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FEATURES OF CREATING PREREQUISITES FOR SOLVING THE TASKS BY LIGHT INDUSTRY ENTERPRISES IN THE SUSTAINABLE MANUFACTURE OF PRIORITY PRODUCTS DEMANDED BY CONSUMERS OF THE SOUTH AND NCFD REGIONS

Abstract: *The article examines the role of the leader of the enterprise team to ensure their effective activities in the production of demanded import-substituting products, for which the Authors have designated such a list of competencies that the leader - the head of the enterprise team must have in order to be able to successfully fulfill the goals and objectives formulated before him, in order to ensure to this very enterprise both the successful execution of production for consumers of demanded products, and being able to answer for failure to fulfill its obligations, only in such an alliance is it possible to guarantee the successful operation of the light industry enterprises of the regions of the Southern Federal District and the North Caucasus Federal District on filling their markets with demanded and competitive products. The results of such studies confirmed the justification for understanding that the head of the enterprise.*

The authors motivate the manufacturer to recommend to the market due to their motivation, managing quality, to produce import-substituting products for the consumer, to revise their concept of forming a market with demanded and competitive goods, taking into account their priority. Such a mutual understanding will fully correspond to the desire of the consumer to satisfy his desire to make a purchase, taking into account his social status, to ensure that manufacturers sell their products in full and guarantee themselves sustainable TEP from their activities and financial stability.

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Introduction

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It's no secret that now almost all clothes and shoes in Russia are imported. For example, rummaging through the closet, I found only one piece of domestic production - socks. Most of our citizens have recently either bought goods in the mass market at sales of global brands, or ordered new clothes online directly from China (but cheap!). Why is it impossible to establish production in Russia? Why did trousers and boots never succumb to import substitution?

Maybe it's my wardrobe that is not quite patriotic? But here are the numbers. The share of imported footwear in Russian retail is 87% clothes - 82%, textiles - 73%. Basically, we import all these things to wear from Asia - China, Vietnam, India, Bangladesh, Indonesia, Malaysia, and some from Belarus and even Kyrgyzstan. Meanwhile, imports are rapidly rising in price. The cost of clothing and footwear in Russia in 2021 increased by 10-15%, and in the coming 2022, prices may increase by another 15-25%, reported the disappointing news agency Fashion Consulting Group. Many experts give even sadder forecasts: in their opinion, the growth in prices for clothes and shoes in the middle and low price segments can grow up to 40%.

"Last year was one of the most difficult for the commodities business," explains an expert in trading on marketplaces and the commodities business Maxim LOGINOV. - Restrictions due to covid in the work of customs led to stagnation of commodity flows and disruption of supply chains, and then to an acute shortage of containers, which have risen in price several times. Entrepreneurs were forced to recoup losses by raising prices, plus the cost of delivery to Russia has risen sharply. The clothing and accessories segment has always been expensive, and now the cost of logistics has increased by 2-2.5 times. The prices for materials are also rising in China itself, sheathing and shoeing half of humanity. Not only raw materials are becoming more expensive, but also equipment, energy, labor of workers, and the cost of transportation continues to grow. The situation will definitely not improve in the near future:

It would seem that we need to get down to business. If we are making rockets, how can we

manage the boots? Nevertheless, the expert is very skeptical about the possibility of setting up production in Russia: in his opinion, China fulfills orders for the whole world and years of active PR work must pass in order to attract a flow of external orders to Russia. The second problem is materials. We buy them for production at Russian factories, again in China, so we still face the same delivery problems and rising prices for raw materials. The mentality of the Russians also matters, says Loginov: the Chinese are used to working seven days a week, and we are clearly not ready for such a regime.

The reason for the current situation in the country is an economist Andrey BUNICH calls the oil model of economic development: "It was believed that everything except oil and gas did not matter, that it was a trifle, nonsense." Such a dismissive approach, in his opinion, has led to the fact that in terms of non-food products, we now completely sit on imports. There are either direct imports or hidden ones. That is, even if a thing is listed as Russian-made, its components are still imported.

"Obviously, there are branded clothes," says Bunich. — But we could close some very simple positions in the market ourselves. And that would have a dampening effect on prices. Shipping from China is no longer as cheap as it used to be, costs and wages have risen there. And many manufacturers are already leaving from there - to India, Bangladesh, Indonesia. If we produce here, the prices will be comparable: there is almost no fundamental difference in the cost of labor now, but you can save a lot on transport and logistics. Plus jobs will be created here. I believe that our producers could compete, but we need to provide them with preferential conditions. It's possible and not that expensive. The same Turkey for its textile industry uses various forms of support, they have this industry as a priority.

