourgeois system - optimal for a commodity economy.

Such a quality management mechanism elevates the importance of scientific analysis, determining the self-movement of production towards quality by the role of subsidiary, experimental farming. A retrospective look at the history of understanding how production quality should be managed in general demonstrates that this history is very similar to the movement of thought according to the “trial and error” principle. Each subsequent “theory” of production quality management after S. Colt (1870s), namely, invariably resembled a way out of the dead end into which its predecessor led, until eventually the key concept of QS was replaced by QMS – “Quality Management System”.

G. Hegel was right in his definition of quality; it is always better to start with what is “in sight” in order to then build up the definition. Around the nucleus of an atom there is an electron shell and together they give the definition of an atom. We include quality in the definition, subsequently revealing it in a set of specific properties.

From a philosophical point of view, the quality of an object, reflecting the diversity of the world, reproduces in itself this objectively existing objective difference. The quality of a product, especially mass direct human consumption, requires additional clarification related to the manufacturer’s responsibility for the safety of use of the product. The quality of consumer goods is more complexly structured. Its definition includes a systematic arrangement of core competencies of technical and humanitarian significance. Shoes with their quality, by definition, must ensure the interaction of two fundamental competencies - safety and comfort during use. The aesthetic properties of shoes are subordinated to them and packaged in them. With their help, the producer “attracts” the consumer like the flowers of plants attracting insects that perform the work of pollination through consumption.

It is a mistake to simplify the cultural assessment of a product to the level of the aesthetic value of products. The cultural status of a product synthesizes both the culture of execution and the culture of consciousness of the manufacturer, who decides what materials to use, in whose interests to act - the profitability of production or the needs of the consumer who trusts the manufacturer. As we ascend, we can easily rise to the very top - the culture of public

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consciousness. In some countries they don't steal, they consider deception meanness, while in others everything is built on these vices, they are legalized, because they have grown into the national mentality. The substitution of a philosophical understanding of the quality of a product with an economic one is natural for an economy aimed primarily at making a profit and increasing capital in private interests. The economic dominant characterization of quality has an ideological basis. The desire to separate economics from socio-cultural development should also be considered in the same context. The idea according to which the economic movement should be absolutely independent of political supervision and humanitarian functions, everything non-economic is provided by taxes from the economy, is gaining strength, the main thing is that it is supported by the authorities. Attempts to contrast this logic with the common sense of social development as the progress of personality and interpersonal relationships within the framework of the social organization of the historical process are ineffective. They are assigned the role of local public opinion, which has never been particularly united. Philosophical systemic analysis of the quality and defects of its interpretation remains the domain of professional reflection.

It would seem that we are faced with a purely theoretical problem: what to call the actual quality of a product and what does the system of qualitative properties in the characteristics of a product look like? In fact, with practical application, it grows into an ideological problem: how is it permissible to see the quality of a product in the modern concrete historical circumstances of social cultural development. Simplifying the understanding of the quality of a product by reducing it to its properties that ensure the profitability of production makes production, and not the consumer, the system-forming factor in obtaining the "quality" of the product, which contradicts the quality of the developed economy of the "post-industrial", "new industrial" and even "industrial" society. At the dawn of mankind, the consumer rejoiced at everything that could be produced. Production was the determining party in relations with the consumer. Today, the market is considered the driving force for the development of production. In the market, the initiative belongs to the buyer. Transition to the principle: "The customer is always right!" involves determining the quality of a product by its consumer.

The economic dominance in characterizing the quality of a product is clearly not modern in a philosophical sense, but it expresses the essence of the bourgeois basis of the existing economy, therefore, it will be defended both politically and ideologically. Moreover, in a certain sense this is interesting, in particular for solving the problem of mobilizing production potential to obtain a demanded product in significant volumes, although the very quality of such

a product will be conditional, "economic". The concept of "economy class" has received official recognition as a development of the concept of "produced for sale in Russia."

