

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

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

International Scientific Journal Theoretical & Applied Science

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

Year: 2021 Issue: 11 Volume: 103

Published: 01.11.2021 <http://T-Science.org>

QR – Issue



QR – Article



Arthur Alexander Blagorodov

Institute of Service Industry and entrepreneurship (branch) DSTU
Bachelor

Vladimir Timofeevich Prokhorov

Institute of Service Industry and entrepreneurship (branch) DSTU
Doctor of Technical Sciences, Professor
Shakhty, Russia

Konstantin Andreevich Mikhailov

Institute of Service and Entrepreneurship (branch) DSTU
Ph.D., Associate Professor
Shakhty, Russia

Galina Yurievna Volkova

LLC TsPOSN «Ortomoda»
Doctor of Economics, Professor
Moscow, Russia

QUALITY MANAGEMENT WHEN THE LEADER OF THE ENTERPRISE CONDUCTS A COMPETENT INDUSTRIAL POLICY FOR THE MANUFACTURE OF PRODUCTS IN DEMAND AND IMPORT- SUBSTITUTING PRODUCTS

Abstract: In the article, the authors motivate the manufacturer to recommend to the market through their motivation, by managing quality, to manufacture import-substituting products for the consumer, to revise their concept of forming the market with popular and competitive goods, taking into account their attractiveness. Such an understanding will fully correspond to the desire of the consumer to satisfy his desire to make a purchase, taking into account his social status, to provide manufacturers with the sale of their products in full and guaranteeing themselves stable TPs from their activities and financial stability.

Key words: quality, import substitution, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TPP, attractiveness, assortment, assortment policy, demand, sales.

Language: English

Citation: Blagorodov, A. A., Prokhorov, V. T., Mikhailov, K.A., & Volkova, G. Y. (2021). Quality management when the leader of the enterprise conducts a competent industrial policy for the manufacture of products in demand and import-substituting products. *ISJ Theoretical & Applied Science*, 11 (103), 244-279.

Soi: <http://s-o-i.org/1.1/TAS-11-103-12> **Doi:**  <https://dx.doi.org/10.15863/TAS.2021.11.103.12>

Scopus ASCC: 2000.

Introduction

UDC 519 .47: 357.49

Today, and even more so tomorrow, the implementation of one of the defining principles of production efficiency is important - the manufacturer

produces exactly what the consumer needs in an assortment that creates the basis for meeting demand.

Both political leaders and the government have recently been talking about the need for a competent industrial policy. A world-renowned quality specialist E. Deming, who at one time was a scientific advisor

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

to the Japanese government and led Japan out of the economic crisis, writes in his book "Overcoming the Crisis": "... managing paper money, not a long-term production strategy - the way into the abyss ". Whether the state needs to pursue an industrial policy, one can quote the statement of the outstanding economist of the past, Adam Smith, who laid the foundations of the scientific analysis of the market economy 200 years ago. 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 say more precisely.

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

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

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

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

Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management.

Manufacturing must improve, which does not mean becoming more costly. It was absolutely right that attention was drawn to one phenomenon that usually escapes in the troubled bustle - the historicity of the economy. The economy has not always been the way it is perceived now and will not remain forever. Economic life changes in time, which forces one to tune in to its changing being. 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? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, which aggressively squeezes the social sphere to the sidelines, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security and fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", will replace the "social-production partnership - the manager and the manufacturer will become members of one team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer produces exactly what the consumer needs." The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It demanded a new look at the fundamental concepts. And therefore the philosophy of quality must also change. We must be ready for the coming events.

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 opposing the ratio of actions "direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only 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, quality problems in creative thinking are built into an appropriate schedule, reflecting the relevance and profitability of activities aimed at the development of production.

The most significant and global are international quality management standards. The use of modern methods in them makes it possible to solve not only the problem of improving quality, but also the problem of efficiency and the problem of productivity. That is, today the concept of "quality management" is

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

being transformed into the concept of "quality management".

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

Main part

There are two ways in which culture influences organizational performance. First, culture and behavior mutually influence each other. Second, culture influences not so much what people do, but how they do it. There are various approaches to identifying a set of variables through which the influence of culture in the enterprise is monitored. There are seven known models of the influence of culture on the organizational structure of an enterprise: the Sate model, the Peters - Waterman model, the Parsons model, the Quinn - Rohrbach model, the Hofstead model, the Lane and Distefano model, the Ouchi model.

The Influence of Culture on Organizational Life V. Sate examines the results of assessing the effectiveness of an enterprise through seven processes:

- cooperation between individuals and the collective of the enterprise;
- control;
- communications;
- dedication of the enterprise staff to the influence of culture;
- perception of the organizational environment in which the enterprise is located;
- justification of individual behavior in the collective of the enterprise.

At the same time, the first three processes correspond to the first, superficial level of organizational culture or individual organizational behavior patterns in the enterprise team, and the next four - to the second, subsurface level, which has a "value" basis. The efficiency of the functioning of enterprises depends on how these processes proceed.

Cooperation as an example of behavior in the enterprise cannot be established only with the help of formal management measures, since it is impossible to foresee all possible cases. How much people actually cooperate in an enterprise depends on the assumptions they share in this area. In some enterprises, group work is the highest value, in others it is internal competition. In other words, it all depends on which philosophy prevails: individualist or collectivist in enterprises.

The influence of culture on decision-making by the enterprise collective is carried out through shared beliefs and values that form a stable set of basic assumptions and preferences for the enterprise collective. Since organizational culture can help minimize disagreement,

the process decision making becomes more effective, meaningful for the entire team of the enterprise.

The essence of the control process is to stimulate action towards achieving the set goals. In the nature of management, there are three control mechanisms: the market, administration, clannishness. Typically, enterprises have all three mechanisms at once, but to varying degrees. Market control relies heavily on prices. The underlying assumption is that changing prices and payments should stimulate the necessary changes in the enterprise.

Administrative the control mechanism is based on formal authority. The process itself consists of changing rules and procedures through the issuance of directives. This mechanism is based on two assumptions:

- from above it is better to see what measures to achieve the desired result;
- the collective of the enterprise obeys without question within the limits of shared basic assumptions.

Clan the control mechanism is entirely based on shared beliefs and values. It is from them that the collective of the enterprise proceeds when carrying out its actions. It is also assumed that the team members are sufficiently committed to the enterprise and know how to operate within the given culture. As the enterprise grows and develops the clan mechanism is replaced by an administrative one, and then a market one.

The influence of culture on communication occurs in two directions. The first is that there is no need to communicate in matters for which there are shared assumptions. In this case, certain actions are performed without words. Second, shared assumptions provide direction and aid in the interpretation of the messages received. So, if at the enterprise a member of the team is not considered an appendage of the machine, then the news of the upcoming automation or robotization will not shock him.

The content of culture also affects the content of communication. Some enterprises value the openness of communications, while others do the opposite.

The individual feels dedicated to the interests of the enterprise when he identifies with the latter and experiences some emotional connection with it. A strong culture makes a strong identity and feelings of the individual in relation to the enterprise. Also, team members can step up their actions in an effort to help the organization to the enterprise.

Perception organizational reality or what he sees is largely due to what his colleagues say about what he sees, who share the same experience with him. Culture influences this process by providing the collective of the enterprise with a common interpretation of their experience. In enterprises where timely customer service is highly valued, the perception of a lack of resources for work will not be interpreted as a need to change the developed

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

disposition towards the client. Otherwise, the consumer could be seriously hurt.

Culture helps people in an enterprise to act meaningfully by providing justification for their behavior. In an enterprise where risk is valued, a person takes it, knowing that in case of failure he will not be punished and that lessons for the future will be learned from failure. Actions that are justified in this way reinforce existing behavior, especially when it fits into the situation. This process is a source of funds for changing the culture itself. Since people use culture to justify behavior, it is possible to change culture through behavior change. However, for this process to succeed, it must be ensured that people cannot justify their new behavior with the "old" culture.

T. Peters and R. Waterman consider the value of organization culture in the successful operation of the enterprise. They "derived" a set of organizational culture beliefs and values that will lead an enterprise to success, namely:

- belief in action;
- communication with consumers;
- encouraging autonomy and entrepreneurship;
- considering people as the main source of productivity and efficiency;
- knowledge of what a person manages in the collective of an enterprise;
- do not do what you do not know;
- simple structure and a small number of management staff at the enterprise;
- a simultaneous combination of flexibility and rigidity in the enterprise.

Faith in action. According to this value, decisions are made even in conditions of a lack of information. Postponing decisions is tantamount to not making them.

Communication with consumers. For the successful operation of the enterprise, the consumer represents the focus in his work, since it is from him that the main information for the enterprise comes. For these businesses, customer satisfaction is at the heart of their organizational culture.

Autonomy and enterprise. Enterprises struggling with lack of innovation and bureaucracy are "divided" into smaller manageable parts and provide them, as well as individuals, with a certain degree of independence necessary for the manifestation of creativity and risk. This cultural norm is maintained through the dissemination of legends and stories throughout the enterprise about its own victors and leaders.

Performance depends on the individual. This value proclaims the person as the most important asset of the enterprise. At the same time, the efficiency of an enterprise is measured through the satisfaction of its members. The belief that treating people with

respect and dignity leads to success is at the heart of the culture of these businesses.

Know what a person manages in the enterprise team. In line with this deeply ingrained cultural norm, successful businesses are expected to "be run not by the closed doors of their executive offices, but through visits by managers at the facilities they manage and through direct contact with subordinates in the field.

Do not do what you do not know. This provision belongs to the category of one of the important characteristics of the culture of successfully operating enterprises. These businesses are reluctant to diversify away from the core business.

Simple structures and few managers. Typical for successful enterprises is the presence of a small number of levels of management and a relatively small staff of managers, especially in the upper echelon. The position of a manager at such enterprises is determined not by the number of his subordinates, but by his influence on the affairs of the enterprise and, most importantly, on its results. According to this cultural value, managers are more focused on the level of their subordinates' performance, rather than on increasing their staff.

Simultaneous flexibility and rigidity in the enterprise. The paradox of this attribute of the organizational culture of successful enterprises is resolved as follows. High organization at them is achieved due to the fact that all employees understand and believe in the values of the enterprise. This ties them together and integrates them tightly. Flexibility is ensured by minimizing "governing" interventions and minimizing the number of regulations and procedures. This encourages innovation and the willingness to take risks. As a result, the rigid structure of shared cultural values makes possible a flexible structure of administrative control.

In a more general form, the relationship between culture and enterprise performance is presented in the T. Parsons model. The model is developed based on the specification of certain functions that any social system, including the enterprise, must perform in order to survive and succeed. The first letters of the English names of these functions in the abbreviation gave the model name - AGIL:

- adaptation;
- achievements of goals;
- integration;
- legitimacy.

The essence of the model is that for its survival and prosperity, any enterprise must be able to adapt to the constantly changing environmental conditions, achieve the goals set by it, integrate its parts into a single whole and, finally, be recognized by people and enterprises through partnerships.

This model assumes that the values of organizational culture are the most important means or tools for performing the functions of this model. If the beliefs and values shared in the enterprise help it

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

to adapt, achieve goals, unite and prove its usefulness to people and other enterprises, then obviously such a culture will influence the enterprise in the direction of its success.

T. Parsons' ideas were developed and concretized by R. Queen and J. Rohrbach in their model "Competing values and organizational effectiveness", which explains the influence of certain groups of values on organizational efficiency. In the development of the AGIL model, it was proposed to consider this influence not in one, but in three dimensions. Therefore, a model of so-called "competing values" was used.

This model includes the following three dimensions:

integration - differentiation: refers to the design of works and the enterprise as a whole. This measurement indicates the degree to which the enterprise places emphasis on either control (stability, order and predictability are preferred) or flexibility (innovation, adaptation and change are preferred);

inner focus - external focus, this dimension reflects the predominance of interest in the enterprise either to the arrangement of its internal affairs (coordination and satisfaction of employees), or to strengthening the position of the enterprise as a whole in the external environment;

tools / tools - results / indicators: the measurement in the model demonstrates the difference in concentration of attention, on the one hand, on processes and procedures (planning, goal setting, etc.), and on the other, on the final results and indicators of their measurements (productivity, efficiency, etc.). etc.).

These three dimensions give birth to four different approaches to organizational performance models:

quadrant 1 - the "human relations" approach, reflecting the state of maintaining the system of social relations, human obligations, decentralization and differentiation through the development of cohesion and skills among workers;

quadrant 2 - the "open system" approach, reflecting the state of decentralization and differentiation, growth and adaptation, improving the competitive position for the entire enterprise through a concentration on the development of flexibility and the ability to acquire the necessary resources;

quadrant 3 - the "rational-target" approach, reflecting the strengthening of the competitive position of the enterprise and in general, the maximization of results, centralization and integration through an emphasis on planning, efficiency and productivity;

quadrant 4 - the approach of "internal processes", reflecting the state of centralization and integration, consolidation and succession, maintenance of the system of social relations through the distribution of

information and the strengthening of stability and order.

This general model describes the values of enterprise culture in relation to each individual approach to measuring performance and compares the perspective of one approach to all others. The measurement of competing values in the Quinn-Popbach model is carried out using "scaled" questionnaires. Therefore, the model can be used as an effective tool for organizational diagnostics. In contrast to one-dimensional models, in this case it is impossible to get the "only correct answer" about the efficiency of the enterprise. The model reveals shortcomings in all four of its parts to the extent that they are present in the activities of the enterprise.

For management practice, it is important to get from the theory the answer to two questions: what is necessary to know about the national culture in order to take into account its influence on the efficiency of team management, and is it possible to "splice" elements of different national cultures within the framework of one enterprise?

The systematic approach in which this enterprise operates. The entire "flavor" of the national culture of the society in which this organization operates takes part in the formation of the organizational culture.

Systematization, as orderliness in the relationships between parts, contributes to the focus of analysis and consideration of the level of influence of individual elements on the whole, namely, the following are distinguished: the family system, the education system, the economic system, systems - political, religious, socialization, health, recreation.

Family system Is family relationships and the way people reproduce, educate and introduce their children into society. In the family, for the first time, children develop behavioral patterns that they need to fulfill in the future various roles in the enterprise (for example, relationships by status, age, gender, etc.)

Education system Is how young and new members of society are provided with information, knowledge, skills and values. So, for example, in some cultures they teach more through what not to do, while in others it is the other way around.

Economic system Is the way in which a society produces and distributes goods and services. In this case, there are group, collective and individual approaches.

Politic system -it is what is primarily used to maintain order and existing power. These can be attributes of a tribal and even generic approach, or they can be elements of a developed democracy.

Religious system- these are non-material, spiritual means of providing meaning and motivation in people's actions. This system determines the morality and prevailing values in society, which are guided by the enterprises operating in this society.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHIQ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

Socialization system Is a network and principles of social grouping created by people in a given society.

Health system Is the way in which culture prevents and heals disease and cares for the victims of disasters and incidents.

Rest system- these are ways of socializing people and using their free time. Some cultures pay considerable attention to sports activities, and various types of outdoor activities are cultivated. In a number of cultures, there is an emphasis on folk dancing and singing, attending spectacles, etc.

The approach to the study of the national in organizational culture, developed by G. Hofstede and based on five variables, is very popular, namely:

- *power distance;*
- *individualism;*
- *masculinity and femininity;*
- *the desire to avoid uncertainty;*
- *long term orientation.*

Distance of power is the degree of inequality between people that the population of a given country considers acceptable or normal. At the same time, a low degree is characterized by relative equality in society, and a high degree is the opposite.