As tells SOYUZLEGPROM President Andrey RAZBRODIN, we, for example, make excellent down jackets and leather goods that are exported around the world, but mass production is not easy. Nevertheless, under the conditions of covid, the industry, one of the few in the country, showed growth: "Before the pandemic, our clothing industry was underloaded by 45% with orders, and now orders are in line, the salaries of seamstresses have grown to 100 thousand rubles, it is almost impossible to find free capacity".

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According to him, already now more and more industries are thinking about moving from China and Bangladesh to Russia: it is cheaper to sew with us and transport to Europe than from China. The production of large brands is being localized, and our brands have begun to develop more actively.

"Establishing production only for Russia is a minimum task," says Razbrodin. - China has developed production for the whole world in 10 years, nothing prevents us from doing this. We have a lot of opportunities and traditions, the Chinese had to learn everything from scratch. We have lost part of the industry, it must be restored. Following the localization of finished products, the localization of fabrics will follow, we will be able to restore their production. The government needs to take over this industry. Remember how agriculture and farming were supported, and now you can buy a variety of cheeses, although until recently there was almost nothing domestic. It's a similar situation here."

Main part

The quality of production and the quality of the product of production depend on the technical conditions - technology, technical means, organization of production, professional qualifications of organizers and performers and attitude to work. The last two components form the content of the concept of "subjective factor" or "human capital". Based on the achievements of the scientific and technological revolution, entrepreneurs are trying to minimize the complicity of the "subjective factor" due to its volatility. Without advertising, the "subjective factor" refers to the conditions of uncertainty and risk.

The problem here is that all attempts to limit the presence of the subjective factor in production and, mainly, in its technological component, inevitably lead to the absolutization of the technical component. It becomes a total means of increasing labor productivity, production safety and profitability. Thus, the management of the organization of production development is delegated to artificial intelligence, built on the laws and rules of formal logic, expressing one of the aspects of development - conservatism.

The original law, and, in essence, the principle of this logic is the law of identity. The subject and the subject, their relationship are recognized as immutable. Movement is reduced to its relative moment - rest. Peace replaces movement and with it change as the essence of any movement.

C. Darwin said: nature does not like jumps and explained, because all of them consist. J. Cuvier, on the contrary, tried to understand the variability of species as a result of earthly cataclysms. The life of nature tells us that we should be afraid of logical linearity in thinking. It is effective when it is important to bring something to perfection in its traditional

manifestation. For example, in the case of improving the existing assortment, achieving a rational ratio of consumer requirements for a well-known attractive product, its quality and price. But everything comes to an end, improvement is not an exception, therefore, it is necessary to look in advance for options for an interesting promising development of the product line, to think not about what is already there in principle, to improve what is available, but to try to fantasize systematically, ahead of demand with innovations.

Our thinking in that part of it, which is called creative, is spacious enough for innovative actions. It is only important to understand that beyond the horizon of the known, Aristotelian logic endures its heuristic potential. Perspective thinking is thinking that tries to "grab" the direction of change in commodity production. Here, the possibility in thinking of an anticipatory reflection of reality dominates - a property discovered by P. Anokhin. There are physiological grounds for foreseeing changes, mental prerequisites in the form of will, needs, emotions are also natural. It remains to look for logical tools. The arrow of movement should be translated from Aristotelian formal logic to Hegelian dialectical logic, based on the principle of developing the content of concepts and changing the concepts themselves. Representing the peculiarity of dialectical logic, its fundamental difference from the logic of Aristotle, G. Hegel wrote: "In rational logic, the concept is usually considered as a simple form of thinking and, more precisely, as a general idea that the concept as such is something dead, empty, abstract." And he clarified: "Of course, the concept should be considered as a form, but as an infinite, creative form."

It is no coincidence that the like-minded people of K. Marx noted that the founder of the universal understanding of dialectics did not leave a textbook to the heirs, since it was supposed to be the logic of analyzing the movement of production in Capital. K. Marx showed how the logical limited thinking of production managers reduces the process to capital management and brings production not only to a crisis provoked by overproduction, but also to socio-political tension. The development of political economy after K. Marx was expected, subordinated to the historical rehabilitation of capitalism. Intellectual and political forces concentrated on identifying the perfection of commodity production with its bourgeois form of organization.