We have already emphasized that for 130 years, bourgeois economists have been creating models for the efficient production of quality goods in demand by the market, focusing on the economic content of quality. Having driven the production movement into a dead end with economic models of quality, top managers, together with theorists - economists who isolated the profile of their scientific interest from the socio-cultural goals of the production of material goods, were forced to recognize the consumer not as a market anti-subject, but as a partner, an accomplice in the production process. Recognizing the consumer as an ally is tantamount to including him in the team for developing production policy, although formally, because he remains in the same position as a counterparty. In order for the understanding of quality to change, the improvement of production needs to start with the interests of the consumer, reflect them in the properties of the product, and then think about how to optimize the organization of its mass production. Ultimately, a compromise solution is initially permissible, justified by production capabilities and the need to move by expanding these capabilities. Now the buyer fundamentally remains a slave to the producer - the master and the political protectorate of the interests of big capital. The interests of the mass consumer are advanced by the gait of Japanese women, while the dominance of the interests of companies in production is advanced by the parade stride of the winners. The pace of movement is not comparable, there is no noticeable advantage in promoting consumer interests and is not yet expected. The consumer with his interest in the quality of the product is theoretically not excluded from the development of strategy, tactics and advertising. Let's refer to B.S. Aleshina: "For a quality strategy to be successful, both internal and external consumers must not only be satisfied and involved in the process that ensures this satisfaction, but also be directly involved in the continuous improvement of the quality of this process" for this purpose, they improved the Kaizyo system; replacing it with a new edition of Kaizen. Changes in the organization of quality management have revealed the advantages of those countries where the mass consumer - who is also a production worker - feels more comfortable and feels involved in the development of production. In the second half of the 1980s, Japanese companies received 40 times (!) more proposals for improving the production process from their employees than US companies (40 million versus 1 million). It is also significant that over 90 percent of the proposals were used in one way or another. The ideology of quality is being restructured to a new one - consumer orientation - extremely reluctantly and half-heartedly. The ISO 9000 quality management

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system (in the Russian Federation – GOST R ISO 9000-15) was introduced into world practice 30 years ago. Its initial position (No. 1): “Product quality is a characteristic controlled object” sets the general direction in the understanding of quality. Quality is a product of production. Point No. 2 specifies the places of the participants, influencing the quality of the product: “the goal of quality management is to create products of such a level of quality that satisfies certain established requirements and needs.” To make it clear whose requirements and needs we are talking about, at the end of the paragraph we read, separated by commas - “consumer requests”.

The interests of the consumer are taken into account, but on a residual basis. They are remembered last, “if production reserves allow.” In scientific and popular sources one can find an explanation for this alignment of interests - technically complex products and their improvement are the lot of specialists. One gets the impression that specialists are not consumers. In ISO 9000 – 2015, for the first time, the consumer appears at the very top of the list. The first principle of the QMS states: “Customer orientation.” It is the consumer who declares the quality properties. The status of an enterprise depends on how well the quality of the product offered satisfies the quality needs of customers. The enterprise must understand their current and future needs, meet their requirements and strive to exceed their expectations. But we should not rush to rejoice at the changes that have taken place. The quality management mechanism is still focused on developing quality production technology rather than producing a quality product. The quality of the enterprise’s activities, as before, is tested to ensure that the quality of production organization is maintained. The interests of the consumer remain “for later”. All leading international quality management quality registrars are represented in the Russian Federation: Veritas, British Standards Institute, Lloyd’s Registrar, Supervisory Society (TUV). In addition to them, numerous home-grown and joint venture companies offering their services in the quality management market are related to the certification of the quality of production and products. The problem is not in finding the organization you are looking for, but in the fact that they are all “tailored” to production or a product out of context with the interests of consumers, which are quite specific and do not in every way coincide with the interested views on the quality of manufacturers. The dialectic of the market that unites the producer and the consumer is simple - they are opposites that exist exclusively in unity, therefore it is necessary to seek a balance of interests of both subjects in order to give the production of quality goods a sustainable character, serving as protection against recessions and crises. Crises of overproduction - classic for capitalism in the 19th and first half of the 20th centuries - have become history. They were replaced by financial systemic

shocks. Experts are looking for a panacea in a high-quality, smart, prudent, lean production economy. “Historical experience shows that with increased attention to quality, a way out of crisis situations began in many countries. Large-scale crises in Japan and Germany in the late 1940s were overcome with the help of government policies aimed at improving quality. Crisis situations in the markets of the USA and Europe that arose in the late 80s and early 90s forced not only individual corporations, but also entire countries - Sweden, Great Britain, the USA - to pay attention to improving quality as the only means to help national economy to withstand the onslaught of competitors.”