Individualism Is the degree to which people in a given country prefer to act as individuals rather than as members of a group. A high degree of this variable suggests that a person, being in conditions of free social ties in society, takes care of himself and his relatives in the family, as well as bears full responsibility for all his actions. This same variable is characterized as collectivism (or a low degree of individualism). In collectivist societies, people are taught from childhood to respect the groups to which they belong, usually a family, clan, clan or enterprise. No distinction is made between members of the group and those outside it. Group members expect the group to protect them and be held accountable for them if they get into trouble. For this they are obliged to pay with loyalty to their group throughout their lives. In individualistic societies, from childhood, they are taught to think of themselves in terms of "I", and not a part of "Us". It is expected that, once standing on his feet, the individual will no longer receive protection from his group, and she will not be responsible for him. Therefore, he should not show strong loyalty to the group.

The third variable also has two poles: masculinity and femininity., reflecting how people of a given culture relate to values such as "perseverance" and "self-confidence", "high level of work", "success and competition", which are associated almost everywhere to a greater extent with the role of men.

These values differ from the "tender" values such as "life comforts," "maintaining warm personal relationships," "caring for the weak and solidarity," associated primarily with the role of women. We are talking about the predominance in society of patterns of behavior inherent in either the male or female. The role of a woman is different from that of a man in all countries, but in "tough" societies this difference is greater than in "gentle" ones.

The fourth variable was named "The desire to avoid uncertainty" and can be defined as the degree to which the people of a given country have a preference for structured situations, as opposed to unstructured ones. Structured situations are situations with clear and precise rules for how to behave. These rules can be formalized, or they can be supported by traditions. In countries with a high degree of uncertainty avoidance, people tend to be very anxious and anxious, hectic at work, or "rush." Otherwise, people behave and work more calmly and systematically. In countries with a high degree of ambition to avoid uncertainty, the prevailing view is that everything "not ours and the unfamiliar" is dangerous. With a low degree of aspiration to avoid uncertainty, everything "not one's own and unusual" arouses cognitive curiosity.

The fifth variable is measured by long-term or short-term orientation. in the behavior of members of society. Long-term orientation is characterized by a look into the future and manifests itself in the desire to save and accumulate, in perseverance and perseverance in achieving goals. Short-term orientation is characterized by a look into the past and present and manifests itself through respect for traditions and heritage, through the fulfillment of social obligations.

The influence of the national on the organizational culture of the model is based on six variables, defined as the problems that society faces throughout its history. Anthropologists have found that different societies deal with these problems in different ways. These different paths are called "variations in value orientations" (Table 1).

The six variables of the model under consideration include:

- *man's relationship to nature;*
- *orientation in time;*
- *belief about human nature;*
- *activity orientation;*
- *relationship between people;*
- *orientation in space.*

Variations of these variables are shown in Table 1.

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	PIHIQ (Russia) = 3.939	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Table 1. Matrix of cultural variables and their variations in different cultures

VARIABLES	VARIATIONS IN CHANGING VARIABLES		
Human attitude to nature	Subordination nature	Harmony with nature	Domination over nature
Time orientation	Live in the past	Live in the present	Live the future
Faith about human nature	Human cannot be changed		Human can change
	Human initially "bad"	Human initially "neutral"	Human Initially "good"
Orientation for activities	From work it is important receive pleasure	Important in work her process	Important in work its result
Relationship between people	Based hierarchical relationships	Based group ties	Based individual ties
Orientation in social space	As a particle societies	A mixture of moderate individualism with belonging to the system	As an individual individual

The model assumes that each of these variables and its "national" variation are directly related to certain characteristics and variations of their state within the organizational culture prevailing in a given society.

Thus, belief about human nature is not about understanding how one individual thinks about another, but about what the individual believes in considering the possibilities of a person. For example,

is it possible to change a person or not. Or whether people are inherently bad, good, or both.

In an enterprise, value orientations in relation to human nature can, according to the model, be measured through the following characteristics: control system; management style; organizational climate. The latter also have their own "variations" for each of the crops, which are shown in Table 2.

Table 2. Characteristics of the "cultural" variable "belief in human nature" and their variations in different organizational cultures

Specifications	Variations in characteristics		
Control system	Tough, based on suspicions	Moderate, based on experience	Flexible, based on information
Management style	Authoritarian, direct management	Moderate, advisory management	Democratic, participation in the leadership
Organizational climate	Confrontation, conclusion contract / consent	Compromise, concessions	Collaboration, informal connections

The most obvious, from the point of view of the influence of human nature on organizational efficiency, is the control system. An orientation toward the initially "bad" in human nature serves as the basis for a rigid control system that presupposes a suspicious attitude towards people. Other orientations ("neutral" and "good") in relation to human nature will reproduce correspondingly more flexible control systems.

The widely known enterprises of the "Z" type described by W. Ouchi are an attempt to show how the combination of the advantages of two rather different cultures (Japanese and American) "gives rise" to an effective version of the culture of the enterprise collective, built on a comparative analysis of seven variables of organizational culture, and exactly:

- the obligations of the enterprise in relation to its team;
- evaluation of work performance;

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	PIHIQ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

- career planning;
- control system;
- making decisions;
- level of responsibility;
- interest in a person.

All three types of businesses value low turnover rates. Dismissals apply only in stalemate. However, how this cultural value is maintained differentiates

these three types of enterprise. If in Japan the system of life-long employment is more often used for this purpose, then American firms traditionally focus on short-term employment, giving the individual freedom of choice. In practice, however, most American workers and employees build their life careers by changing a small number of enterprises.

These seven comparative variables are presented in Table 3.

Table 3. Z-type enterprise model

"Cultural" variables	Specifications in Japanese companies	Specifications in American companies like "Z"	Specifications in typical American companies
Hiring	Life	Long term	Short-term
Assessment and promotion	High quality and slow	High quality and slow	Quantitative and fast
Career	Widely specialized	Moderately specialized	Highly specialized
Control mechanism	Unclear and informal	Unclear and informal	Clear and formal
Decision-making	Group and consensus	Group and consensus	Individual
A responsibility	Group	Individual	Individual
Interest in a person	Wide	Wide	Narrow

All three types of enterprise assess this work using both quantitative and qualitative measures. However, the time lag and its impact on careers differ. For example, in "purely" American enterprises, rapid advancement is valued based on the assessment of performance using a variety of quantitative measures.

The number of functions performed in the course of the career path significantly distinguishes Japanese and American managers. The "third" way offers to diversify the manager's career in the framework of three to five functions.

Not a single enterprise can do without control. However, each company solves this in its own way. If a typical American enterprise has a clear, clear and rather formal reporting system, then for the "ideal" model, a mainly Japanese approach is proposed, when control is carried out through informal and less structured mechanisms. Organizational culture is one of the most effective mechanisms.

Preference is given to the Japanese version, when decisions in the enterprise are made at the group level and on a consensus basis (everyone basically agrees and makes decisions for execution).

Unlike the advantages of a group consensus decision, W. Oachi's model suggests that the American enterprise "Z" maintain responsibility at the individual level. In this case, it is assumed that two different cultural values (group decision and individual responsibility) should coexist with each other. This is solved in many cases through the mechanism of participation in management, which

traditionally retains the last word in the decision for the manager. The American personality does not suffer.

Following the Japanese approach, U. Ouchi suggests, in variant "Z", to consider the personality at the enterprise more broadly than just the employee, to show interest in his home life, hobbies, faith, desires, fears and inspiration. The typically American approach to seeing the individual as only an employee limits the ability to manage a person in an enterprise.

U. Ouchi's model was applied in practice at a number of Japanese automobile factories of Toyota and Nissan in the USA. Where businesses have systematically invested in their workers and their work over a long period of time, there have been gradual and significant improvements.

The main groups of organizational culture methods are as follows:

- *Objects and objects of attention, assessments of control by managers.* This is one of the most powerful methods of maintaining culture in the enterprise, as the manager lets the employees know what is important and what is expected of them through repeated actions.

- *Management response to critical situations and organizational crises.* In these situations, managers and their subordinates discover organizational culture to a degree that they never imagined. The depth and scope of the crisis may require an enterprise to either strengthen the existing culture, or introduce new values and norms that

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	PIHIQ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

change it to a certain extent. For example, in the event of a sharp decrease in demand for manufactured products at the enterprise, there are two alternatives: to dismiss some of the employees or to partially reduce the working time with the same number of employees. At enterprises where a person is declared as the "number one" value, apparently, they will accept the second option. Such an act of management will eventually turn into organizational folklore, which will undoubtedly strengthen this aspect of the culture at the enterprise.

- *Role modeling, education and training.* Aspects of organizational culture are internalized by subordinates through how they are supposed to fulfill their roles. Managers can specifically incorporate important "cultural" cues into training programs and day-to-day work assistance to subordinates. For example, an educational film can focus on the cleanliness of the workplace. The manager himself can also demonstrate to subordinates, for example, a certain attitude towards clients or the ability to listen to others. By constantly focusing attention on these points, the manager helps to maintain certain aspects of the organizational culture.

- *Criteria for determining rewards and statuses.* Enterprise culture can be learned through a system of rewards and privileges. The latter are usually tied to certain patterns of behavior and, thus, prioritize employees and indicate values that are more important for individual managers and the enterprise as a whole. The system of status positions at the enterprise works in the same direction. Thus, the distribution of privileges (good office, secretary, car, etc.) indicates roles and behavior that are more valued by the enterprise. At the same time, practice shows that this method is often not used fully and systematically.

- *Recruitment, promotion and dismissal criteria:* This is one of the main ways to maintain a culture in an enterprise. What the company and its management come from, regulating the entire personnel process, becomes quickly known to its members by the movement of employees within the company. HR decision criteria can help or hinder the strengthening of the existing culture at the enterprise. Thus, the turnover of personnel on assembly lines inherent in conveyor production has prompted many enterprises to switch either to a group approach in work, or to a transition to a "cart" assembly within the framework of an integrated team.

- *Organizational symbols and rituals.* Many of the beliefs and values underlying the enterprise culture are expressed not only through legends and sagas that become part of organizational folklore, but also through various rituals, ceremonies, traditions and ceremonies. Rituals include standard and repetitive team activities at set times and on special occasions to influence employee behavior and understanding of the organizational environment. Rituals are a system of

rituals. Even certain managerial decisions can become organizational rites that employees interpret as part of the organizational culture. Such ceremonies act as organized and planned actions that have important "cultural" significance. Observance of rituals, rituals and ceremonies enhances self-determination.

- Enterprise culture includes three levels: symbols; values and beliefs; basic assumptions. The question arises about the possibility of manipulating the culture through the implementation of changes at each of the indicated levels.

There is a position that regardless of the stage of development in which the enterprise is, its top management can manage the culture in two ways.

First represents, as it were, a vision from above, which should arouse the enthusiasm of the majority of the company's team members. A leader-leader inspires and realizes the core values of the enterprise. This presupposes a clear and sincere personal commitment from the leader to the values in which he believes.

The application of the second method starts from the other end of the enterprise, from its lower levels. In this case, much attention is paid to the details of the real life of the enterprise team. Managers need to keep track of what is going on in all enterprises, while trying to manage the culture of the enterprise step by step.

It is known that a number of leaders confidently adhere to certain values and beliefs, but do not transfer them to other members of the enterprise. In such a situation, they lose the opportunity to influence the culture of the enterprise. Recluse managers can grasp all the "technical" secrets of management, but they cannot influence the culture of the enterprise by remaining "invisible." It follows that the first method can be realized through public statements, speeches and personal example, testifying to a consistent interest in the values being introduced. Leaders are encouraged to speak in print, radio and television as often as possible preaching the values that are being set. The latter should not be the secret of the enterprise.

The second method requires an understanding of the importance of culture in the daily life of the enterprise. At the same time, the manipulation of symbols and things of the material world of the enterprise, the creation and development of patterns of behavior, the introduction of the conditions of interaction step by step can be effective means. Cultural management implies the ability to influence the subsurface level through the constant manipulation of surface-level attributes until the basic assumptions change. If the daily actions of managers in the enterprise are in accordance with their declared values, then this, of course, contributes to the development of culture and its strengthening.

Obviously, managing organizational culture is not easy. Value orientations should not only be

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

declared, but also become an integral part of the inner life of top management and be transmitted to the lower levels of the organization in all their details.

When managing culture, keep in mind that it can serve as a kind of "glue" that holds parts of the organization together. However, it must be remembered that if the parts are bad, then even the best "glue" in the world will not make the whole strong enough. The alignment of values and the daily work of managers to "implement" them in life can lead an organization to success.

Crop management is a rather lengthy process; it bears little resemblance to quick troubleshooting. The basic assumptions that lie deep in the consciousness, beliefs and behavior of the enterprise team cannot be changed in a short time. This process provides for the constant socialization of new members of the enterprise team, endless clarification of what they believe in and what they value at the enterprise, tireless attention to both the general abstract view of things and the specific details of the enterprise's everyday life, and, finally, the correct planning of all this work. ... The following guidelines can help managers improve the effectiveness of corporate culture management.

Pay special attention to intangible, outwardly invisible aspects of the organizational environment. Deeply rooted assumptions and value orientations can require lengthy and difficult changes in the management system and structure. Culture is the way that helps to understand the organizational "Through the Looking Glass".

Be skeptical about proposals calling for rapid transplantation or culture transformation.

Try to understand the significance of important organizational symbols (business name, logo, slogans).

Listen to the stories told in the enterprise, analyze who their heroes are and what those stories reflect in the culture of the enterprise.

Periodically introduce organizational rites to convey basic ideals and strengthen culture.

Implement abstract ideals directly and directly in your daily activities. The manager is required to understand what ideals he should adhere to and what actions should be taken to convey those ideals down the levels of the enterprise.

Organizational culture represents a set of the most important assumptions, values and symbols shared by the enterprise team. There are different levels of organizational culture: superficial, subsurface, deep.

Depending on the predominance of elements of one or another level, subjective and objective culture is distinguished at the enterprise. The first is the basis for the formation of a management culture or leadership style.

Organizational culture is not a monolith, but consists of a dominant culture, group subcultures and

countercultures that enhance or weaken the culture of the enterprise as a whole. The strength of culture depends on the scale and separability of its main attributes of the enterprise team, as well as on the clarity of their priorities.

Development organizational culture involves their formation, maintenance and change. The formation of culture takes place in the conditions of solving two important problems of the enterprise: external - adaptation and internal - integration. The formation of culture at the enterprise is influenced by the culture of the society / people, within which the collective of the enterprise functions.

Organizational culture is supported by what attention is paid to, how the activities of the enterprise team are assessed and monitored, ways of responding to critical situations - modeling roles and training personnel, motivation criteria, as well as criteria in personnel work. The observance of rituals, ceremonies and traditions also contributes to the maintenance of the organizational culture.

Changing organizational culture is, to a certain extent, the exact opposite action in relation to their maintenance. Changes in behavior can lead to changes in the culture of the collective of the enterprise, and vice versa. There are three possible combinations of behavioral and cultural changes in an enterprise:

- 1) changing culture without changing behavior;
- 2) changing behavior without changing culture;
- 3) change in behavior and culture.

The study of the influence of culture on organizational performance is related to the choice of approach and variables. Each of the existing models of cultural influence uses its own criterion for the formation of a set of organizational variables; So, for V. Sate these are organizational processes, for Peter and Waterman - value orientations, for T. Parsons - the functions of a social system, and for Quinn and Rohrback - a system of competing values.

Business success presupposes a high degree of synergy between strategy and culture in an enterprise. The following situations may arise: the culture is ignored, which strongly interferes with the effective implementation of the chosen strategy; the management system adjusts to the existing culture at the enterprise; an attempt is made to change the culture in accordance with the chosen strategy; the strategy adapts to the existing culture.

The influence of the national in the organizational culture is great. When studying the national in organizational culture, two questions are resolved: what you need to know about the national culture in order to foresee its impact on the culture of the enterprise; is it possible to "splicing" the best of different national cultures within the framework of one collective of the enterprise in order to increase its efficiency?

When answering the first question, various models are used: J. Miller - a systematic approach; G.