Here, the features of Aristotelian logic, aimed at the immutability of the conditions of inference, came in handy. If commodity production is the only universal reality of the objective historical process in the conditions of a developed society, then history itself is destined to carry it out with dignity exclusively in the form of a bourgeois organization. Thus, the consumer's thinking, also generally tuned to a formally logical type of action, is led to the final conclusion: the period preceding capitalism was

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prehistoric, just becoming. The true history of commodity production is being created in a bourgeois form. Objective reality was embodied in an absolute, that is, non-historical form.

The power of logic lies in the ability to build an internally consistent theory, but the truth of any theory is not verified by its sequence alone. Here, the correspondence of the consequences of the theory to the realities of life is of particular importance. Economic theory is being tested en masse, because its results concern everyone directly. People may or may not be producers, but everyone consumes products of production and everyone wants to make consumption of sustainable quality and corresponding to the ability to pay.

Starting with handicraft labor and the guild form of its organization, the quality of the goods pushed all other signs of production into the background. As long as the division of labor had a shop form, and inside the shop everyone produced the goods up to the final commodity form and fully guaranteed the quality with his brand, the quality of production and the quality of the goods remained in the unity of existence, and the problem of the quality of the goods was simplified, reduced to the observance of the technological standard of production. Production was a way of life support for the manufacturer, so the relevance of the quality of the product was removed by the specifics of its relationship to production.

On the market, the goods were of high quality, one should only be afraid of counterfeiting, which did not have the current scale and was resolutely suppressed by both the state and self-regulation of trade. For mass production, which was the main consequence of the industrial revolution, the problem of the producer's interest in the quality of goods, among socially significant ones, was not noted. It undoubtedly existed, but the nature of production did not allow it to leave the sphere of private consciousness and materialize in the product range.

Potentially, this problem appeared even before commodity production, but at that time it was in the form of an abstract possibility, because the reality was the actuality of the quantity of the product produced. Production was only gaining strength as a source of human viability. First, the problem of quantity was born, the increase in quantity raised the question of quality, since it became possible to compare the produced product, and there was a specialization of production depending on the uniqueness of the natural environment.

The developing market demanded a variety of goods. Goods were needed within the framework of the difference in the purchasing power of consumers. Factory - factory production, based on the technical base, opened up the prospect of varying the quality of the goods. Severe restrictions on production, which distinguished shop activity, receded. There are different types of goods on the market.

In British philosophy, the very concept of quality was actively discussed. J. Locke proposed a version of the combination in determining the quality of the objective properties of objects and their subjective perception by consciousness.

In the division of quality attributes into "primary" and "secondary" there was a rational principle associated with the specifics of the "second nature" - things transformed from their natural state by human labor. The "primary" qualities of a product or its raw materials are determined by natural reality and are completely independent of a person. "Secondary" signs, on the contrary, depend on human labor. It is labor that reveals or creates them, and therefore the quality of objects transformed by labor must be determined with a human assessment. The inclusion of a person as a factor in the production of the quality of goods enhances the influence of the subject of labor on the quality of production and the quality of the goods produced. As a result, the burden on the management process increases.

Management is subject to the solution of the problem of sustainable production of a quality product. As in any task, here you need:

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

Only having received answers to the listed questions, we will be able to productively investigate the problem: "How realistic is our desire to give the mass producer the need for the quality of the product result", in other words, "is it possible to sufficiently motivate the receipt of a quality product from within mass production?". So far, unfortunately, quality management is carried out by introducing into production ideas developed not in it, but in the "pure" theory of management. Such a quality management mechanism elevates the importance of scientific analysis, determining the self-promotion of production towards quality, the role of an auxiliary, experimental farm.

A retrospective look at the history of understanding how to manage the quality of production in general, demonstrates clearly that this history is very similar to the movement of thought on the principle of "trial and error". Each following "theory" after S. Colt (1870s) - G. Lalande, G. Ford, A. Fayol, M. Weber, F. Taylor, W. Schuchert, E. Deming, I. Ishikawa, I. Juran, F. Crosby, A. Feigenbaum invariably resembled a way out of the impasse into which her predecessor led, until, in the

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end, they replaced the key concept of QS with QMS - "Quality Management System".

Comparison of QMS with SC allows us to consider the trend of movement - the desire, developing a new approach to quality management, to overcome the narrow technological view of quality as a kind of standard, limited by the production process outside the conditions of consumption.