In solidarity with the above analysis of the economic history of the second half of the 20th – the first two decades of the 21st centuries, we express our surprise at how it happened that when defining the latest social development through quality, the approach to understanding quality itself was not radically modernized. The totality of the meaning of quality requires a revision of the content of the concept of “quality” and a new look at the factors that ensure the actual quality of activity and its product. The system-forming position of the quality factor in social progress also determines a new political attitude to quality. It is required to focus the development of production on internal – not imported – promises. Quality management should come from need. It is in this, and not in rewarding quality work in the form of incentives, that the true beginning of the new economic policy lies. Naturally, no one is going to cancel the incentive; they are swapped with motivation. Today, encouragement encourages the required quality of action; tomorrow, the culture of a professional attitude towards work will be complemented by incentives. Movement is most productive precisely in the form of self-propulsion. External motivation is less effective. Remuneration must correspond to the quality of work and sustainably motivate work. The change in the qualitative strategy of economic policy from the incentive for high-quality production to the formation of the need for a high-quality product is not another attempt to revive economic romanticism and not communist nostalgia for the need of a cultured person to work, as it may seem to those specialists who switched from political economy to economics, reducing dialectical analysis to statistical, adapted to the volatility of modern production. We are talking about solving the system-forming problem of history about the relationship of the individual to society and society to the individual, who is more impressed by which side of this contradiction, but in principle this is just a double helix of social progress. A developed society is tested as a condition for personal development. In turn, a developed society is itself a product of the cultural activity of the individual. Formally, the logical conclusion from the

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interdependence of the individual and society is obvious, namely:

it is necessary to build their relationship in harmony, on the basis of awareness of mutual interest, bringing interests to the level of a naturally necessary need (according to Epicurus' classification) in each other. Now we are experiencing a historical stage of formal-abstract awareness by individuals and policymakers of the basic contradiction of development. The individual and society seem to be getting used to each other in movement, looking for points of mutual growth. Partly successful, there are many examples - mass production, freedom of access to education, sources of cultural development, political democracy, promotion of a culture of environmental management, solidarity in the fight against extremist aspirations, sharing of scientific and technological achievements, strengthening the authority of the idea of tolerance. A special place in this list should be occupied by the desire for a high-quality economy. The point here is this: opposites, by definition, are mutually alienating. The dialectical opposites to which the individual and society belong differ advantageously in that unity in their relations is inherent in their emergence. It only needs to be brought to a general position by ascending from the formally necessary stage to the absolutely necessary, loading the process with real content, substantively demonstrating the advantages of interaction. There is no other way to overcome the alienation objectively inherent in the relationship between the opposites of personality and society. Through the quality of activity - to the quality of social improvement. It is unnatural to alienate that which serves as a real condition for your development. Under classical capitalism, alienation was a prerequisite for achieving the power of capital, and the political organization of society itself was openly adapted to the provision of the bourgeois state. Democracy was adapted to the bourgeois social order. The revolutions of 1917 in Russia and the subsequent history of the USSR should be assessed not so much as national achievements, but as a turning point in the history of classical capitalism, the transition to post-classical capitalism. The dominance of private property and the advantages of capital remained intact, but significant changes took place in the social superstructure. Class antagonism gave way to social partnership. Access to capital has led to the emergence of various forms of associative use of it in production. Cultural progress was accompanied by interest in the quality of life, a change in this very concept. World cataclysms, undoubtedly, did not just frighten the peoples of Europe and Asia. They moved consciousness away from the abyss of extreme interests in resolving contradictions. The alienation of the individual in work has not been overcome, but development objectively (society) and subjectively (personality) was carried out through interaction. Certain conditions have emerged for

lifting the alienation. And the new approach to quality – consumer – production, is a milestone on the path of bringing together the main subjects of public life. He forced adjustments to economic policy, will return a systemic understanding of society, limiting the desire to sort social life “on the shelves.” A high-quality vector of economic development, of course, will require additional expenses, but that’s what the state with its economic instruments is for, to try to compensate for them. And the market will certainly react positively to a quality product with its activity.