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Hofstida - variables of national culture; Lane and Distefano are cultural variables and variation in their variation, correlated with specific variation in organizational variables. For these purposes, groups of elements that form the state of a given society can also be studied:

- territory, nature and climate;
- language, faith, morality and law;
- family, upbringing and education;
- forms of socialization of people's life;
- the way of doing the economy, economics and business;
- politics, history and government.

Theory "Z" attempts to answer the second question about the synergy of different cultures. The model uses a comparative analysis of seven organizational variables in refraction to national characteristics and, based on its results, a culture of the "Z" type is formed. - This approach is interesting in the context of internationalization and globalization of business.

The need to improve the quality management system at light industry enterprises is due to the following important reasons.

Firstly, this is an increase in the confidence of potential consumers in the products manufactured by this enterprise.

Secondly, this is an opportunity to significantly strengthen its position in existing markets, as well as significantly expand the spheres of influence by entering new domestic and foreign markets.

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

At present, enterprises pay great attention to the motivation of employees, since depending on how motivated the employee is, the results of his activities will also be visible. The main task of managers is to fully utilize the full potential of employees in their work. Moreover, managers understand that material incentives do not increase the loyalty and commitment of the enterprise. Participatory governance solves this problem.

The essence of such management is that under it employees of the enterprise are included in the management process, participate in the activities of the enterprise, and make decisions on a number of issues. Moreover, if an employee of the enterprise has the right to vote, takes part in the activities of the enterprise, receiving remuneration for this, then he will work better and more productively. An employee whose opinion is taken into account, whose ideas are being implemented, will have a better attitude to their place of work and will work with full dedication.

In participatory management, employees can negotiate with the manager the goals and tasks that he will need to accomplish. Employees of the enterprise can form working groups from those employees with

whom it would be pleasant and comfortable for them to work. In addition, employees of the enterprise can put forward their ideas and suggestions for improving the work of the enterprise as a whole. Moreover, for the advancement of ideas, there should also be a reward.

Participatory governance has several benefits. 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 for the company, thus increasing their motivation. Motivation is usually based not only on the personal achievements of the employee, but also on the overall result of the enterprise. The consolidation of employees into working groups can best reflect the corporate spirit of the enterprise. However, the participatory approach has its drawbacks in addition to its advantages. Not all people, by their nature, are ready to participate in the management of the organization and put forward ideas and proposals, bearing responsibility for them. Many employees find it much easier to do work as directed by their supervisor. The involvement of employees in management at the enterprise may not have the best effect on managers, since they may lose their influence on employees. A lot of time will also be spent on discussing problems, while an unambiguous decision may not be made, but time is wasted. Many ideas and suggestions of the company's employees may be irrational and inappropriate due to lack of knowledge. Therefore, the leaders of the enterprise need to inform employees about the state of affairs at the enterprise, train staff in order to deepen their knowledge and put forward more effective and relevant proposals. The lack of recognition of the employee's idea can cause an ambiguous reaction from the employee putting forward his innovative proposals, thereby demotivating him. Therefore, the heads of the enterprise need to explain why this idea does not fit in this or that situation.

Having considered all the pros and cons of participatory management, we can conclude that such management is not a lifesaver for improving business at the enterprise, 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 the whole team, where everyone can express themselves for the benefit of the enterprise.

Regardless of the fact that the participatory method of personnel management of an enterprise is getting more and more approval in most countries with developed and developing economies every year, Russian light industry enterprises are not yet ready to introduce and fully realize the advantages of this method. This is because HR services prefer to operate according to the established traditional structure.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

The majority of Russian enterprises, both long-running and newly established, use a directive management method. At such enterprises, managerial decisions are made individually, career growth is due to "good connections" with the manager, and not their own merits in work, frequent violations of labor laws are commonplace. The reason for the preference of the directive method is the national mentality of our country that has developed over many centuries, as well as the Soviet ideology still present in many enterprises. As a result, management in such enterprises is centralized, administrative and formal in nature.

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

Another very important factor that does not allow adopting the parsitized method of personnel management at Russian enterprises is the influence of the national culture of Russia. The choice of a strategy for human resource management in the practice of an enterprise depends on this influence.

The cultural peculiarities of Russian entrepreneurs, according to the majority of researchers who have used a systematic approach, include dependence on the team and the norms of behavior formed by it, the desire for trusting relationships, and avoiding responsibility. Often the personal qualities of the employee are given priority over their success in the work performed, there is a mixture of personal and business relationships. Also, our Russian reality has noticed a tendency 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, we can say that the head of the enterprise is not available to lower-level employees. It was also noticed that Russians have an average level of individuality and often try to move away from uncertainty.

As a result of all of the above, the conclusion is that in Russia enterprises and personnel management are formed ineffectively and working collective ties are practically absent. Enterprises devote all their attention to fulfilling the conditions set by the state bureaucratic apparatus, and not to fulfilling responsibility to consumers and society. Therefore, there is a difficulty in introducing "Western" management methods into Russian practice.

In order to most successfully implement parsitiative personnel management and prepare employees for a change in the approach to work in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and to eliminate the established inaccessibility of the leader for the lower level. It is

important to create a high-quality and effective motivation system and continuous professional development so that personnel become a source of enterprise competitiveness, meet modern requirements for human resource management.

The quality manual is aimed at applying a "process approach" in the development, implementation and improvement of the effectiveness of the quality management system in order to increase customer satisfaction by fulfilling 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;
- marketing research.

Measurement and monitoring activities to ensure and verify product conformity are defined in comprehensive documentation, production plans and shift orders, workflows, measurement, analysis and improvement procedures.

Monitoring, measurement, analysis and improvement activities include:

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

Defects manifested in the sale of manufactured products indicate not only the poor quality of the products, but more about the unsatisfactory work of the enterprise.

Reducing such cases will be possible through the use of participatory management of the implementation of the Policy and goals in the field of quality and procedures developed by the enterprise management within the framework of the quality management system, which form the requirements for all participants in the process to create conditions at the enterprise for the production of defect-free products and with strict control over their execution, namely:

1. Quality manual. It is a fundamental document of the management system. The quality manual describes the structure and content of the quality

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

management system aimed at ensuring the conformity of products to customer requirements and mandatory requirements of regulatory documents (ND), and also outlines the Procedures (or provides links to them) developed within the QMS, describes the interaction between the processes of the management system quality.

2. Internal audit of the quality management system. This procedure is a mandatory documented procedure that establishes the order and sequence of actions when conducting internal audits (checks) of the quality management system.

3. "Warranty repair of products". This document describes the Product Warranty Repair process and sets out the procedure for handling customer claims.

4. Documentation and records management. Controlled documents are documents that are prepared, identified, reviewed, agreed, distributed, stored and revised on the basis of predetermined, systematically used rules.

5. Management of nonconforming products. This document is a mandatory documented procedure that establishes:

a) specific responsibilities of structural divisions, officials and individual performers for the management of nonconforming products;

b) goals, objectives, terms, procedure for registration and registration of records and documents for the management of nonconforming products in the main and auxiliary production.

6. Organization of quality control. This document states:

a) the procedure for organizing product quality control at the enterprise;

b) the specific responsibilities of officials and individual performers to control the quality of the enterprise's products, manage and identify non-conforming products.

7. Purchasing. This procedure establishes the procedure for evaluating and selecting suppliers, maintaining a questionnaire on suppliers and determining the supplier's reliability category, determines a unified procedure for the procurement of components, materials and semi-finished products, their storage, production support and effective work with product consumers.

8. Design, assortment development and production. This document establishes the procedure for performing the process "Design, development of the assortment and its production" and is intended for:

a) regulation and management of the activities of the department for the design and development of new types of products;

b) continuous improvement of the quality management system and the results of the manufacturing process of demanded products.

9. Production of products. This document establishes the procedure for the implementation of the process "Manufacturing products" and is intended

to regulate and manage the activities of divisions for the production of products. "

10. Customer Satisfaction. To determine the dynamics of customer satisfaction, the QMS manager collects and organizes data from information sources. Sources of information on customer satisfaction are:

customer satisfaction assessment questionnaire;
consumer reviews; production volumes;

volumes of products sold; prizes, awards and diplomas.

11. Technological preparation of production. This document establishes the procedure for performing the process "Technological preparation of production" and is intended:

a) to regulate and manage the activities of the division for the technological preparation of the production of new types of products;

b) to continually improve the quality management system and the results of the process.

12. Organization and procedure for the "Quality Days". "Quality Day" is an operational meeting of the heads of structural divisions, dedicated to the control and analysis of the quality of the enterprise and its divisions.

13. Statistical methods of quality management. Statistical control of product quality is an element of the mechanism for managing product quality and regulating the relationship between the supplier and the consumer, while the manufactured assortment of products is checked before and after its manufacture, and not only during its manufacture.

The main purpose of using statistical methods is to regulate the process of creating a high quality product at all stages from marketing to operation with lower economic costs and high efficiency.

Statistical methods provide for the collection, systematization and mathematical processing of the results of production activities, analysis of information for taking corrective and preventive measures, further research of the control object to achieve an acceptable (optimal) level of quality.

The implementation of the quality system is a complex of works that affects various aspects of the enterprise and its subsystem - the strategic management subsystem, the production subsystem, the logistics subsystem, personnel management, internal communications, document flow, etc. In this regard, the implementation of the quality system is quite difficult, a long and time consuming task. The solution to this problem, as a rule, takes place in several stages.

Let us formulate the main stages of the implementation of the QMS, namely: improving the QMS makes sense only if the enterprise team has a desire to achieve significant results in the struggle for the quality of their products, but all this should provoke the desire of the teams to reach new heights, move forward and guarantee themselves and to their enterprises stable results from their activities.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

To implement the formulated procedures, wishes, the following activities must be performed, namely:

step 1 - awareness by the top management of the goal of creating and implementing the QMS at the enterprise;

step 2 - establishing the needs and expectations of customers and other interested parties;

step 3 - formation of the management strategy, policy and quality objectives;

step 4 - organizing quality training for all employees;

step 5 - planning of work on the implementation of the QMS;

step 6 - implementation of the QMS with the formation of a team consisting of various specialists;

step 7 - establishing a system of processes, their coordinated relationship and interaction, highlighting the key processes necessary to achieve quality goals;

step 8 - documenting the QMS (to the extent and degree of specification required specifically for your enterprise - not forgetting about the obligation of some documentation in accordance with the requirements of ISO 9001-2015);

step 9 - internal audits;

step 10 - revision of the QMS documentation and elimination of comments based on the results of internal audits and testing during the implementation of the developed regulatory documentation;

step 11 - certification of the QMS;

step 12 - further development of the QMS.

The light industry enterprise of the regions of the Southern Federal District and the North Caucasus Federal District has defined and manages numerous interrelated activities. The procedures have been identified, described and documented.

In addition, we developed, documented, implemented and maintain a quality management system in working order, which ensured the enterprise continuous improvement of its performance in accordance with the requirements of GOST R ISO 9001: 2015.

Such procedures within the quality management system are:

Basic procedures:

* design, development, production of prototypes and launching into serial production of products;

* drawing up a production plan;

* control and testing of products for their compliance with the requirements of technical regulations;

* packaging and storage (produced according to standard and individual technological processes for each product);

* sale (the process is carried out by trade organizations, or marketing services of the enterprise);

* provision of resources.

Management procedures:

* management processes of management;

* marketing research;

* the sequences and interactions of the processes are determined;

* defined for each procedure "Procedure for the development, design, coordination and approval of quality management system processes" and assumes:

* ensure that each process has the resources and information necessary to support and monitor those processes;

* monitor, measure and analyze these processes;

* take actions necessary to achieve planned results and continuous improvement of these processes;

* the processes of ensuring management are carried out: in terms of marketing, this is joint participation in exhibitions, issuing an assignment for advertising and researching market trends, in terms of sales, it is an agreement for the sale of products.

The transferred results of the development, documentation and implementation of the quality management system are confirmed by an internal audit (regulation) carried out according to the audit program on a quarterly basis.

Internal audits of the QMS at the enterprise are carried out in order to:

* verification of the QMS compliance "with the requirements of ISO 9001: 2015 (GOST R ISO 9001-2015);

* assessment of the QMS compliance with the requirements established by the internal documentation of light industry enterprises;

* assessing the ability of the QMS to function effectively and efficiently;

* checking the implementation and effectiveness of corrective and preventive actions for nonconformities identified during previous audits;

* identifying areas of activity for improvement, opportunities and ways to improve the QMS.

Internal audits (inspections) are carried out: scheduled audit quarterly in accordance with the QMS internal audit program, approved together with the order on conducting internal audits by the heads of light industry enterprises, and an unscheduled audit is the basis for it:

* an increase in the number of comments or complaints about manufactured products;

* deterioration in the quality of products;

* checking the implementation of corrective and preventive actions and assessing their effectiveness;

* changes in the structure of enterprise management;

* the need to improve the procedures and processes of the enterprise's QMS;

* other reasons.

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	PIHII (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Audits can be carried out by both the QMS manager and other employees of the enterprise.

The selection of the audit team is carried out by the Deputy Executive Director for Quality, taking into account the need to ensure the independence of auditors from the audited activities; or other factors that can affect the effectiveness and efficiency of the internal audit of the QMS.

During the internal audit of the QMS, the chief auditor with the audit team collects information in order to verify the compliance of the QMS with the requirements of the international standard GOST R ISO 9001: 2015, fulfill the requirements of the consumer and the requirements of the QMS documents, the effectiveness and efficiency of the implementation of records and maintain them in working order, knowledge and understanding of the Policy and Objectives of enterprises in the field of quality, the degree of achievement of objectives in the field of quality, determining the possibility of improving the QMS.

Information gathering methods include:

- * interviewing officials;
- * monitoring activities, working environment;
- * analysis of documentation.

Information revealed in the process of internal audit of the QMS is recorded by auditors.

At the end of the audit, the chief auditor prepares a report on the internal audit of the QMS. The report must contain complete, accurate and unambiguous information on the audit performed. This report is one of the types of quality records and is necessary for assessing the QMS and making decisions on its improvement. Copies of the report are sent to heads of structural divisions and senior management.

Light industry enterprises plan and conduct inspections of the quality management system in accordance with the regulation "Internal audit of the quality management system"

The company's top management reviews the quality management system on a quarterly basis to ensure its continued suitability, adequacy and effectiveness. The analysis includes an assessment of opportunities for improvement and the need for changes in the enterprise's quality management system, including in the Quality Policy and Objectives. The quality manual is the main defining document of the quality management system and describing it in accordance with the requirements of GOST R ISO 9001: 2015.

General requirements for products in terms of establishing technical parameters, sanitary standards and safety precautions are determined by GOST RF, and for each product, technical conditions have been developed and approved in accordance with the established procedure, where specific values of product quality are determined in accordance with technical regulations.

There are two periods in the history of the quality problem. During the first, serious interest in what is quality was mainly limited to professional theory. Philosophers tried to define quality and its systemic position, however, and in numerous philosophical disputes the concept of "quality" was not among the main problems.

The actualization of the theory of quality turned out to depend on the degree of elaboration of the system-forming philosophical concept "being" in the context of the basic concepts derived from it, ie. of those concepts that help to make the ascent from an extremely abstract statement of existence with the only distinguishing property of being, to exist, to a concrete understanding with an established content, thanks to answers to derived questions such as "What is everything from?", "How does everything exist? ? ", " Is there non-being? ", " In what systemic forms does being acquire its definiteness? " ...

Apparently, it was the last of the listed questions that led philosophy to the "path" of that interpretation of quality, which "hooked" not only those who "equipped" a fundamentally new type of worldview in human history.

It is logical to assume that the problem of the substance of being, as the first step towards the theory of quality, hardly worried anyone outside the limited community of philosophers. Everything indicates that it was interesting to those whose gaze was turned into the Cosmos, into the depths of its construction, and the overwhelming majority of fellow-countrymen - philosophers were in the grip of earthly problems.