The interpretation of the quality of a product that has developed under the influence of economic rationality does not reflect the socio-cultural status of the product, at least, the product of the consumer series. It is advisable to look for a qualitative characteristic of a product intended for mass consumption at the junction of its industrial, household and socio-cultural merits.

Moreover, it is desirable that the product not only satisfies existing needs, but also stimulates their cultural development, serves as a tool for the development of the consumer's personality. Human capital is involved in the creation of the product of production, and production is designed to contribute to the improvement of the individual. There is no other way to overcome alienation in the conditions of absolutization of private property and its distribution disproportionate to labor. Only giving creativity to work and rewards corresponding to creativity can be "removed", in terms of Hegelian philosophy, the tension of alienation. The quality of goods in a broad sense can be considered as a factor of social progress and as a test of socio-cultural achievements of social development.

In the definition of quality, the most common shortcoming is the lack of consistency. Quality is defined as a set of essential properties. The usual method of selecting such is the method of pyramidal arrangement of the properties of the object. Important, but not decisive, remain at the base, and as you climb to the top, a hierarchy of the remaining properties is formed. At the top, we get the sum of the main properties, which are included in the definition of the quality of the item. G. Hegel at one time wittily defined quality from the contrary - "quality is that, losing what, the object ceases to be itself."

Following the example of the great thinker, let's define "shoes" as "clothing for the feet." How accurate is this definition? For shoes, probably yes. Not for the quality of the shoes. If you deprive shoes of the ability to be "clothing for the feet", then it really will not be a shoe. If, however, only the ability inherent in footwear is preserved, then the required quality of the product will be indefinite. "Clothes for the legs" can be dangerous due to the toxicity of the material, the means of fastening, and the construction that is inconvenient for movement. A formally constructed requirement for an item does not coincide with the quality of the item. It is significant as a prerequisite for the qualitative certainty of the product. To

determine the quality of a product, one must proceed from its functional purpose.

Legs, for which clothes are sewn in the form of shoes, are part of a living organism. These are not stocks and not the limbs of a corpse, also intended for certain clothes. Footwear will not be shoes until there is sufficient evidence of its safety - hygienic, ergonomic, industrial, household. Quality is not a set of essential properties of a product, it is their system, the system-forming feature of which is indeed the ability to perform some formally most significant function. It is laid as the basis for determining the quality of a product, then "growing" the system itself, as a pearl in a shell is grown from a random grain of sand or the Periodic Table of chemical elements from atomic weight.

G. Hegel was right in his definition of quality, it is always better to start with what is "in plain sight" in order to build up the definition later. There is an electron shell around the nucleus of an atom, and together they give the definition of an atom. In the definition, we lay the quality, revealing it later in the aggregate of concretizing properties.

From a philosophical point of view, the quality of an object, reflecting the diversity of the world, reproduces in itself this objectively existing objective difference. The quality of the product, especially for mass direct human consumption, requires additional clarification related to the manufacturer's responsibility for the safety of using the product. The quality of consumer goods is more complexly structured. Its definition includes a systematic arrangement of core competencies of technical and humanitarian importance.

The situation under study, which has developed both in Russia and in the regions of the Southern Federal District and the North Caucasus Federal District with light industry enterprises in filling them with domestic products that are in demand on the markets, is regrettable. Their absence not only provokes shortages, but significantly worsens the social situation of those living in these regions, since for the majority of the population they were the only source of income, they were city-forming and provided the entire infrastructure for the life of the population, provoking not only employment, which in itself is very important, but also ensured the flow of funds to these regions to solve all their social problems. The hope of the regional and federal branches of power that everything can be solved through the ruthless exploitation of natural resources, which is not only criminal, but also a road to nowhere. And the talk about that domestic products are not in demand are groundless. The characteristics of imports and exports of footwear in 2021 are presented in tables 1 and 2, and the characteristics of imports and exports of p / f raw materials and finished leather in tables 3 and 4.