In our view, the mere existence of private property in the variety of forms of its implementation is not a sufficient basis for alienation in the work of an individual. K. Marx, developing the idea of alienation of G. Hegel, apparently had in mind a certain way of organizing labor associated with the absolutization of the rule of private property. Private property serves as a potential economic basis for exploitation. But exploitation is not an inherent feature of it. Private property alone is clearly not enough for exploitation. As for the opposite private property of the public (national), which is controlled by the state and serves as a real subject of property, it does not contain economic guarantees for overcoming alienation, which is not difficult to verify from the experience of the activities of domestic state monopolists.

One gets the impression that the economic grounds for alienation should be sought not in property, but in distribution. Economic contradictions are insurmountable, but they allow for management, the task of which is to control the nature of the contradictions, to keep them within the limits of insignificant, acceptable differences that do not test the existing unity of production for historical expediency.

It is worth recalling one more observation of G. Hegel, recognized by F. Engels as the most important in understanding the dialectics of development: “Everything that is reasonable is real, everything that is real is reasonable.” G. Hegel was able to discover the basis for the need for systemic transformations of social relations, including economic ones. In development, there are two states that are perceived in the form of existence, but differ within the general status of their manifestation - “real existence” - “reality” and “real existence” - “reality”. These forms of existence differ fundamentally in their basis. “Really existing” is based on the need to be in its own form; it represents an evolving reality. “What really exists” has passed the stage of its necessity, ceased to be a factor of development, and has lost its relevance. It slows down the development process. Since G. Hegel understood the development of thinking and society in the form of a movement towards absolute rationality, he identified the necessity of the real with reality. You can, of course, squeeze every last ruble out of the developed assortment and established production technology. Question: is it necessary to do

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this? Time moves forward in a certain mode, “in its own way,” according to an objectively tailored “schedule.” If you don’t get into the rhythm, you’ll fall behind and stop meeting the changing requirements. The art of management - production management is no exception, consists of the ability not to “fall out” of modernity, then you will always do it in accordance with rationality. Reasonableness will protect you from most problems. “Seven Deadly Diseases” by E. Deming will fit into one - not to fall out of the time cycle with the definition of the product and the organization of production.

Only those who are able to mobilize human capital and correctly concentrate financial and technical resources to solve this problem can do this. Without the ability to control the “pulse” of time - to understand the specific economic and socio-cultural situation, the state of consumer interests, real production possibilities, there is no chance of achieving stability in the conditions of increasing competition in the market. Let us make one more addition - to the qualitative orientation of production development and the general conclusion will become clear: the path of economic rationality lies through the creation of actual conditions for the formation of the need for quality products. This need must be tested by responsibility to the consumer as to himself. The ancient wisdom of Confucius: Treat others as you would like them to treat you is not outdated; on the contrary, following it has provided advantages in economic progress for Asian countries. The specificity of achieving rationality in modern quality-oriented production lies in the solidarity of human capital, namely:

- internal solidarity of producers, their need for quality;
- external solidarity with the consumer, taking into account the interests of the latter;
- solidarity in understanding quality based on a combination of economic and sociocultural approaches;
- consistency and balance of the state’s economic policy based on market orientation, induced by the interests of quality in the development of the market by the instruments of the economic mechanism.

And here it is absolutely justified that the main thing in production is the result, not the process. Consumption is regulated by the market. Therefore, market demands must dominate production. The task of society is to globally promote the development of demand in the market: maintain a range of goods, stimulate price stability, increase purchasing power, and 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 object to him. Production during the transition from

industrial to post-industrial society of mass consumption is conceived as a function of the market. Researchers fill these quality properties with criteria, namely:

- \*quality ideology – development prospects production;
- \*quality management is an integrated approach to solving the quality problem;
- \*fashion and technical regulation are components of the quality of manufactured shoes;
- \*quality in the market is a paradigm for the formation of production that satisfies the needs of the market;
- \*advertising is always at the service of quality;
- \*excursion into the past as a guarantee of quality in the future;
- \*model for assessing product quality – these are production priorities;
- \*forecasting quality costs when developing a new range of shoes is the key to their demand and competitiveness;
- \*methodology for business visual assessment of a product - a means of assessing quality effectiveness;
- \*increasing the quality and competitiveness of domestic specialties. shoes;
- \*about indicators for assessing the quality of shoes - as a tool for creating in-demand products;
- \*quality and market: marriage of convenience and this is indisputable;
- \*stable operation of enterprises is a guarantor of the quality of the shoes they produce - all these aspects together provide a revolution in quality, guaranteeing the manufacturer stable success in a market with unstable demand.