For the masses, the variety and the choice of goods were essentially not available. The plebeians demanded: "Bread and circuses!" The celebration of life in all its diversity was enjoyed by a small aristocracy. The problem of the quality of life was solved in accordance with the socio-cultural architecture of society. This problem undoubtedly took place, but could not mature into an actual one for society. The reason is simple - the lack of a sufficient level of mass demand for a quality product.

The problem of quality has acquired a scale of social relevance in the context of the transition to an economy of mass production, the democratization of social relations, the development of education, the availability of education and other cultural values. For the question of quality to become one of the most important for society, it was necessary that it became relevant for the majority of those who form this society. Without the right to freedom and purchasing power to make choices, "quality" cannot be among the priorities of the mass consciousness. Elite quality requests are developed in exclusive, unconventional theories, the main goal of which is not the achievement of the truth, but the satisfaction of the customers' needs.

Of course, they knew about the qualitative and quantitative characteristics of phenomena of natural

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

and artificial origin long before these signs were actualized in social being and the consciousness reflecting its development, but, in the light of our research, the existence of knowledge of quality is de facto not so significant. The subject of the research is not awareness of quality, but the development of understanding of quality at different horizons of social history.

Development is a universal state of everything that exists, from the simplest material substrates to the highest forms of thinking. Both the quality and its quantitative expression improved, the dependence of qualitative and quantitative changes became clear. The emphasis shifted from quantity to quality. Having proved its evolutionary strength, humanity switched to the principle: "take not by number, but by skill." The struggle for survival has been replaced by the desire for a quality standard of living in a wide range of interpretations. The struggle for a decent quality life has begun.

As history shows, moving away from savagery and barbarism, laying the foundations of civilization, people have noticeably changed in the external forms of their manifestation, but civilization penetrates into the depths of human nature slowly and hard. Biological history has laid an active principle in human nature, combined with a developed ability of thinking, which is noticeably superior to all other types of reflection. But this whole superstructure was formed over a rather rigid animal frame, subordinated to the systemic goal of surviving in the struggle. The conditions of the struggle were transformed, making adjustments to the means and forms, but the natural base itself turned out to be very inertial.

The transition from natural egoism of the biological level to intelligently active egoism, despite the well-known civilizational means of cultivation, did not meet the forecasts of either romantics or realist optimists. Civilization was marked by non-civilizational forms of relations in the movement towards a quality life, which further actualized the interest in quality. To be in line with the most important problems, quality had to appear in several functions: as a goal, as a means, as a condition for the development of all social subjects at all levels of life.

History for historians is events and participants, lined up in time sequence, a kind of chronology of significant facts of social and, in part, personal life. The philosopher and the non-historian specialist see their own interests in history. Philosophical and special interest in history is dictated by the need to understand the dialectics of the process in relation to human activity. The specialist seeks to discover in the past tendencies of ways to solve his problem, sometimes far from private.

Intuitively, even at the dawn of civilization, the term history (historia) was interpreted in the sense of the study of the sought process as opposed to the chronological description. The Ionians called the

story, the story of the past, the logos (logos). Only after a while, already in the works of the founders of philosophy, the logos acquired its modern meaning - a thought, an idea. Both Herodotus and Thucydides understood history as a comprehension of the course, events of the past, necessary for "instruction in the way of life" to those who live in the present. Having passed the test of time, historicism has strengthened its position, has become the ideological base of cultural memory. ON. Berdyaev asserted: "From the first days of Creation ... man is in the historical, and the historical is in man. Immersion into the depths of time is immersion within oneself."

The past dissolves in time, leaving us, along with the memory of the past, thoughts about the present and responsibility for the future. New is always relative. Goethe was right in saying that everything clever is already known, you just need to think it over again.

History is a treasure of ideas, a goldmine for a thinking person, no matter what he does. A different attitude to history is the cumulative result of the action of two causes: the first is the interpretation of time, the second is oneself in time. In the pre-Christian period of history, time was interpreted cyclically, presenting it as the sum of repeating cycles closed on themselves. With Christianity, the view of time has changed. Time appeared as an ascent to the infinite, dividing into the finite terrestrial and infinite extraterrestrial. The opposition of cyclical and extracyclical consideration of time is characteristic of theological theory. We are not interested in it, however, as well as the properties of time in their abstract form.

After Hegel and Karl Marx, it is not the idea of something in general that is actual, but immersion in a concrete-objective or concrete-historical state of what is the object of research. In the case of time, it is important to analyze not so much its universal properties, to determine where and how it moves. The important thing is that everything that exists in time can only take place if it conforms to these objective characteristics of time. To exist in time means to have the properties of time. This provision is universal both for the infinite variety of individual phenomena, and for the sign of being inherent in them, to which "quality" and "quantity" belong.

The standard understanding of the law of transition of quantitative changes into qualitative ones simplifies the look at their connection. Both G. Hegel and F. Engels were far from the meaning that was spread under the cover of the dialectical theory of development. Quantity does not go directly into quality. A new quality, a qualitative state, arises as a transition from the previous quality. In the changed quantitative conditions, the measure exhausts the stability reserve of functioning.

Measure - "qualitative quantity", it indicates the limits of the quantity change without significant consequences for the given quality of the phenomenon. The exit of the quantitative indicators

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

necessary for the achieved quality beyond the limits of the measure inevitably entails qualitative transformations. Simultaneously with the loss of the previous quality, there is a process of birth from it, on its basis, a new quality commensurate with the changed quantity. Measure occupies a key position in the relationship between quality and quantity. On the other hand, quality experts prefer not to think seriously about measure, reducing the measure to quantitative standards. As if a measure is some kind of passing state of the "quality-quantity" system. It is necessary to clearly understand the objective and functional role of the measure in the management of both quality and quantity.

"Measure" does not belong to either quality or quantity. It expresses the systemic way of relations between quality and quantity, connects them. So, first: quantity and quality interact through measure, measure mediates their connection. What "benefit" will the practitioner gain from this opinion? Mass production, including its "zealous" variety, requires a measured characterization, otherwise the fairy tale story about a pot of porridge or "flower - seven flowers" has a chance of real continuation. Chinese consumer goods are a classic example of the destruction of dialectical unity in the "quantity-quality" system.

The market, in essence, is not capable of being the controller of the measure that regulates relations in the "quantity - quality" system. With the acquisition of wholesale forms of development, the dominant position of financial capital and its natural generation - large-scale speculation and mediation, the modern market opposed itself to production and lost interest in the state of production. The market, using the specifics of mass production, is satiated to the extent of its perversity and can afford to set the quality characteristics of goods].

The state behaves in the market like a kindergarten teacher. It puts the interests of the market ahead of the interests of manufacturers and the mass consumer. Under the "roof" of the general idea - the market pulls production, the market and the state are growing together. Quality - quantitative assessments are imprinted in the zone of subjective arbitrariness.

As long as the theory of quality is not systematically built, the theory of quality management will be based on empirical principles that are not able to cover the subject of management as a whole, and are relatively significant in the limited specifics of production. In the absence of anything better, they are used, extrapolating local experience to other conditions, and the effect is obtained due to the added adaptation measures, unfortunately, again, temporary and partial.

In the kaleidoscope of the history of changing quality management methods, a certain logic can be discerned. Life, on the other hand, requires not a "definite" logic, but logical certainty in the form of a

holistic, systemically grounded theory of quality as a methodological basis for constructing universal principles of the theory of quality management. The starting point here should be the idea of a systematic quality-quantity relationship within the framework of the measure of their coexistence.

Quantity helps the quality to fully unfold. A quality item can be created in one copy, but in order to reveal the qualitative potential of a manufacturer, a single copy (or work) is clearly not enough. The Faberge firm gained fame with the first branded product, but it became a brand due to subsequent successes in creating a collection.

An example of a systemic understanding of quality within the framework of a measure - dimensional certainty is small series, the release of collectible coins, medals. Quality is fixed within the limits of a quantitative value that serves as a measure of its expression. The point here is not only to provide preferential conditions for the vip consumer of products. The dependence of objective signs of quality on the number of copies produced is also significant. Mass production is objectively associated with a decrease in product quality. Measure is a border service of quality, the transition to a measured quantity is a crime against quality.

A mass domestic manufacturer is hardly interested in the theory of quality. It is not relevant to him. If, nevertheless, by chance someone stumbles upon our reasoning, then, most likely, their naivety will smile. Trying to rebuild the Russian market with the help of theory, to give it a civilized look is classic quixoticism. First, it is necessary to organize the market space by means of political will, legislative initiatives and effective, not fake, control over the legal order, return the manufacturer of the goods to the market, removing an unmeasured number of intermediaries - speculators.

The real manufacturer is not interested in speculative operations. For sustainable development, he needs his own consumer, who, by the way, in turn, is not at all opposed to having his own definite and accessible producer within the framework of moral and legal relations.

A sense of national dignity is nurtured by history and existing reality. You can study at school according to the best history textbooks, but besides school history lessons, there is a current life that is more impressive than historical excursions. In the East, they say: "How many times do not repeat halva, it will not be sweet in your mouth." Theory has always been considered the best practical guide, albeit in normalized conditions of activity. Going into an illegal and semi-legal position, the manufacturer is alienated from quality and, naturally, from the theory of quality. Further, quality is substituted by pseudo quality and the cost of advertising props grows.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

The quality of human activity reflects such a complex of its characteristics, which corresponds to the maximum extent to the ideal idea of success.

The object of management is human activity in the totality of its factors, characteristics and characteristics. But any human activity is a set of actions aimed at solving a problem that allows you to achieve the goal.

Therefore, we can talk about quality management as the management of those characteristics of human activity that make this activity what is necessary for reliable and real achievement of the goal.

The management of any processes ultimately results in an impact on their certain characteristics: productivity, reliability, timeliness, design, efficiency, etc. The complex of such characteristics reflects the quality of activities. That is why we can talk about quality management as a special approach.

In management, there is a goal and a means of achieving it. Moreover, quite definite relations are established between these two factors. This is a relationship concreteness, interdependence, direct interaction, adjustment, flexibility, adjustment.

In most cases, our domestic management of quality is seen as nothing more than a means to an end. If we consider that the goals, as a rule, are not sufficiently defined, then the means of achieving them have the same property. Quality in management is present as a general characteristic of manufactured products, achieved through norms, standards, and technical control.

The world experience in management indicates a change in the status of quality in the management system and processes. In the strategic plans of many firms, quality is considered as the main goal of management, which determines both profit, and image, and stability, and confidence in competition, and development prospects. At least the experience of Japan testifies to this.

Modern management requires the formulation of the quality problem as a management goal, and the achievement of this goal requires quite definite means. In quality management, it is of great importance to understand that quality cannot be achieved without taking into account all its components, without organizing interaction in the management system according to quality criteria. In many previously created quality management systems, the main role was played by the characteristics of the product, the properties of the manufactured object, and not a set of certain characteristics reflecting the socio-economic process of the functioning and development of production, the quality of the socio-economic system in general.

The quality of products is a consequence of the action of many factors - the quality of personnel, the quality of organization of production, the quality of equipment and technology, the quality of

management, design developments, etc. All this seems obvious, however, in real practice of quality management has not yet become a special type of management.

The quality problem in management should have the status of a goal and a subject of management. It is difficult, but necessary, because it is necessary to approach differently to the definition of the content of the problems solved in management, to evaluate them according to very complex factors. Product quality can be seen, evaluated, understood. But the quality of the firm's activity, which gives good quality products, is difficult to determine and evaluate, the more so to assess the quality potential. Not everything can be judged by the end result, not everything is equally explicitly includes the end result. Much, as it were, falls out in the process of its production, receipt, is transformed into other properties. That is why the quality of products and the quality of activities are not the same thing, but the latter is much more important for the analysis of management, its organization, for setting goals and guidelines for management, the choice of means and methods of management.

This is where the real need for a systematic approach arises and becomes more acute, and not just for its declaration. In practice, in the very formulation of the problem, in the disclosure of its content, we often exclude the very possibility of a systematic approach to solving problems.

One should not think that quality is determined only by technological components, there are factors that go beyond technology. These are factors of labor culture, production aesthetics, market conditions, social consciousness, production infrastructure, etc.

A systematic approach in methodological terms involves taking into account not only what exists in stock, in a given product, in finished form, but also what existed in the process of its manufacture or formation. In many cases, these were complex and lengthy processes in which something disappears, turns into something else, something changes status. But nothing passes without a trace, and everything remains in one way or another in quality. That is why the concept of quality itself is valuable, that it focuses on a systematic approach, if it is considered as the goal of management, that it requires taking into account the factors of procedural and structure, existence and development, factors of compliance with a certain external environment, human interests, values of social life, etc.

Today, quality management requires more than just standards and government quality requirements. They can only reflect the minimum level of quality that the state should protect. In general, state quality requirements are a system of administrative quality management. No standards and government requirements will be able to keep up with changing human interests, market processes of competition, and changes in the value system and lifestyle. But it is they

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	PIHIQ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

who determine the understanding of quality and the need for flexible, socio-economic quality management.

Quality needs criteria that reflect the dynamics of socio-economic processes. Quality should be determined by market situations that characterize the processes of dynamics of supply and demand, needs and values. After all, only the market through the mechanisms of supply and demand, competition, pricing and other processes can show the true quality of the product, show what must be taken into account in its characteristics. State requirements, if they should be, can guarantee only a minimum of quality, through which a system of consumer protection from completely poor-quality products is built. The real dynamics of quality can be understood only in terms of economic indicators of demand and consumption, competition, price, functional purpose of a product, its impact on lifestyle and role in changing a person's lifestyle.

Quality is not only a set of product properties, it is also the initiative and activity of manufacturers in achieving these properties, in finding and achieving a certain combination of them.

Quality is a concept of a socio-economic type, it is not a static system of properties, it is a person's attitude to his work, to society, to management.

In terms of awarding the Quality Mark, we have always been in a state of growth. But we felt the true dynamics of quality despite this indicator. A natural conclusion arises that either the criteria were underestimated, or these indicators were simply compiled and used incorrectly. The quality mark did not show true quality. This can be judged at least by the export of products. The volume of products with the Quality Mark was growing in our country, and the demand for our products in the world market was decreasing due to poor quality, its discrepancy with world standards.

Now the processes of restructuring of our production are underway, and it is very important to lay fundamentally new foundations of quality management in the management system, to orient production towards quality as the goal of management and the basis for the successful functioning of production.

Quality is a type of development, it is new approaches to regulating product life cycles, creating new types of products, assessing obsolescence and physical wear, taking into account the principle of universality.

Quality management also requires an information support system corresponding to this

goal. Relying only on the meager data of domestic reporting, it is sometimes impossible to draw up a true picture of the state of quality, all the more to find the reasons for its change or evaluate the formation processes. But the main thing in management is the sources of quality and tendencies of its change.

In the traditional view, the problem of quality management is reduced mainly to the problem of quality control. This is a sign and factor of the administrative approach to quality management. But experience, both domestic and foreign, shows that the main factor in quality management is a comprehensive motivation for quality, in which the leading role is played not by control, it can be minimized, but by the way of activity of a production worker, in which both functions and goals, and means of self-affirmation, and interests, and attitude to the company, and communication skills, and the socio-economic atmosphere of activity.

Management should be focused specifically on the way of activity corresponding to a certain type of quality activities.

As a result, this gives product quality without strict administrative control, but control as a system of analytical evaluation.

In a market economy, a "quality mark" is the price of a product, its popularity, demand, the image of a company that cannot produce low-quality products at all.

Achieving a certain quality is costly. The value of quality costs is the most important characteristic reflecting quality management. But quality costs do not yet characterize the potential for achieving quality. The costs can be very high, but the quality is low, because costs do not always have an immediate and direct return. They sometimes serve only to consistently form the quality potential, for example, the costs of the qualifications of workers, production infrastructure.

Therefore, in quality management, the formation of quality potential is of great importance, which includes the culture of activity, the socio-psychological atmosphere, the qualifications and education of workers, technology, technical equipment, and the type of organization of activities.