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Table 1 - Characteristics of footwear imports in 2021

TN VED code	2021			2020			2019		
	Quantity, thousand pairs	Price, thousand dollars	Price, USD/c couple	Quantity, thousand pairs	Price, thousand dollars	Price, USD/c couple	Quantity, thousand pairs	Price, thousand dollars	Price, USD/c couple
6401	1621.0	11,349.3	7.0	1277.5	9423.1	7.4	1941.8	14,073.6	7.2
6402	142 994.0	909 763.3	6.4	128,798.7	712 494.4	5.5	126,495.3	782 532.5	6.2
246	52,093.0	1,452,777 .2	27.9	48,548.9	1,306,379.6	26.9	60,314.9	1,644,496.9	27.3
6404	79,882.7	804 621.3	10.1	74,340.1	727 911.6	9.8	73,875.0	807 691.5	10.9
6405	2624.6	20,319.9	7.7	3,122.5	16,962.2	5.4	5265.2	25,203.6	4.8
Total	279 215.3	3,198,831 .0	11.5	256,087.7	2,773,170.9	10.8	267 892.2	3,273,998.0	12.2
6406, tons	24,995.2	128 919.8	5.2	24,765.0	114 137.4	4.6	26,324.6	128 625.5	4.9

Table 2 - Characteristics of footwear exports in 2021

TN VED code	2021			2020			2019		
	Quantity, thousand pairs	Price, thousand dollars	Price, USD/c couple	Quantity, thousand pairs	Price, thousand dollars	Price, USD/c couple	Quantity, thousand pairs	Price, thousand dollars	Price, USD/c couple
6401	3,549.7	10 102.6	2.8	3906.2	9,763.1	2.5	3,568.0	10,009.2	2.8
6402	7,176.5	51,247.9	7.1	7,856.1	51 103.9	6.5	7452.6	59,383.6	8.0
6403	3,541.3	87,469.2	24.7	3,726.0	90,938.2	24.4	4,038.8	109,021.5	27.0
6404	7049.5	64,078.8	9.1	8008.2	67,454.6	8.4	8,021.2	74,276.7	9.3
6405	2,719.2	15,924.7	5.9	2389.2	14,373.3	6.0	2528.3	14,951.8	5.9
Total	24,036.3	228 823.2	9.5	25,885.7	233,633.1	9.0	25,608.8	267 642.8	10.5
6406 , tons	925.6	7,884.8	8.5	722.2	5924.1	8.2	829.8	7348.2	8.9

Reference:

6401 rubber shoes	6404 footwear textile	6404 footwear textile
6402 other rubber footwear	6405 other footwear	6405 other footwear
6403 leather shoes	6406 shoe parts	6406 shoe parts

2019

Table 1 continued

Rates of growth, %						
2021 to 2020			2021 to 2019			
Quantity	Price	Price	Quantity	Price	Price	
126.9	120.4	94.9	83.5	80.6	96.6	
111.0	127.7	115.0	113.0	116.3	102.8	
107.3	111.2	103.6	86.4	88.3	102.3	
107.5	110.5	102.9	108.1	99.6	92.1	
84.1	119.8	142.5	49.8	80.6	161.7	
109.0	115.3	105.8	104.2	97.7	93.7	
100.9	113.0	111.9	95.0	100.2	105.6	

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Continuation of table 2

Rates of growth, %					
2021 to 2020			2021 to 2019		
Quantity	Price	Price	Quantity	Price	Price
90.9	103.5	113.9	99.5	100.9	101.5
91.3	100.3	109.8	96.3	86.3	89.6
95.0	96.2	101.2	87.7	80.2	91.5
88.0	95.0	107.9	87.9	86.3	98.2
113.8	110.8	97.3	107.6	106.5	99.0
92.9	97.9	105.5	93.9	85.5	91.1
128.2	133.1	103.9	111.5	107.3	96.2

Table 3 - Characteristics of imports of raw materials, semi-finished products and finished leather in 2021

TN VED code	2021			2020			2019			Rates of growth, % 2021 to 2020 2021 to 2019					
	Quantity, tons	Cost, thousand dollars	Price, USD/ton or sq. m	Quantity, tons	Cost, thousand dollars	Price, USD/ton	Quantity, tons	Cost, thousand dollars	Price, USD/ton	Quantity	Price	Quantity	Price	Price	
4101	5657.0	3,058.5	540.7	7,052.9	2536.9	359.7	3490.8	1354.2	387.9	80.2	120.6	150.3	162.1	225.9	139.4
4102	3,740.5	2322.1	620.8	2201.0	1398.9	635.6	7,163.3	7,027.0	981.0	169.9	166.0	97.7	2.2	33.0	63.3
4103				1.5	1.8	1,173.5									
4104 including wet blue	1341.9 1295.4	1,721.1 1,109.8	1282.5 856.7	3920.1 3,893.1	3654.5 3,261.3	932.2 837.7	2755.4 2688.0	3607.7 2857.4	1309.3 1,063.0	34.2 33.3	47.1 34.0	137.6 102.3	48.7 48.2	47.7 38.8	98.0 80.6
4105	14.0	63.6	4554.5	7.9	23.4	2952.3	69.8	174.2	2494.6	176.3	272.0	154.3	20.0	36.5	182.6