### Conclusion

The buyer is perfected as a subject of systemic interaction by his purchasing preparation. It is not perfected by the size of one's ability to pay. His complicity is determined by knowledge of the commodity-economic situation. The consumer is not the object of application of the actions of the seller and manufacturer. The consumer is a market subject and it is in his (and other subjects’) interests to be informed not by the advertising community, but by professional sources. Then counterfeit and “lochism” will cease to populate the market. The quality of a product begins in the mind of the consumer. Imposing an idea of quality is bad for all legitimate subjects of economic relations.

Accusing the current generation of a consumerist attitude to life is not entirely fair. Consumption is the ultimate goal of production. The trouble is the lack of consumer culture for the mass consumer, a problem of truly socio-cultural proportions. Another consequence of funding cultural progress. Why does one power replace another, and culture is still in power, the last in line

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for political relevance? It's time to understand that not only science has turned into a direct productive force. Culture is also a factor in the development of production, and it is a multifaceted and very effective factor. Marketing management is designed to link, through marketing activities for the sale of a product created by an enterprise, into a single consistent process of meeting the needs of the enterprise's customers and achieving the enterprise's goals. To do this, the following processes and actions are managed:

- \*market research;
- \*advertising; pricing;
- \*creation of sales systems;
- \*distribution of created products;
- \*sales

The developing market required a variety of products. Products were needed within the framework of differences in consumer purchasing power. Factory production, based on a technical base, opened up the prospect of varying the quality of the product. The strict restrictions on production that distinguished workshop activities receded. Products of varying quality appeared on the market. In British Enlightenment philosophy, the very concept of quality was actively discussed. J. Locke proposed a version of the combination in determining the quality of the objective properties of objects and the subjective perception of them by consciousness. Financial management consists in the fact that management manages the process of movement of financial resources in the enterprise. For this purpose, the following is carried out:

- drawing up a budget and financial plan;
- formation of monetary resources;
- distribution of money between various parties that determine the life of the enterprise;
- assessment of the financial potential of the enterprise.

Human resource management is associated with using the capabilities of employees to achieve the goals of the enterprise. Personnel work includes the following elements, namely:

- selection and placement of personnel;
- training and development of personnel;
- compensation for work performed;
- creation of conditions in the workplace;
- maintaining relations with trade unions and resolving labor disputes.

Accounting management involves managing the process of processing and analyzing financial information about the operation of an enterprise in order to compare the actual activities of the enterprise with its capabilities, as well as with the activities of other enterprises. This allows the company to identify problems that it should pay close attention to and choose the best ways to carry out its activities so as not to provoke bankruptcy.

In actual practice, all these areas of lean management are usually used in some combination, since they are very closely related to each other and complement each other very well. Moreover, it is in combination with each other that these individual areas can effectively manifest themselves, and it is the individual established combinations of these areas that are used as specific forms of effective management. The most obvious example of this is quality circles, widely used in the management of Japanese firms.

A person carries out certain actions in accordance with the pressure on him from a set of forces internal and external to him. The combination of these forces, called motivation, causes different reactions in people. Therefore, it is impossible to unambiguously describe the process of motivation. At the same time, based on empirical research, several concepts have been developed that describe factors influencing motivation and the content of the motivation process.

The so-called theories of the content of motivation focus on how different groups of needs influence human behavior. Widely accepted concepts from this group are Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's two-factor theory, and McClelland's acquired needs theory. Despite the fundamental differences between these concepts, they nevertheless have something in common at their core, which reflects a certain commonality in a person's motivation to act.

The process of motivation is revealed in theories that try to explain why people are willing to carry out certain actions, expending more or less effort. Expectancy theory, goal setting theory, equity theory, and participative management theory, which explain how people should be influenced to motivate them to perform, give managers the key to building an effective system for motivating people. 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 contrasting the relationship between "direct" and "indirect" actions. The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the quality problem solely because every fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "in the mind" or "implied". From the relationship in the dynamics of these projections, quality problems in creative thinking are arranged in an appropriate schedule, reflecting the relevance and profitability of activities aimed at developing production. The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably show an increase in consumer demand for product quality. Despite all the economic, social and political costs, humanity is getting richer, but wealth is being distributed unevenly. Finance, as before, is concentrated in certain regions, however, in the same

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way as the premieres of modern production. Analysts confidently and universally predict the trend towards product quality. The new economy is called temporarily “lean.” The current principle: “survival of the fittest, the fittest” will be replaced by “social-production partnership” - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization that corresponds to the implementation of the principle - “the manufacturer produces exactly what the consumer needs.” A “lean” economy will be focused on resource-saving production technologies. It will require a new look at fundamental concepts. The philosophy of quality will also change. We must be prepared for future events.