Quality does involve serious costs, but it guarantees a stable market position. Working for quality, the manufacturer creates confidence in his own and national future. Correctly built understanding of quality guarantees the future even in the conditions of the domestic semi-market.

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИЦ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

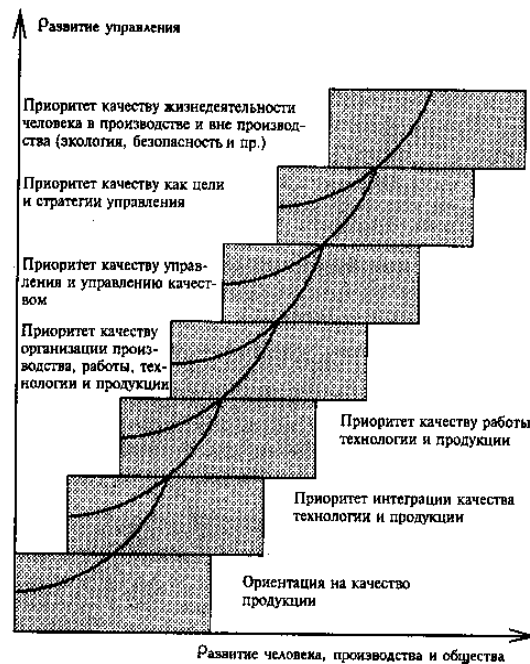


Figure 1 - Changing the priorities and role of management in achieving quality, seven steps into the future

We will try, in the order of introduction to the theory of quality, to formulate practically significant fundamental provisions (Figure 1):

Quality is not limited to the sum of properties that are important for the existence of a product; it is a peculiar combination of them, built on the basis of usually two features - more general and more specific. For example. Shoes - "clothes for the feet", hat - "clothes for the head", mufflers - "clothes for the nose and neck", etc. Therefore, the focus should be on them.

Quality allows for changes that do not lead to a loss of quality, but reduce or increase its consumer value; quality - a set of qualitative states that satisfy, to varying degrees, system-forming characteristics. "Backlash" of quality allows you to maneuver in the process of creating a product with a given quality, depending on the specific capabilities of the manufacturer and the consumer.

Quality does not exist outside of quantity, they are dialectical opposites, their opposition is valid only within the framework of unity, from which it follows that, creating quality, it is necessary to put quantitative expressions in qualitative characteristics both in relation to individual properties of the product and the quantity of commodity products. A.K. Savrasov, finding himself in a difficult life situation, made several copies of his famous painting *The Rooks Have Arrived*. As a rule, copyright copies have a high level of craftsmanship and are well paid for. The artist was also paid. When asked a question to P. Tretyakov: he would buy copies of paintings by the artist A.K. Savrasova, what happened to the original? P. Tretyakov's answer turned out to be categorically predictable - no! Quality requires not only skill but

also inspiration. Inspiration burns out with repetitions. Quality is always quantitative and quantity is always qualitative.

Quality and quantity are linked by the most often forgotten measure. Meanwhile, when defining quality, one must simultaneously think about its dimension, both from the position of the market conjuncture, and from the point of view of the very signs of quality. "Quality" is concretized in the concept of "quality". "Quality" is a concept that reflects the model image of a product, "quality" - defines the quantitative limits of reality and reasonableness of quality (physical and moral status of the product).

Quality and quality perception are stable phenomena, but time changes them too. Originally, quality was equated with meaning. The quality criteria were the utility and the size of the object, the relationship. With the development of consciousness and practical possibilities, the foundations of comparison and choice were formed. Quality is relatively separate from quantity. Utility differentiation takes place, participation is rethought as quantitative features. The evolution of the understanding of quality is directly due to the embodiment of creative potential in activity. The discrepancy in the intensity of advancement of individual skill, the interests of those who are called upon to clear the path of talent and mass consciousness complicates the understanding of quality and the process of quality management. Of particular importance is the concreteness of the interpretation of quality, in particular, of such a basic feature as objectivity. The social theory of being is built on a natural historical basis - its outline was laid by nature, and the historical drawing was created by

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

man. In the natural environment, all signs, including such synthetic ones as quality, are products of a spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determining the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: in what status and to what extent is consciousness included in what is traditionally called the quality of things (there is more clarity with services)?

The answers to both questions must be sought in the philosophical theory of alienation. The theory of alienation is not directly related to the theory of quality. It contains the keys to the methodology for constructing a theory of quality... From the above considerations, it is clear that the authors are not idealists, but rather balancing on the verge of pessimism and optimism. They are critical of the modern, pragmatized approach of market liberals to scientific and philosophically sound theory. A light version of the theory, when a fragment torn from the general theory is turned into a theory itself and adjusted to the construction of a market perverted to please speculators, theoretical economists and suppliers of a high-quality surrogate for domestic counters suits. How long the Russian economy will maintain such a configuration is not given to us (and not only to us) to know, however, the world experience of economic development at various stages of economic relations indicates that transitional periods pass and over time economic life comes to a normal state.

The trajectory of the process of alienation of human creativity into what exists outside of it must necessarily preserve and activate the ability to create. Unlike the being of nature, the being of a person is not substantial. It is not self-sufficient and can take place exclusively due to interchange, initially with nature, and subsequently with society, through which human relations to each other and interaction with nature are built. The tool that ensures the existence of a person is labor, the highest quality of labor is manifested in activity.

The quality of activity, on the one hand, is an indicator of the quality of a person's life (it should be so!), On the other hand, quality activity is built into the quality of what he transforms. The quality of the "first" (natural) nature is formed by itself as a set of objectively related natural features, spontaneously. The quality of the "second" nature (reconstructed, adapted by man to suit his interests) is synthetic. It appears to be a double helix formed by natural features of natural material (possibly - in relations between people, knowledge expressed indirectly) and qualitative characteristics of human activity - knowledge, emotions, will, value orientation, skill. As

a result, the quality of the product, in contrast to the product itself, embodies the quality of the person.

Personality is alienated in quality and therefore, in principle, alienation is natural and does not oppress personality. The negative consequence of alienation is caused by the disproportionate replacement of the lost energy of activity. Finding out the poor quality of the goods, the hidden production defects, the deceitful actions of the seller, the normal buyer gets upset, first of all, because of his own poor-quality decision. Other transaction losses are most often reimbursed. The feeling of imperfection of one's own taste and knowledge remains.

The quality of everything that is created by activity includes the properties of activity, both practical and spiritual in an objectified (objective or functional) expression. Hence, it follows that it is necessary to form and direct the development of the ability of mass consciousness to qualitatively evaluate goods: a certain experience in Soviet times was and showed its effectiveness: "circles", "schools", "universities", including those initiated by television and radio. The place of systemic enlightenment of the mass consumer, professional assistance in the development of a culture of high-quality selectivity, is now flooded with aggressive advertising on the air, the quality of which is not controlled or the control is not commensurate with the size of deception. Who should be the main educator? The manufacturer and only he, because only he fully, according to the logic of the formation of understanding, should know what quality is. Taking on the production of a product without comprehending the specificity of the quality of this product means a professional failure in the market.

The release of a product with a fake quality is prosecuted by law, however, formally and ex post facto. Suppliers of pseudo-quality goods hope for the latter.

For the sake of objectivity, let's say: true creators of high-quality products will be outcasts in our market as long as the guardians of order are confident in their own impunity for corruption. Nevertheless, it is necessary to go forward. History is ugly, but nevertheless it is moving towards order by the conservatism of manufacturing techniques, but even at that time the municipal authorities strictly checked the quality of the products, as well as the abilities of the candidate for manufacturers, there was an official regulation approved by the authorities of the city or country. Agricultural products were controlled by the consumers themselves.

The Industrial Revolution simplified the production process and created conditions for mass production. Adequate quality control measures were required. With the leveling of social architectonics and greater accessibility to the assortment of goods, ideas about quality changed in the direction of its quality - qualitative components. At the same time, the possibility of falsifying quality was formed. Further,

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

both de facto and de jure, there was only a step to the substitution of brand qualities. Going beyond the border of the measure opens the way for legal violations and moral crisis, up to and including limit.

Were the trends in the interpretation of quality and attitudes towards quality in the economy of mass production inevitable? No, they were generated by the new nature of production, reflected this character and to a certain extent were an objective reflection, but, in addition to the object reflected by consciousness, there is a perspective of reflection due to the position of the consciousness of the reflecting subject, his interests as a participant in the processes taking place in objective reality.

Objective reality itself, by definition, is located outside and independent of consciousness. Its reflection is subjectified, which, in general, looks in accordance with the theory of reflection. However, it admits, in private, both subjective distortion - involuntary - due to misunderstanding, and deliberate in order to obtain a temporary gain. Competition is always a struggle, unfortunately, the struggle is not always conducted according to the rules.

Quality has been and remains a subject of manipulation in the interests of those who run the market. Consensus about the quality of the creator, producer, seller, and consumer is the sweetest fairy tale. Agreement is achievable between creator, consumer and producer. This "trinity" embodies the subjective mechanism for resolving the problem of alienation. Creator - the creator of a product finds satisfaction in production and consumption. He realizes his human strength in them. The producer is interested in a sustainable relationship with the creator and the consumer. The consumer is satisfied with the quality and value for money. "Shares" and "sale" do not confuse him or deceive him.

The previous quality management, although it had such a name, had the following disadvantages:

1. It was carried out in the conditions of administrative management and therefore bore the imprint of this management (administrative methods of quality regulation, limited opportunities for motivating high quality, relying mainly on the quality control system, quality planning and thereby limiting its improvement).

2. Quality in management processes was considered as a means of achieving certain goals (implementation of predominantly quantitative indicators of the plan).

3. Quality was declared very broadly, but was not a factor in the management mechanism, the call for quality was not supported by additional funding.

4. The main thing in the understanding and regulation of quality was the quality of the products. Hence, all actions to improve quality and its analysis began with the product and were tied to it. This is the management methodology, this is the approach to quality management: take into account only what

directly affects the quality of products, and assess its quality according to planned indicators. This was a limited approach.

Let's designate new approaches to quality management.

1. Quality must enter the management process as a goal that determines all the necessary means of achieving it. The difference is that the goal directs the development, and the means provide the purposefulness of the processes, the possibility of achieving the goal. Quality is something to strive for, and not something that would act as a tool or method for any achievement of a different nature.

2. From an orientation towards product quality, it is necessary to move to an orientation towards the quality of activities. This requires expanding the range of factors included in the methodology of problem analysis, formulation and search. This means understanding that the quality of products is determined by the quality of life, it is this that shows what quality is necessary and achievable; this means that product quality must be viewed from the perspective of quality of life. This would indicate a truly human factor of management.

3. Quality management should be based on market mechanisms of economic development. This means that you should not strive to manage quality based on requirements. The main thing is the economic motivation of quality, both in general and in small things, ensuring its achievement, quality research.

4. The quality management methodology assumes a systematic approach. This means that in quality management, the main thing is to identify all hidden and explicit, direct and indirect relationships of factors that affect quality and form quality, and we will name practical recommendations for quality management:

1. When working with personnel, attention should be paid not only to their qualifications, but also to the quality of education.

2. Not strive to impose requirements on product quality or even on the quality of work, but strive to increase activity in relation to quality, to look for ways to improve quality at every workplace, to form quality, both in small things and in general.

3. It is necessary to find the main thing in the process of forming the quality of activity. It is different for different firms, but it always exists.

4. It is not standards and requirements that solve the quality problem, but people interested in improving quality.

5. Quality is not only and not so much a characteristic of manufactured products as a socio-economic characteristic of an activity. It is necessary to strive not only for the quality of products, but mainly for the quality of activities, because this lays the potential for quality even when initially does not affect the quality of the product.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

6. The quality of activity is not just labor productivity, it is awareness of activity, culture, attitude to activity, professionalization, education, which allows using professional skills in a different way.

7. Striving for the quality of activity means not only working well, but striving for self-improvement, creativity, self-education.

On the way to consensus stands the seller, the subject of relations who, in essence, has nothing to do with the quality of the goods, but it is he who is the key figure in the market economy. We get everything we need from him. He is a monopolist and as such dictates the terms of the relationship through price interest and profit margins. Not a single branded light industry enterprise has appeared in Russia for twenty years, on the contrary, a lot of trade brands have appeared. Shopping rows are multiplying, and the consumer is assured that the production of goods is unprofitable. The culture of the organization of trade is replaced by the concept of "quality of sale". The culture of trade is measured by assortment, price and physical availability of goods, high-quality advisory support, lack of queues, compliance with sanitary and hygienic standards, the appearance and behavior of personnel, and service. The "quality of trade" is determined by the proportionality of the price and quality of the goods, the conformity of the goods being sold to its certificate, and the demonstration of the goods. The seller's profit should not exceed the manufacturer's profit. Both need not wait for an increase in purchasing activity only by increasing consumer salaries, but create a most favored nation treatment for the buyer (without colluding with another predator of the market - banks).

Only in Russia and only the liberals - the market people, at every opportunity, remember how bad it was for the people before the advent of true democracy - they starved, went ragged, lived who knows where and how. Monitoring the quality of life - through quality consumption opportunities - is advisable within the current time frame. There is only one criterion - the consumer basket is growing and how does it grow?

The rate of inflation is a necessary, but not sufficient indicator of the state of the quality of life. The government took inflation reduction as its main reference point. The indicator is actually socially - economically significant, testifies to the culture of the market and, indirectly, to the state of production. The disadvantage of this indicator is the lack of quality in it. The quality of life is determined through the amount of products consumed in monetary terms. The qualitative composition remains constant and one can only speculate about quality, since quality dilutes quality. The quality of footwear, clothing, cereals, fish, vegetables, fruits within the general name varies greatly. The reserve for quality manipulation is significant. The main thing is still in understanding

quality, not the name, but the systemic characteristic of the product, reflecting the assortment, its change and the dynamics of the proportional representation of the goods that make up the totality.

Quality represents a system of properties that are essential for a product - this is commonplace and well-known, which is actively used. By replacing properties or their consistency in a quality product. Essential properties are those that are not simply inherent in the product, they determine its functionality. Such properties, as a rule, are revealed in the process of "work" of the product for its intended purpose, they are hidden from the unprofessional glance of the consumer. In its "pure" form, the market is an intermediary and should not be interested in the quality of products. The task of the market in the theory of the organization of commodity production is the organization of exchange between the producer and the consumer. The development of the market stimulates the increase in production in the interests of the consumer within the framework of the infrastructural status of the market.

Monopolization of production led to the accumulation of financial capital, the autonomy of the latter and control over the market. As a result, the market has turned from an intermediary into a key subject, the indicator function - to show the demand for goods - is trying to replace the role of the organizer of economic activity as a whole, which distorts the system of the economy.

The economy of commodity production was created by the production of a product and the need for a mass product. The system-forming factor here is the production of goods as a product necessary for consumption by others, that is, the process of alienating consumption. In natural production, product quality was hardly a pressing issue. The quality was "dissolved" in the conservatism of technique and technology, in the traditionality of the assortment. The question of quality was raised by the consumer when he got the opportunity to compare at the fair. The market, which grew out of fair gatherings, gradually enriched the representative status with the advertising business, taking control of the relationship between the manufacturer and the consumer. Levers of management - financial policy, directions - the main - two: the impact on the quantity and quality.

Product quality has gained relevance in commercial production. It became clear that in the understanding of quality there are sensory and rational thinking (the latter in the form of calculation). The subjective factor is objectified and fetishized. The market is not able to directly influence the objective properties of a product (using its own mechanisms), but it can very well even objectify subjective ideas. So the manipulation of quality was first included in the functions of the market, then it became an element of economic policy.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

A sound and healthy economic policy is designed to work on improving quality in two interrelated directions: technical and technological, completed by a rigid legal block of support, and socio-cultural - to provide comprehensive support for the formation of conditions for subjective perception of quality, to block the negative effect of advertising influence, which has long and thoroughly become an attribute of market speculation. on the importance of quality to the customer. The availability of choice and ability to pay do not serve as the basis for the indisputability of a high-quality acquisition.