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4115	4114	4113 in thousand square meters m	4112	4107 in thousand square meters m*	4106
1,872.1	41.8	223.7 489.6	61.3	3245.1 2826.0	22.0
1431.8	780.1	2540.3	1356.8	31,989.2 31,784.6	75.7
764.8	18,652.9	11,355.9 5.2	22,123.1	9,857.7 11.2	3448.6
1,148.2	21.3	308.6 676.9	46.7	3,575.1 2,790.3	57.0
1,705.5	575.6	3,061.7	1110.3	30,900.2 30,773.0	338.2
1485.4	27,063.1	9920.4 4.5	23,764.7	8643.1 11.0	5928.6
3460.9	31.8	473.3 1,059.2	92.4	3,746.0 4,056.9	55.7
2319.7	566.0	4,145.6	1,753.5	36,963.6 36,792.4	209.6
670.3	17,790.3	8,758.2 3.9	18,979.7	9,867.4 9.1	3,766.1
163.1	196.7	72.5 72.3	131.3	90.8 101.3	38.5
84.0	135.5	83.0	122.2	103.5 103.3	22.4
51.5	68.9	114.5 114.7	93.1	114.1 102.0	58.2
54.1	131.5	47.3 46.2	66.4	86.6 69.7	39.4
61.7	137.8	61.3	77.4	86.5 86.4	36.1
114.1	104.8	129.7 132.6	116.6	99.9 124.0	91.6

4101cattle skins

4102skins of sheep and lambs

4103other skins

4104"wet blue" and "crust" from cattle

4105"wet blue" and "crust" from sheep and lambs

4106"wet blue" and "crust" from other animals

4107 leather and "crust" from cattle

4112 leather and "crust" from sheep and lambs

4113 leather and "crust" from other alive

4114 suede, patent leather

4115 composite leather

4107 leather and "crust" from cattle

4112 leather and "crust" from sheep and lambs"

4113 leather and "crust" from other animals

4114 suede, leather

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Table 4 - Characteristics of exports of raw materials, semi-finished products and finished leather in 2021

TN VE D code	2021			2020			2019			Rates of growth, %					
	Quantity, tons	Price, thousand	Price, USD/ton	Quantity, tons	Price, thousand	Price, USD/ton	Quantity, tons	Price, thousand	Price, USD/ton	2021 to 2020			2021 to 2019		
										Quantity	Price	Price	Quantity	Price	Price
4101	813.4	752.2	924.8	170.0	87.9	517.0	1,830.7	1679.3	917.3	478.4	855.6	178.9	44.4	44.8	100.8
4102	29.8	145.0	4,869.0	26.14	106.2	4,063.3				113.9	136.5	119.8			
4103	53.5	68.7	1284.9	104.3	401.5	3,848.4	166.2	541.4	3,258.5	51.3	17.1	33.4	32.2	12.7	66.8
4104 including wet blue	1,799.3 1,757.0	2543.0 2450.3	1413.4 1394.6	629.2 628.4	894.9 882.1	1422.3 1403.8	266.3 265.9	563.4 549.4	2116.0 2066.0	286.0 279.6	284.2 277.8	99.4 99.3	675.7 660.7	451.3 446.0	67.5 67.5
4105				6.8	20.3	2970.5	109.3	215.3	1969.3						
4106	300.3	547.8	1824.4	389.4	821.7	2110.2	354.5	978.5	2760.7	77.1	66.7	86.5	84.7	56.0	66.1
4107 in thousand square meters m*	5,883.7 6997.5	64,351.8 64,316.8	10,937.4 9.2	4,839.3 5234.0	52,823.5 52,810.0	10,915.4 10.1	6530.8 7482.6	82,347.5 82,277.2	12,609.2 11.0	121.6 133.7	121.8 121.8	100.2 91.1	90.1 93.5	78.1 78.2	86.7 83.6
4112	5.8	102.2	17,502.7	9.1	94.2	10,324.4	12.7	138.8	10,944.0	64.0	108.5	169.5	46.0	73.6	159.9