1. An assortment policy has been developed for the formation of competitive men's, women's and children's shoes, taking into account factors influencing consumer demand: compliance with the main fashion trends, economic, social and climatic features of the regions of the Southern Federal District and North Caucasian Federal District, the production of which using modern innovative technological processes, as well as for meeting the demand of elite consumers, using manual labor, create the basis for satisfying the demand for shoes for the buyer of these regions.

2. Innovative technological processes have been developed for the production of men's, women's and children's shoes using modern technological equipment with advanced nanotechnologies, forming the basis for reducing the cost of shoes and ensuring their increased competitiveness with the products of leading foreign companies, with the possibility of a wide range of footwear production not only by type, but also by fastening methods, which guarantees its full demand.

3. Layouts of technological equipment are proposed, on the basis of which it is possible to form a technological process for both the production of men's, children's, and women's shoes with optimal capacity depending on the production area and the form of production organization.

4. Software has been developed for calculating cash flows from the operating activities of footwear enterprises based on assessing the degree of implementation and dynamics of production and sales of products, determining the influence of factors on changes in the value of these indicators, identifying on-farm reserves and developing measures for their development, which are aimed at accelerating turnover of products and reduction of losses, which guarantees enterprises obtaining stable technical and economic indicators and prevents them from bankruptcy.

5. Software has been developed to formulate the technological process for assembling shoes and determine the cost of producing an assortment of shoes. A computer simulation model has been implemented that describes the dynamics of the shoe assembly process. The proposed methodology and the software implemented on this basis make it possible to reduce the

duration of technological preparation of production and increase, thanks to the rationalization of the technological process, the specific consumer effect of shoes.

6. Complex efficiency indicators of innovative technological processes for shoe manufacturing have been calculated. Taking into account the production program, promising options for technology and equipment were formed, and the most effective one was selected; Possibilities for streamlining flow have been identified to eliminate bottlenecks and minimize equipment downtime, which is one of the conditions for designing innovative technological processes. The reliability of the calculations carried out to assess the efficiency of technological processes using target programming methods for various technological and organizational solutions is confirmed by calculations of economic efficiency indicators: cost, profit and profitability, etc.

7. The proposed methodology makes it possible to reduce the duration of technological preparation of production and reduce the time of expert work while maintaining the required depth and validity of engineering conclusions. The economic effect of the conducted research is expressed in the intellectualization of the technologist's work with a reduction in time spent on developing the range of manufactured shoes and assessing the effectiveness of technological processes in comparison with a standard economic calculation of the total cost of manufacturing footwear.

8. An analysis of the influence of forms of organization of production and manufacturing technology on the cost of shoes was carried out using the example of the technological process of manufacturing children's, women's and men's shoes, taking into account the shift program. Theoretical dependencies were obtained to assess the influence of the factor “organization of production” on individual costing items in general and other technical and economic indicators in order to prevent enterprises from bankruptcy.

9. An effective solution has been developed to manage the competitiveness of footwear industry enterprises formed into a cluster through the use of an innovative technological process for the entire product range of the footwear cluster, equipped with universal, highly efficient and multifunctional equipment.

10. Recommendations have been developed to ensure regulatory documentation for the formation of quality and confirmation of compliance of footwear within the Customs Union, which will make it possible to prepare certificates of conformity and declarations of conformity of the Customs Union for the entire product range of the footwear cluster.

11. Proposals for the creation of a testing laboratory within the cluster are substantiated, in which it is planned to test footwear to verify its

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compliance with the quality and safety indicators established in regulatory documents.

12. The role and main tasks of the metrological service are formulated, its organizational structure is developed.

13. Measures have been developed for testing and assessing the quality and safety of footwear.

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