In the existing market, price and quality are divorced even at auctions that are famous for the careful organizational culture. The buyer is turned into an expert and this grimace of the market is not as bad as it is illogical. The market forces the consumer to develop as a person. From a layman with a wallet, so as not to be suckers, we involuntarily try to learn more about the subject of interest, improve our "purchasing skills". The term is not new, journalists use it, but for them it is a passing, verbal number, and for us it is no longer a new combination of common words, but the most important concept, without which the modern theory of quality does not have a systemic integral form.

"Purchasing qualifications" include, along with certain knowledge that helps to determine the location of the store, the range of prices for the goods, requires basic information about the manufacturer, the quality characteristics of the goods, the market reputation of the manufacturer, the tradition of the company, the scale of activity. Today, in the consumer market, the naive buyer risks, beyond any reasonable measure, being a victim not only of deception, but also of his own carelessness, therefore, without any rights to compensation.

A buyer in Russia is formally protected. In real life, one has to be guided by the famous rule "rescuing drowning people ("buyers") is the work of the drowning people themselves, read" buyers".

Increasing the "purchasing qualifications", if desired, is a mutually beneficial business for the state, activating the cultural national heritage and the patriotic mood of the mass consumer. Although there is another way, tested under Mao in China - "the worse, the better."

Imported consumer goods - not Chinese - in the 1980s and 90s. was with us with a bang! The assortment, packaging, external features of the product were impressive. And what is the bottom line? After 10 years, the manufacturer returns the Soviet brands, naturally in the absence of effective control, not Soviet quality.

We know how to make quality products and are quite capable of regaining "our" market. The issue is not even the price, the problem is the loss of control over the consumer (and not only the consumer, judging by the malfunctions in rocketry, the operation

of aircraft, etc.) market. They explain to us: we need economic measures. Correct, however, this is half-truth. If necessary, then accept. The power should have power that is not nominal. It's time to understand that economics has always been politics, economic theory has always been political economy.

Economic movement is self-movement, but it does not take place in a vacuum. Economy is the basis of social movement. Society provides the conditions for economic movement, and the state has the right to energetically join the mechanisms of economic self-movement, directing the development of the economy in the interests of society.

An amazing thing. When it comes to the future of technological progress, futurists of all stripes groan that the autonomization of the movement of technology will lead to the dominance of robots over humans, and it is better not to interfere with the development of the economy. For whom is it better? One conclusion suggests itself: not to disrupt the self-movement of the economy in the interests of those who have privatized the economy and whose service is the "border guards" who prohibit the control of economic processes through politics.

None of the convertible currencies is backed by a quality commodity equivalent and the "free" movement of currency continues under the guise of politics. Financial self-movement creates opportunities for chaos in the consumer market. The state sluggishly protects the legitimate interests of the national producer, even when the product is a product of interethnic integration. There is no political aggressiveness, politics is dragged along in the wagon train of the economy instead of outstripping its development on the basis of objective socio-economic trends. I would like to believe the explanations of politicians regarding the success of joining the WTO. It is good that they were bargaining, creating a legal "safety cushion" for the domestic producer of consumer goods. Problem: how will they use concessions from the WTO now?

The time for political action - not decisions - is the most favorable. The hope of the nineties and zero seemed to be on the decline. Awareness of the qualitative advantages of many Soviet products of the light and food industries is returning. There is a revival in consumer cooperation, which can stimulate the production of agricultural products in the countryside. There is a growing distrust of consumer imports, including due to their massive Chinese production. Migration flows are stabilizing.

A harsh assessment of the socio-economic situation and a direct indication of the government's responsibility for the failure to fulfill the presidential instructions of 2020 in the Address of V.V. Putin, are associated with the determination to "tighten the screws" so that the movement goes on the intended course. A clear activation in interethnic economic relations within the Customs Union, a reboot of

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	PIHIQ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

strategic relations with an emphasis on China, India, Iran, Latin America. The real possibility of full-scale cooperation with Egypt, Syria and the same Iran - the key states of the Middle East and the African North - all this is a unique international sphere for restoring the balance in the domestic consumer goods market.

Domestic producers need a "coherent" economic policy. By "intelligibility" they mean: clarity, consistency, guarantee support, allowing to cut off the many-sided arbitrariness of administrative authorities and "guardians" of order. Everyone is responsible for quality. Both those who produce and those who are called to ensure the rights of producers. The Customs Union has lit the green light on the path of national goods in the markets of the Treaty countries. Thus, an equilibrium real market competition has been created, which makes it possible to evaluate the natural rather than advertising quality. By the way, a wonderful research topic is "real and" advertising quality", that is. created by advertising.

It is no less important to analyze the problem of quality in the coordinate system of national mentality and interethnic integration. Integration is deliberately replaced by globalization, despite the obviousness of the difference between these phenomena. Both tendencies are objective and characteristic of modern history.

Integration is the interethnic interpenetration of various types of activities of a socio - economic, cultural and humanitarian scale. It can have an interethnic size, for example - "Union State (RF and RB); local - the Customs Union; regional (Shanghai Organization, EEC). Globalization indicates a worldwide scale of the phenomenon. Among the global problems are those that have arisen as a result of general, but not necessarily integration, processes, and require a consolidated solution.

Global problems, in contrast to the problems associated with integration, are potentially relevant and have a strategic meaning. For example, how to protect life on Earth from large meteorites. When the time of the onset of the event is postponed, but it itself is overly relevant in importance, then speculators, including financial oligarchs, are actively rushing into the gap, trying to extract profit from uncertainty.

Quality is associated with globalization, but practically not so relevant. Quality is directly related to integration.

Let us consider the problem of "quality of consumer goods" in the "national" and "international" coordinate system. First of all, it is necessary to find an answer to the question: is integration capable of displacing the national component of quality?

Integration processes are based on standardization and uniform metrological characteristics of production, which corresponds to the objective reality. Technological progress is based on science, scientific knowledge is imperative in terms of normativity. However, the being of the

common is not self-sufficient. General requirements are realized through special development, conditioned by the specificity of the circumstances of the action. In other words, no matter how standardized the production of a product is, the originality of production conditions will still manifest in it.

The specificity of conditions - regional, national, is immanently present in the raw materials, climate, traditions, and the culture of performers' consciousness. And in all this is the power of production, which determines the nuances of the quality of the goods, which create a special consumer interest in it. Tea is grown in our time all over the world, but the uniqueness of tea plantations in Sri Lanka, the national attitude to tea, ensured the leading position in the quality of the Ceylon product. The same can be said for Kenyan coffee, bell and Chilean peppers, French cognacs and champagne, Ukrainian lard, Bavarian and Dutch beer, Scotch whiskey, Russian flax, Egyptian cotton, Chinese silk, Argentine leather, Greek olive oil and much more. The specificity of the environment should be cherished and preferences for its reproduction should be ensured. The priority of national traditions is clearly spelled out in the fundamental treaties governing relations in the United Europe.

The Customs Union consolidates the interethnic division of labor, built in the XX century, contributes to the expression of the objective and subjective aspects of the development of production, mutually enriches the market, making it easier for producers to access it. But this is all theory. Theory develops into a rational practice, not only because it is correct. Activity makes theory a practice; moreover, in order to obtain the desired result, activity must be systemic and consistent.

Interest in the quality of a product, in theory, should not start in production. Its initial position in the normalized market, more precisely at the meeting of the manufacturer and the buyer. A normal market is an indicator of the quality of a product. Demand pulls along the production chain. But not the spontaneous demand of abandoned buyers. Demand is a state of consciousness conditioned by purchasing power, however, it cannot be reduced only to the amount of money, especially when lending is stimulated in every possible way by banks. The demand left to the mercy of intermediaries, lobbyists, speculators is a deadly disease for the national producer of Russia. Demand should be taken under control and generated, the buyer should be educated. Consumer education costs a lot. But it's worth it if you look to the future.

Market liberalism corresponded to the flourishing of the first type of mass production economy, focused on ensuring free access and choice of goods. Such production perceives the consumer as an abstract subject of the relationship in the "producer - seller - buyer" system. The seller is assigned the role of an active intermediary, but nothing more. It

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIIHQ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

culturally provides a meeting point for producer and consumer. The system, however, must be functionally active, which presupposes not the presence of its constituent components, but their complicity. The perfection of a system is not determined by aesthetics, but by a design feature. It manifests itself in the maximum activation of the capabilities of the system of relations of which it acts. The perfection of the system design lies in the maximum realization of the potential of relations that create consistency.

The buyer is perfect as a subject of systemic interaction with his purchasing preparation. It is not perfect for the size of its payment capacity. His complicity is determined by the knowledge of the commodity-economic situation. The consumer is not an object of application of the actions of the seller and the producer. The consumer is a subject of the market 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 the product begins in the mind of the consumer. To impose an idea of quality is bad for all legitimate subjects of economic relations. It needs to be educated again by everyone: the manufacturer, the seller, the buyer himself and the institutions of civil society, if the state is passive.

The transition to mass production of the second type - "smart", "lean" economy, activates systemic relations. The function of the market appears in a new light. Together with the manufacturer, the seller focuses on the knowledge of consumer tastes. There is only one, but not an easy, step to make to the system's perfection - the whole world to take up the formation of consumer culture.

The accusation of the current generation in the consumer attitude towards life is not entirely fair. Consumption is the ultimate goal of production. The trouble is in the absence of a consumer culture of the mass consumer, the trouble is of a truly sociocultural dimension. Another consequence of the financing of cultural progress. Why is one power replacing another, while culture is still in power last in line for political relevance? It is time to understand that not only science has turned into an immediate productive force. Culture is also a factor in the development of production, moreover, a multifaceted and very effective factor.

The criterion basis of human behavior includes those stable characteristics of his personality that determine the choice, decision-making by a person about his behavior. Naturally, decisions of this kind are greatly influenced by the goals that a person pursues, the conditions in which the actions unfold, his capabilities, the dynamics of the ongoing processes, mood and a number of other factors. However, with all the variety of factors, the behavior of each individual person has a certain stability and predictability, certain inherent principles of behavior,

criteria of choice and preference, taboos and the like. Moreover, in completely identical situations, if such exist at all, different people can make completely different decisions. And this will again be determined by the fact that they have a different criterion base that sets their priorities and assessments of ongoing events.

The criterion base for the behavior of any person consists of his disposition towards people, events and processes, a set of values shared by a given person, a set of beliefs that a person adheres to, and the principles that he follows in his behavior. All these components of the criterion base of behavior are in close interaction, interpenetration and mutual influence. However, despite the strong interdependence, they can be viewed as relatively isolated characteristics of a person's personality that affect his behavior.

The location of the person to people, individual processes, the environment, their work, the organization as a whole plays a very important role in establishing normal interaction between the person and the organizational environment. One and the same phenomenon or action, which has exactly the same manifestation and has the same effect on people, can cause a different reaction due to the fact that people have a different disposition to this phenomenon or action. Reflecting the feelings of a person in relation to a particular object, location makes his decisions and actions individual. At the same time, it is important to emphasize that usually a person has a certain disposition towards each object or phenomenon that he encounters in life.

The location is characterized by the fact that it:

firstly, it is invisible, since it is contained in a person. Only its consequences are visible on the "surface";

secondly, disposition stems from those feelings that a person has for an object;

thirdly, the location is, as it were, a point located on the axis with the "like" - "dislike" poles;

fourthly, disposition affects human behavior and manifests itself in the fact that he behaves in accordance with an a priori positive or negative attitude towards a phenomenon, object, process or person.

Is it permissible, within the framework of scientific analysis, to compare a real object with a phenomenon from folklore classics, for example, a market with the fairytale cave of Aladdin? It is not easy to answer this question, since thinking is quite specialized, and specialization is fixed in certain traditions that formalize the approach. Scientific editing requires compliance with the requirements of a scientific way of presenting the content of thoughts. In general, neopositivists tried to construct a special language of scientific communication, albeit unsuccessfully. The collision was resolved practically, by the scientists themselves, most of whom actively involved figurative thinking in

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	PIIHQ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

scientific publications, rightly believing that thinking is a single flow of movement of concepts and images, logical and extra-logical, real and fantastic, imaginary. Cognition in any expression is a progressive process, it connects the continuous with the discrete, the ordinary with the unusual. Normalized thinking is relatively, conventionally, artificially organized. The appeal in scientific thinking, including its printed forms, to images created outside the scientific specialization of cognition is naturally conditioned by technology.

Thinking cannot exist outside of culture, it is a product of cultural progress. The multidirectional development of culture is the basis of its wealth, and the contradictions of cultural thinking are dialectically united. Comparing the riches of a fairytale cave with the riches of a developed modern market, much can be clarified, both in economic knowledge and the dynamics of transformation of economic theory, in particular, to explain why modern economists are stubbornly distancing themselves from the political nature of economic science, opposing the economic theory to classical political economy.

Will, perseverance, resourcefulness provided Aladdin with access to the cave riches. No amount of intricacies can stop a purposeful person. There is no unknowable, there is still the unknown. The market is a complex economic mechanism, but it can also be understood and taken into control. The riches of the cave belonged to rapists, the market is also not free from violence, so the state is obliged to take the necessary measures to curb the market elements, which serves as a fertile ground for those who prefer force to law. The fundamental difference between the riches of the cave and the market is that the robbers were not going to add anything else, and Aladdin had to be content with what he received. The wealth of the market, on the contrary, will grow and along with it problems, the main one of which is the realization of commodity receipts. What should be the product for the buyer to sweep it off the shelves? What kind of buyer would you like to see on the market?

If the "buyer" is considered outside the socio-economic context, then the answer to the second question looks very clear. The market is waiting for a buyer with high solvency. There are such buyers in Russia, but their share does not exceed 7 percent, and they rarely go to the market familiar to the masses, rather by chance than by necessity. The mass consumer is extremely economical and it is difficult to "shake" it for purchase. It requires a certain type of product that can charm, and the presentation of the product - "cultural packaging". It is necessary to attract the buyer, to bewitch. As a reflection of the desire to comprehend the specifics of the status of demand for a product on the market, one should consider the revival of interest in the concept of "product attractiveness". It is much more specific in its content in comparison with the close and more

pseudo-scientific concept of "demand for a product by the market". It has less economic statistics, formal signs that allow to measure pressure, but in full there is a "human factor" that determines market dynamics.

The concept of "attractiveness of a product" concretizes in the characteristics of a product at the same time its use value - the degree of "exchangeability" for money and the realism of the price set by the seller. Both the manufacturer and the seller have to be on friendly terms with the concept of "attractiveness", which is vector towards the buyer. It knots the interests of all the main subjects of the economically free market. This "attractiveness" function explains the active advancement of the concept into the group of those economic categories that reveal the potential of the product's competitiveness in the market. Some authors are inclined to interpret this advance as traditional actions in the interests of applying advertising production, which is inappropriate to do because of one-sidedness that prevents the achievement of a systemic understanding of the value of the attractiveness of a product in the process of reproduction. Advertising production is indeed present here, but as an accompanying factor, that is, the usual place of advertising on the market is confirmed.

The growing interest in scientific research and economic policy in the concept of "product attractiveness", in our opinion, shows the regularity of the restructuring of mass production from the existing simplified type to a new, sometimes opposed to it, method of organization - lean production (lean production), focused not on the abstract variety of buyers' needs, but on the specific architectonics of consumer requests and the solvency of potential buyers. Economic science is called upon to become a direct productive force through the study of the architecture of the market, thus objectifying the main consequence of the scientific and technological revolution of the middle of the 20th century.

The history of the allocation of the market for goods to the area of special attention of economists and sociologists is associated with the birth and development of mass production. The time of mass factory production is reckoned with the Industrial Revolution, which laid the scientific, technical and organizational prerequisites for such a development of labor productivity, which turned out to be sufficient for a real opportunity to satisfy the demand for vital goods of the bulk of the population through the provision of work and stable wages. It was this combination of production and consumption that launched the development of reproduction on a national and then transnational scale.