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4113 in thousand square meters m	4114	4115
72.0 113.5	25.3	721.9
860.7	298.2	170.5
11,950.7 7.6	11,803.2	236.1
62.5 150.1	31.9	262.7
705.9	389.9	148.8
11,296.3 4.7	12,237.8	566.7
73.5 117.6	30.5	151.4
746.9	435.7	187.6
10,164.0 6.3	14,291.6	1238.9
115.2 75.6	79.3	274.8
121.9	76.5	114.5
105.8 161.3	96.4	41.7
98.0 96.5	82.9	476.7
115.2	68.4	90.8
117.6 119.5	82.6	19.1

4101 cattle skins

4102 skins of sheep and lambs

4103 other skins

4104 "wet blue" and "crust" from cattle

4105 "wet blue" and "crust" from sheep and lambs

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4115 composite leather

We tried to show a way out of this situation through a well-developed assortment and assortment policy, when the unity of all branches of government, namely: municipal, regional and federal, in alliance with manufacturers, will offer consumers in their regions not only demanded and competitive products, but what is especially important - economically justified and guaranteeing enterprises the receipt of sustainable TEP, providing them with a warning against bankruptcy and guaranteeing stability, and employment and satisfaction of their social problems for the population of these regions. After the 2008 crisis, society spent a lot of energy trying to return the economy to the same rapid growth as before. But the assumption that the problems caused by the crisis are temporary is wrong, and we should accept this and understand that the economy in the new "post-crisis world" will work in a new way. Klaus Schwab, founder and president of the World Economic Forum in Davos, writes about this in his article on Project Syndicate, he identifies six features of this new world, namely:

- its economic growth will be slower but potentially more sustainable than before the crisis;
- growth will be driven by technological change, and its impact will be larger and deeper than, for example, the industrial revolution and its consequences in the 19th and 20th centuries;

- the current industrial revolution will hit economies like a tsunami, almost without warning and with ruthless force, the columnist warns;

- the pace of change will be high due to the interconnections operating in the modern world, changes will affect simultaneously economic structures, governments, security mechanisms and everyday life of people;

- every standard needs to be revised, every industry is in danger of being turned on its head. If you need an illustration, look at Uber, which has changed not only the sphere of commercial transportation, but also retail in general: goods and services are being "uberized" - consumers use, but do not own them;

- light industry will change due to 3D printing, because supply chains will have to disappear or transform;

- Gone are the days when the big fish ate the little ones. In the post-crisis world, fast fish will dominate, slow ones will die, - says Klaus Schwab;

- economic growth will be driven not by capital and natural resources, but by human imagination and innovation.

According to the economist, despite the difficulties that a new round of technological progress will entail, its overall impact will be positive. At the same time, Klaus Schwab suggests not to be afraid of the advent of robots, because labor automation will

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allow more people to get high-paying jobs (for this, however, they will have to acquire new skills so as not to be left behind). In general, in order to compete in the economy of the XXI century, and the authorities, and business, and society will need to constantly adapt to new conditions, Klaus Schwab predicts. Governments will need to not so much manage the consequences as they will need to anticipate change and, by anticipation, create the conditions for innovation in the private sector. These changes are inevitable, the columnist concludes, but ultimately they will allow us to improve our strategies. The choice of light industry enterprises as an object for assessing the effectiveness of the socio-psychological factor in the implementation of the QMS for the production of demanded products, including for children with pathological deviations, is due to the fact that these enterprises are characterized by the presence of highly qualified workers and specialists. Thus, the Policy of goals and objectives of the QMS will be implemented much more professionally and at lower cost due to three main aspects:

- employee involvement;
- process approach;
- systems approach.

In addition, the personnel of light industry enterprises are more effectively able to implement the goals and objectives of the QMS also because control activities are more professionally provided to fulfill the following situations:

- belief;
- execution of delegated powers;
- creation of conditions for increasing productivity and effective use of the business qualities of employees.

The attention of researchers to solving the problem of combining state and market mechanisms for managing competitiveness is justified because it becomes a strategic resource for the economy of these regions. Today, and even more so, tomorrow, in the global economy, the place of price competitiveness will be taken by the competitiveness of quality levels, which has widely increased its importance in connection with Russia's entry into the WTO and the need to use the ISO 9000 series. In this regard, the increase in the quality factor of the results of the domestic light industry in strategy to compete in global markets is a long-term trend. The task of increasing competitiveness is especially urgent for those enterprises that, due to external factors (increased competition due to globalization, the global financial crisis) and internal (inefficient management), have lost their competitive positions in the domestic and foreign markets.