The natural economy that preceded the industrial stage does not fully correspond to the concept of "reproduction", it was determined by the local demand for the product produced and was essentially closed to the producer, not contributing to the proper degree of

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

national progress. Hence the cult of wars of conquest aimed at plundering near and far neighbors, feudal fragmentation, and constant redistribution of property. Wars and violent actions performed the functions of the market. The market worked in addition to politics, it was not permanent.

It is also appropriate to emphasize that the development of the market and the formation of the image of reproduction that has become a classic, owe not only to scientific and technological progress, a change in the method of organizing production, but also to the competition of production products in the market, and the differentiation of the market structure. The history of the market shows the dialectical law of the relationship between quantitative and qualitative changes. When the manufacturer entered the market, the product became a commodity. The status of the product has changed, and the requirements for it have also changed. In order for a product to be realized as intended, it had to attract the attention of the buyer. A product is not a product for sale, but a product that can interest a consumer. The term "hot commodity" reflects just the movement of the goods, its demand by the buyer. "Running goods" are the locomotives of the market.

The sign of "attractiveness" belongs to the basic characteristics of the product, and is its "relic" property, which has strengthened its position. It is absurd to produce an unattractive product unprofessionally. Households could be forced, taught to consume what they had prepared, grown or made, while buyers always have their own reason and vote with a coin that is so necessary to continue production.

In modern times, the term "presentation" is used as a synonym for "attractiveness". Hence, perhaps, the expression "prominent product" came from, that is, the one that accumulates attention to itself, "catches" the eye. The ability to make a product "prominent", "attractive" requires both the manufacturer and the seller of high qualifications, professional imagination, presentation skills. This is a costly business, but the costs are paid off by the result. The demand for an "attractive", "prominent" product is high, accelerates the acquisition of working capital, stimulates production growth, consolidates relations between the seller and the manufacturer, gives stability to the growth of production, which serves as a good advertisement for the manufacturer in the market, eliminates some of the direct payments for advertising services that cost everything. more expensive because of its pretentiousness.

Even a panoramic-historical review of the systemic position of the concept of "attractiveness" testifies to its versatility and complexity of manifestation. The fact that the term "attractiveness" is not so often found in journal publications should not enter consciousness into the state of the question regarding the real significance of this mark of marketability in the ongoing economic restructuring at

the level of lean production. It is no coincidence that, answering the question of the Levada Center, asked in April 2020: "What first of all inspires you with a sense of pride in Russia?", 1600 citizens of the country from 137 settlements of 48 regions of the Russian Federation put "economic successes" in the penultimate place, giving the last to "relative" - "health care system".

K. Marx began his study of the bourgeois mode of production with an analysis of the contradictory nature of the commodity. The commodity is objectively characterized by the presence of consumer and exchange value. The first determines its demand in the market, the second - the measure of such demand. Cost objectifies labor costs - the quantity and quality of labor produced. Labor also manifests itself through a contradiction born of the commodity essence of capitalist reproduction. On the one hand, he is the creative, creative power of man - the facet of his essence, on the other, he necessarily alienates this human essence, because the product of labor, which has absorbed the creative power, is produced for someone else's consumption. Marxism deduces from the theory of alienation the social impasse in the development of bourgeois society. In his main work, K. Marx developed not only the theory of the development of capitalism, it was important for him to bring the dialectical-materialist method of scientific analysis to a working form. Hegel's dialectic was local. Hegel limited dialectical development to the movement of the spirit. Marx saw in dialectics a universal way of development, therefore, in Capital, he thoroughly traced the dialectics of production, focusing on the materiality of the nature of the commodity created by labor. The quality of a product is created by the contradictory nature of the product and manifests itself through its relationship in the form of essential features. Dialectical materialism is based on the recognition of the materiality of a commodity. Intangible goods are a kind of semi-finished commodity, a "transitional form" to practical expression, materialization. However, the materiality of the product is specific.

The quality of natural phenomena is indeed identical to their material nature, but a commodity, even in its final form, materiality, is something different from that created outside and independently of the existence of man. Labor in a commodity materializes the rational essence of man - feelings, thoughts, ideals. The rationality of human reality is expressed in the product, therefore, the concept of "quality of the product" should capture the spirituality of a person, confirming that the product is created by a person for a person. In our opinion, the market quality of a product is designed to reveal the unity of values by combining the natural nature of the material and its artificial transformation by human creative activity. The quality of a product, along with functionality, is determined by its attractiveness.

Impact Factor:

SISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

Attractiveness is a highly significant pricing factor. The attractiveness part of the price can be considered the economic equivalent of attractiveness. This part is measured by the size of demand. Getting a product with new features is costly and limited by the physical nature. This way of surprising the consumer is fraught with the risk of lower competitiveness due to the high cost price. It is easier and more promising to manipulate consciousness. For this there are ready-made psychological mechanisms and the necessary scientific knowledge. If the product in its form did not make the proper impression, did not attract, it can be made attractive by modulating in a certain context, for example, acting on the psyche of subcultural perception. How many pop "stars" we have without the proper voice and vocal culture. Not only do they attract with their performing "skill", they try to copy clothes, accessories, shoes from them. They shape the taste of certain social groups, indirectly influencing the market position of goods. There is no data to enter state schools and universities of arts, go to the "factories of stars".

Attractiveness has reserves that managers still have a very unprofessional understanding of. There is no doubt that in the future, marketers will go beyond the range of knowledge currently defined by education and will squeeze out managers of production and assortment. Market management does not require the same as now, the doctrine of Z. Freud about "it", "ego" and the conditions for achieving "superego"; K. Jung's theory of the "collective unconscious"; E. Fromm's ideas about the meaning for consciousness of the ability to be surprised and the role of dreams in real life.

Market and production prospects are linked to the activity that managers will show in relation to the concept of "product attractiveness." The most difficult for them will be the process of restructuring their thinking from a utilitarian, pragmatic warehouse, formed by the paradigm of minimizing costs to obtain the final margin, to a new principle: to get the maximum margin legally and morally. With ever more energetic focus on mathematical methodology, economists are losing the specifics of political economic analysis, which requires acting against the background of perspective. More often it is necessary to return to the works of the classics - W. Petty, A. Smith, D. Ricardo. The "classics", understanding the present, thought about the future, correctly believing that science, limited by the current course of events, resembles an anchored ship, built as a means of propulsion. The "fathers" of economics "were philosophers, their heirs slipped into accounting.

Economists are understandable. In conditions of instability of world development, looking ahead beyond the nearest corner is extremely dangerous. The crisis of 2008, the consequences of which are still causing storms in the world economy, is a man-made work. The path was paved by the Nobel laureates, they

wanted the best. It turned out as always. It is time for economics to return to thinking scales - not only spatial, but also temporal. Research of the present, to carry out with a backlog for a reasonably foreseeable future, integrating them with related sciences, including the teachings of V.I. Vernadsky about the noosphere. E. Deming back in the 1950s, developing the philosophical foundations of the quality of management, in the section "Seven fatal diseases" put in the first place planning that is not focused on the production of such goods and services that the market requires, while the American specialist was aware of the complexity of the situation.

The lack of sufficient elaboration of the concept of "product attractiveness" for management makes us recall its philological roots, the interpretation of "attractiveness" in classical sources. IN AND. Dahl identified "to attract" with "to attract", emphasized the physical meaning of the term, pushing the physiological and psychological aspects of attraction into the background - "to attract morally, by feeling, by the power of persuasion ..., to attract, attract, carry away". F. Brockhaus and I. Efron did not include this term in their collection. Britannica also bypassed him, which is difficult to justify, taking into account the publication's desire to make changes to the text taking place in the world.

A detailed analysis of the content of the concept can be found in the four-volume Academic Dictionary of the Russian language. "Attractive, tempting, interesting ... which disposes, excites, awakens curiosity." Continuing the discussion of attractiveness, we arrive at the sign of "originality." Usually, it is with originality, its concreteness, which arouses interest in a phenomenon, that the attractiveness of a product is associated, which in general corresponds to ideas. At the same time, we must try not to absolutize the position of "attractiveness" on the product market.

The fate of a product on the market is determined by its demand. "Demand" is a concept of the social and humanitarian level. It is conditioned, on the one hand, by the degree of development of society and the solvency of the mass consumer, on the other, by the structure of the buyer's needs. Epicurus differentiated needs on the basis of two characteristics - naturalness and necessity. According to the ancient thinker, needs are divided into three types: "natural and necessary", "natural and unnecessary" and "unnatural and unnecessary."

In the judgments of Epicurus there is a clue to understanding the status of the goods. There are objectively necessary goods, their need is born of a natural need for them. The buyer is obliged to buy such goods - they are a necessary condition for his survival. Of course, it is desirable that the goods that make up the consumer's "basket of existence" are not only useful, but also pleasant to the senses, but such goods are not allowed to be purchased only in two

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	PIHIQ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

cases, when there is nothing to pay with and nothing to exchange for.

Naturally necessary goods are always "popular" on the market. If they stay in warehouses or in places of sale, then there is only one reason - price unavailability, greed of speculators who have occupied the market. Shoes are a typical representative of the group of naturally essential goods, along with clothing and household utensils. The main function of the shoe lies in its ability to protect the lower limbs from mechanical and thermal damage. The design of the shoe is primarily governed by its functional accessory. The aesthetic side of the design is built on top of the basic function. A characteristic feature of the shoe halls of modern stores are various kinds of promotions, supposedly aimed at reducing prices. When the third pair is promised to be handed over free of charge at a trade establishment, it means that the price of the first and the second allows you to painlessly compensate for the losses associated with the "gift". They pay for the "gift" with their own price. There is no clearer argument in favor of defining the pricing situation as one-sided. Oil and gas workers include in the pricing the costs of exploration in difficult, often extreme circumstances that require the creation of special equipment and specific materials. The unexplored and undeveloped is associated with high risks, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach that a priori overestimates the losses for the production of a product, but the absence of impeccably developed methods for calculating inevitable investments in design; the level of scientific and technical support, the need for risky actions, significantly mitigate the critical reaction.

"In war, as in war," the front-line writer who burned in a self-propelled gun called his famous story, extrapolating his approach, we repeat after: "On the market as on the market." By releasing free market relations between the producer of the goods, the consumer-buyer and the seller-intermediary, the authorities made life easier for themselves and, possibly, made it comfortable at the expense of the producer and the consumer. Pricing in the market economy objectively involves the participation of such factors as the cost of goods, consumer interest in it of the buyer, the solvency of demand and payment for the seller's participation. But we are talking about proportional complicity. The strength of market factors cannot be calculated by the formulas describing the forces in mechanical movement, the parallelogram of forces cannot be obtained here, however, the proportionality of participation in the formation of the final price can be obtained with a given degree of accuracy. And it was high time to carry out this operation in order to determine politically and economically where the border of the

civilized market and the bazaar, built "according to concepts", lies.

For what and whose market freedom are liberals - politicians fighting for, why are distortions in market pricing treated as natural costs of development, normal for democratic governance? Why don't they combine empty Soviet-era store shelves with queues? So that there is no contrast with the clogged shelves of the current stores and the lack of customers? There was indeed a shortage until the 1990s, but it was primarily associated with a high level of purchasing power and the affordability of most goods. Demand outstripped production. Now, on the contrary, the offers of sellers clearly exceed the real possibilities of buyers, which hurts domestic producers as well, since they sell imported cheap goods that are hazardous to health.

As a consequence of the next political and economic imbalance, lending is flourishing, creating the illusion of purchasing power. The Russian consumer is driven into a financial trap by economic policy. The essence of the situation is not in the economic illiteracy of the population, but in world outlook primitivism, which is spread everywhere and aggressively. Schoolchildren are taught to memorize, students are not taught to think scientifically, calling it modernization of education. Life is the ability to act effectively based on real possibilities. The substitution of reality that really exists, earned, for a virtual-objective, life on loan, inevitably leads to spiritual nihilism, moral decay and a crisis of the personality.

The primary reasons for the consumer's one-dimensionality of the individual must be sought in the anarchy of a non-civilized commodity market. What's next? The answer must be sought in the same place, that is, where everyone meets with necessity - on the market. The economic priorities of politics are designed to determine the role of the market: will it become a fraternal burial of native producers or a trigger for the rise of domestic production? But producers should not contemplate what is happening, criticize politicians and demand favorable development conditions for themselves. By their status in society, they are confronted with the vital necessity of looking for new factors of advancement, thinking about reserves that have not yet been involved in the process.

In the idea of O. Comte that every science must be a philosophy, far from everything is false. Philosophers who adhere to classical ideas about philosophy argued with Comte, considering it wrong to give methodology and, especially, worldview to the mercy of private scientific reflection. The dissolution of philosophical reflections in scientific knowledge will lead the latter to an epistemological dead end, since it will provoke absolutization in solving the universal problems of scientific knowledge. Making generalizing and guiding decisions in cognition is the lot of a "judge" independent of the specifics of private

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

judgments. At the same time, O. Comte was indisputably right, believing that only thinking that is not clogged with stereotypes is capable of acting productively, being innovative, innovative, and creative. Anyone who has taken the path of organizing business development, like Prayer No. 1 "Our Father", must know and repeat: only dialectical thinking will help me to be successful, will save the enterprise. But who in our years will teach you to think dialectically? The Russian democrats, who ruled the politics of the end of the 20th century, identified dialectics with the directives and slogans of the Soviet era and deliberately cut off its democratic roots as vigorously as M.S.'s henchmen uprooted the Massandra vineyards. Gorbachev, and even earlier the builders of communism raised virgin soil where it should not have been done, according to the voluntarist instructions of N.S. Khrushchev.

An enterprising entrepreneur is conditioned in decision-making by the state and trends of the existing market. But dialectically organized thinking will not allow him, when developing a business plan designed for the foreseeable future, to find himself in the grip of the market situation. No matter how arbitrarily formed, anarchically free the market is, it is regulated by the movement of production. Everything in production is connected by a common knot. "Everything is one", the ancient dialecticians argued, and they were looking for something that makes everything one. The market today demands one thing, tomorrow the situation on it will be different, however, it is impossible to exclude a repetition of today. Therefore, we need a preliminary, comprehensive, better systemic approach. The systemic one is better, because it allows you to get involved in the essence of what is happening, it presupposes the allocation of a system-forming factor. The system-forming factor of the economic analysis of market production has been and will be the commodity. It is no coincidence that K. Marx in *Capital* began with the commodity, called it the cell of the economic organism of capitalism and built contradictions in the movement of the bourgeois mode of production out of the contradictory nature of the commodity.

It is not the goods themselves that compete in the market, but the minds and will of the producers, of course equipped with capital. Goods are the visible side of the market, which objectifies the power of the entrepreneurial spirit in specific physical forms and actions. Here we are forced to turn again to dialectics, its requirement to look for the source of development in contradictions and not be surprised at the transformation of opposites, spirit - into material, material - into spiritual. The fundamental and universal conclusion of dialectics about the concreteness of truth explains: what is true now will become a delusion later. When? The question naturally arises. The answer must be sought in the

tendencies of movement. It is imperative to start with a comprehensive study of what everything is from. For us, this is a product, its necessary and additional (superstructure) features.

The production of a product is market driven. Once the market was formed at the expense of a surplus product and manifested itself in the form of fairs. Now the goods are made according to the needs of the market. The market, in turn, accumulates consumer needs in real terms. By chance, antique products or something very unusual new appears on the market. Theoretically, taking into account the rationality of human activity, its rationality, the mutual interest of the manufacturer, the seller and the buyer, we can admit the conclusion that all goods will find their consumer. If the market accumulates unsold goods, it will lose its function and die as a market - a place for buying and selling. In fact, this is sometimes the case. Only the market is not something abstract that exists outside of time. It represents a form of concrete temporal reality. The time factor is especially important in the market.

The market is the most important link ensuring the timely reproduction of goods. Stocks are not born out of fantasy. Sellers agree to bear certain costs, to sequester their expectations precisely because of the need to do everything on time. Otherwise, losses will increase, status costs will join the financial costs. The authority of the market entities themselves will be at risk. In the context of these considerations, the idea is ripening that the main function of the market is not to force people to buy at all, but to force people to buy as quickly as possible. A civilized organized market is intended not only to sell goods in a timely manner, but also to be a factor in accelerating the development of the production of goods. How exactly can this be done?

The paradox of the market is that the future of the market is cloudless, all market problems are always modern, they will remain modern as some are resolved and others grow. Where such confidence? From the analysis of the objectively real foundations of the market history. The basic market product is the one that provides the natural needs of a person. Outside the market, it is impossible to satisfy that without which social and individual reproduction is impossible. The market is a socially necessary condition for human life and its progress. The market should not only be, it is historically imputed to be a factor in the development of society. According to this purpose, the market is supposed to be a developing reality, and society is to take care of the development of the market. Not the freedom to give "how much he is able to swallow" (BN Yeltsin), but to manage the freedom of the market in the interests of the market and its systemic position in social development.

Let's return to the generic structure of the commodity market and continue its analysis, starting from the original idea of the "basic product".

Impact Factor:

ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 3.939	PIF (India)	= 1.940
GIF (Australia)	= 0.564	ESJI (KZ)	= 9.035	IBI (India)	= 4.260
JIF	= 1.500	SJIF (Morocco)	= 7.184	OAJI (USA)	= 0.350

Satisfaction of basic human needs with its help requires decoding with the involvement of worldview achievements. You can do it in a different way, simplified, only simplification will lead to the warning of "common sense": "simplicity is worse than theft." In economic analysis, it is dangerous to underestimate or overestimate anything. Human reality is dualistic, absorbing the biological and the social. As a first approximation, it is not difficult to separate the biological and the social in a person.

Biological - meeting the body's needs for nutrition, maintaining water-salt balance and metabolism, normal gas exchange, protecting the temperature conditions of life, reproduction of offspring, movement in space through self-movement.

Social - satisfaction with the conditions of work, the development of thinking, consciousness, speech, cultural progress.

The biological and social are combined on the basis of the need for communication and are realized in communication through activities. Public and interpersonal communication also requires its market expression. The biological and social characteristics of human reality are multifaceted. They are not given once and for all, they grow, synthetic forms of manifestation arise. So, the prospects for the market of naturally necessary goods and services are ensured, as well as market competition, following in the wake of its function to promote the mass availability of buyers to the offered products.

The development of the market is in line with the development of a person, his personal expression, new trends in the social movement. The 20th century added sports, scientific activities, space, cinema, international tourism to the traditional market sectors. Terror has morphed into terrorism largely thanks to market penetration. The market services of terrorists are actively used by the United States and regional states to strengthen their political position. Especially when such actions have the desired effect on traditional market and exchange trading, for example, hydrocarbons.

The market is developing in the direction of increasing its autonomy. This vector is paid special attention to by representatives of financial capital, who are well aware that the market represents the optimal preconditions for speculative stocks. Finally, the market in the twentieth century has become a favorite subject of economics, seeking to prove that the forces of economic movement are concentrated in the market. The market has become a symbol of the new economy, its leaders are not against giving this symbol a scale of socio-historical significance. The desire to present modern society as a "consumer society", "post-industrial society" must be understood in this way.

The market is not only a place where speculation has acquired the size of a mass legal phenomenon, it has itself become the subject of speculation over time.

Market speculation and speculation on the market phenomenon is an objective reality that is necessarily generated by the market, its, so to speak, reverse sides, development costs.

No matter how important they are for the history of the market naturally - the necessary goods that guarantee the stability of the market movement in the foreseeable future, one should not overestimate the importance of their natural necessity. The natural necessity of the product line indicates the nature, characterizes the essence of the object. But the nature and essence of the commodity do not appear directly, they are mediated by the phenomenon, the form of existence of the material transformed by production.

Low temperatures, high humidity, the need to protect themselves from injury, correspond to the workplace and the specifics of the performance of official duties, will bring a person to the store and make him a potential buyer of goods that he lacks, but will force him to purchase only in one case, if nothing else is found anywhere ...

This situation is not entirely fabulous, but it looks somewhat implausible for modern Russia. Our buyer has a choice, both in terms of price and attractiveness. 9 out of 10 are chosen first of all for the price, based on the contents of the wallet, then focusing on the satisfaction of aesthetic claims.

Sellers need not panic, no crisis will deprive the market of customers. Their problem is: who exactly will the consumer buy from? He will buy what he sees as a combination of the need to purchase a product, free financial resources, more precisely, the price on price tags, and the appearance of the product, including the art of service. The purchase formula is simple - "the relevance of the need plus the charm of the offer." The terms should be filled with specific content by specialists, relying on the experience of market relations. Let us remind ourselves that there are two types of demand in the ordinary, non-exclusive, author's market: natural and artificial, provoked by the promises of manufacturers and the advertising process.

The domestic consumer, hooked on the "pop culture" effect of "mass media", has lost the independence of taste along with the ability to think. The national flavor has been largely lost, the cult of globality is flourishing, the market is flooded with foreign consumer goods and counterfeit products, to which it is impossible to apply a qualitative assessment.

The market is developing a specific cultural picture that is difficult to understand. The state is not seriously interested in the culture of the buyer. The previous experience of cultural education and upbringing has been banished. "A holy place is never empty," and instead of the state came organizations from the structure of civil society, which have neither official powers, nor effective mechanisms, nor the required financial resources. Scientists economists

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

convince entrepreneurs that it is necessary to cut off everything that is not directly involved in production, reducing costs, increasing profitability. By doing so, entrepreneurs are driving themselves into the trap of the spontaneity and whims of the market element, abandoning the levers of demand management.

The "prudent housekeeper" replacing the current irrationally organized mass production focused on the absolute freedom of choice of goods by the consumer, when the assortment must satisfy the demand here and now, otherwise the seller will lose customers and question the continuation of his business, is "tied" to knowing the needs of a specific buyer. Of course, such knowledge is specific, it is indicative, relative, conditional, more like knowledge, an assumption, but still knowledge, in contrast to an abstract setting of the type: the buyer came for the product and he must buy it, we are obliged to help him. How exactly? We do not know, so we initiate his desire with an assortment. There is a certain logic and ethics in such reflections. The price of this logic is holding back from support - the high level of costs and load on the natural environment. They will not be written off, they will be distributed among consumers, increasing the purchase price.

"Product attractiveness" can become a magnet that triggers consumer interest. It was not without reason that V.I. Dal interpreted "attractiveness" as "attractiveness", "magnetism". The economic system is formed by production relations; therefore, there will be no radical transformations of the existing system of the economy, there will be a restructuring, a reboot, which changes not the system, but the order of the system's functioning, the vector evolution of economic policy. The economic system will be optimized by rationalizing costs, minimizing the cost of assortment.

Does the consumer benefit? Apparently, yes, provided that manufacturers and sellers do not skimp on research work on consumer demand. Here, the simplest research is not enough, a deep analysis and integration of different approaches - economic (marketing), sociological, cultural, ergonomic, sanitary, hygienic, focusing scientific research on regional, national characteristics. The prospect of real participation in the process of students of different levels will open, accelerating their formation as highly qualified specialists.

Conclusion

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

It is easier for European and North American manufacturers to settle in the market with their

products. The experience of communicating with the consumer has been accumulated over the course of two to three centuries, the consumer has dealt with the producers, found "his own" according to his interests and pocket; the market has balanced, adjusted 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 toughly. Corruption, arrivals, monopoly claims are not over, but the struggle is real, not decorative, fake, which greatly facilitates the availability of the market, unifies the conditions of competition.

Satisfaction with the quality of consumer goods is among the main problems of European theorists and practitioners. The problem, in schematic terms, is simple - it is necessary to qualitatively satisfy the end customer's need for a product. Upon closer analysis, simplicity turns out to be conditional - composite, in order to obtain the desired result, it will be necessary to build an ensemble on the market of the value of the product (1), price (2) and the consumer's purchasing power. In this sense, the market really acquires a key importance for economic development. This emphasis of 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".

In foreign analytical reviews, information has appeared that avant-garde marketers representing large companies producing mass-market goods are proposing to significantly expand the format of participation with product consumers up to discussing the recommended price for an economy-class product. The idea is quite reasonable and practically feasible at no extra cost. Buyer's conferences are not realistic here, but the detailed practice of holding promotions, advertising actions with the device for displaying goods, reporting the estimated price and asking for a consumer assessment of the plans are quite promising and can be effective. One should not underestimate the modern buyer, his financial readiness, just as one should not force him to pay for the unqualified policy of the manufacturer with overstating the price. The agreed prices are also not fatal for the enterprise. There are always unused resources: materials science, technological, organizational, activating which the manufacturer makes the process profitable. A stable market position in the face of increased competition and volatility comes at a price. Perhaps it makes sense to rationally modernize what is called "bargaining" in a "market" such as a bazaar.

The quality of a product, in practical consciousness, is determined through its ability to meet the needs and expectations of a particular consumer. The quality of a product consists of many useful properties. Figure 2 highlights the main qualitative properties of the product.

New for economic theory, the concept of "product value" is defined as "a set of quality

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

parameters expected by the consumer for the product he needs." The "consumer satisfaction tree" was "grown" from the concept of "product value".

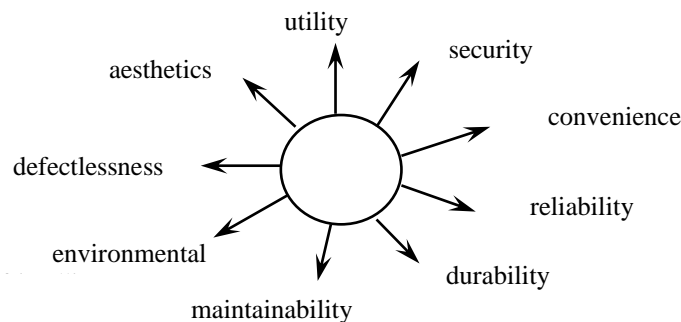


Figure 2. Basic quality properties of the product

The value of a product consists of the degree of necessity for its consumer and the level of quality (the presence of the required characteristics of the product). The buying decision is also influenced by:

- confidence of the buyer in the supplier;
- trust in the manufacturer;
- information from other consumers;
- accumulated experience of using a similar product.

The consumer makes a purchase decision by weighing the ratio of the proposed price of the product to the estimated cost. 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 your attention to one phenomenon that usually escapes in the problematic bustle - the historicity of the economy. The economy has not always been the way we perceive it now and will not remain forever. Economic life changes in time, which forces us to tune in not its changing being. 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? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, which aggressively squeezes the social sphere to the sidelines, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security and fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", 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. The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at core concepts. The philosophy of quality will also change. We must be ready 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 case to which they have dedicated 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, applied software packages, theories of synergy, network cooperation, the immanent consciousness of the and competitive products

The authors set out the concept of import substitution of light industry products through the competitiveness of enterprises and through the competitiveness of products, ensuring their relevance, attractiveness and pretentiousness in order to create the preconditions for sustainable demand among consumers in the regions of the Southern Federal District and the North Caucasus Federal District. This is possible if producers ensure the demand for products based on assortment policies while socially protecting consumers' interests, guaranteeing them a stable financial position, price niche and a policy of effective cash flow, creating enterprises to obtain stable technical and economic indicators.

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	PIHII (Russia) = 3.939	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

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 must be carried out in the context of it. Of course, all the actions presented are interrelated. 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 of building that direction in the economy, which someone mockingly called "light" industry. Hard 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 revising the concept of the roadmap and the strategy for the development of light industry in Russia until 2025, approved by the government, is justified. Unfortunately, it lacks the main thing - the role and importance of participation in its implementation by the authorities of all levels, without whose support both the roadmap and the strategy for the development of light industry are only intentions and nothing more. The lack of promises and responsible persons deprived them of being obligatory for these very branches of power, 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 municipal formations as city-

forming ones, in order to restore social stability and security to small and medium-sized cities of Russia, that is, to restore them the role that they played for these same municipal and regional formations, of which there are so many in Russia, including in the regions of two Federal Districts - the Southern Federal District and the North Caucasus Federal District.

The implementation of all the proposed measures presupposes the active participation of these very branches of government, but, especially, regional and municipal, so that, creating new jobs in small and medium-sized cities, guarantee their population all social conditions for a decent life, ensuring their 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 products in demand 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 import substitution, regional and municipal authorities, supporting the heads of enterprises in the implementation of their tasks and filling the markets with products that are in demand, especially for children and socially vulnerable groups of the population of these regions, they - these very authorities - will directly implement their promises to voters expressed by them. 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.

References:

1. (2014). *Quality revolution: through advertising quality or through real quality*: monograph by V.T. Prokhorov [and others]; under total. ed. Doctor of Technical Sciences, prof. V.T. Prokhorov; ISOiP (branch) DSTU. (p.384). Novocherkassk: YRSPU (NPI).
2. (2015). *Advertising as a tool for promoting the philosophy of the quality of production of competitive products*. Kompanchenko EV, [and others]; under total. ed. Doctor of Technical Sciences, prof. V.T. Prokhorov; Institute of the Service Sector and Entrepreneurship (branch) of the Don State Technical University of Shakhty: ISO and P (branch) of the DSTU, (p. 623).
3. Rebrin, Yu.I. (2004). *Quality Management: A Study Guide*. (p.174). Taganrog: Publishing house of TRTU.
4. (2001). *Performance and quality management*. Modular program: Per. from English / ed. I. Prokopenko, K. North: at 2 pm - Part 1. (p.800). Moscow: Delo.
5. Feigenbaum, A. (2006). *Product quality control*. (p.471). Moscow: Economics.
6. Salimova, T.A. (2005). *A history of quality management*. (p.256). Moscow: Knorus.
7. Ponomarev, S.V., Mishchenko, S.V., & Belobragin, V.Ya. (2012). *Product quality management. Introduction to quality management systems*. (p.332). Moscow: RIA "Standards and Quality".
8. (2005). *Imai, Masaaki Gemba Kaizen: A Way to Reduce Costs and Improve Quality*. from English. (p.346). Moscow: "Alpina Business Books".

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 9.035
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

9. Porter, M. (2005). *Competition*. Transl. from English. (p.608). Moscow: Ed. house "Williams".
10. (2004). "What is Six Sigma." *A revolutionary method of quality management* ". P. Pande, Holp. / Trans. from English - M.Zh. Alpinina. (p.158). Business Books.
11. Wumek, J. P., & Jones, D. T. (2005). *Lean Manufacturing: How to Get Rid of Waste and Make Your Company Thrive* [Text]. trans. from English - 2nd ed. (p.473). Moscow: "Alpina Business Books".
12. Michael, G. L. (2005). *Lean Six Sigma: Combining Six Sigma Quality with Lean Speed* [Text]. per. from English. (p.360). Moscow: "Alpina Biz-ness Books".
13. Shingo, S. (2006). *Rapid changeover: a revolutionary technology for production optimization* [Text]. (p.344). Moscow: "Alpina Business Books".
14. Vader, M. (2005). *Tools of Lean Manufacturing: Mini-Guide to Implementation of Lean Manufacturing Techniques* [Text]. per. from English. (p.125). Moscow: "Alpina Business Books".
15. (2005). *Imai, Masaaki Gemba Kaizen: A Way to Reduce Costs and Improve Quality* [Text] / Masaaki Imai; per. from English. (p.346). Moscow: "Al-Pina Business Books".
16. Porter, M. (2002). *Competition*: trans. from English. (p.496). Moscow: Publishing house "Williams".
17. Minin, B.A. (1989). *Quality level*. (p.182). Moscow: Publishing house of standards.