Ways to solve this problem based on the use of innovative technological solutions by them, the development of an assortment policy taking into account the characteristics of these regions, the reduction of production costs due to effective

technological solutions with a more frequent change of assortment while maintaining minimal costs for reconfiguring the technological process and the formation of a pricing policy that creates competitive advantage in markets with unstable demand and taking into account the demand for light industry products.

As a result, the Russian market began to be filled with products brought from abroad, which, with rare exceptions, do not even have a quality certificate, and now even children are forced to wear shoes that do not provide them with the elimination of their pathological abnormalities.

Thus, the restoration of light industry production volumes is a rather urgent task facing manufacturers, and is of great social and economic importance for the population of these regions.

Specific reduced costs - an indicator of the comparative economic efficiency of capital investments, used when choosing the best option for solving technological problems.

When comparing possible options for solving a technical problem, rationalization proposals, technical improvements, various ways to improve product quality, the best ceteris paribus is considered to be the option that requires a minimum of reduced costs.

Reduced costs - the sum of current costs, taken into account in the cost of production, and one-time capital investments, the comparability of which with current costs is achieved by multiplying them by the standard coefficient of efficiency of capital investments. An analysis of this software was carried out in the manufacture of the entire range of light industry products, which confirmed the effectiveness of the software product for evaluating the proposed innovative technological process using universal and multifunctional equipment in their manufacture within the territory of socio-economic development. 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 the 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-famous quality specialist E. Deming, who at one time was a scientific consultant to the Japanese government and led Japan out of the economic crisis, writes in his book "Out of the Crisis": "... managing paper money, not a long-term production strategy - the path to the abyss. Whether the state needs to pursue an industrial policy, we can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. About the role of the state, he said: "... only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the egoism of merchants." You can't really say.

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

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

Let us carry out an enlarged factorial analysis of the problem of "quality of life". The quality of life of citizens depends on the quality of goods and services consumed in a full range - from birth to ritual services, as well as on the solvency 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 the work of enterprises depends on the state of management, on the level of application of modern management methods, on the implementation of production quality requirements.

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

Positive changes in the quality of goods require qualitative changes in engineering, technology, organization and management of production. Production must improve, which does not mean becoming more costly. Absolutely right, attention was drawn to one phenomenon that usually slips away in the bustle of the problem - the historicity of the economy. The way it is perceived now, the economy has not always been and will never remain. Economic life changes over time, which forces one to tune in to its changing existence. The modern economy is built on a market foundation and the laws of the market dictate its own rules. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a

new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively marginalizing the "social sector", is not compatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to turn the economy on the front for social security, a fair distribution of profits. The new economy is called temporarily "prudent". It requires humanization not only in the distribution of national wealth. The production itself is also being humanized, including the management system. The current principle: "survival of the strongest, most adapted", will replace "social production partnership - the manager and the manufacturer will become members of the same team. Mass production will give way to organization, appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs." A "thrifty" economy will be focused on resource-saving technologies and environmental friendliness of production. She demanded a new look at the root concepts. Therefore, the philosophy of quality must also change. We must be prepared for the coming events.

The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of the opposition of the ratio of actions "immediate" and "indirect". The saying "it's all about him" owes its origin to quality. The problem of quality can be "forgotten" only because every 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 that reflects the relevance and profitability of activities aimed at developing production.

The most significant and global in nature are international standards for quality management. The use of modern methods in them allows us to solve not only the problem of improving quality, but also the problem of efficiency and productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

Thus, solving the problem of increasing the efficiency 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 priority tasks.

The nature of the new competition in the modern world economy, due to the processes of globalization, places high demands on manufacturers to increase the competitiveness of goods and enterprises. Increasing the competitiveness of enterprises and industries is one of the most important areas of real economic

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growth, both in Russia and in the regions of the Southern Federal District and the North Caucasus Federal District, which is reflected in the program document, namely: in the strategy for the development of Russian industry for the period up to 2025.

In this regard, the problem of the competitiveness of domestic footwear requires the development of conceptual foundations for theoretical, methodological and practical recommendations that are adequate to the upcoming changes in the organizational and economic mechanism for the functioning of the entire industrial complex of the country.

In modern conditions of market relations, a competitive environment and direct interaction between Russian and foreign manufacturers, solving the problem of combining state and market mechanisms for managing competitiveness becomes a strategic resource for the economy of the regions of the Southern Federal District and the North Caucasus Federal District. In the world economy, the place of price competitiveness has been taken by the competitiveness of quality levels, which will increase its relevance with Russia's entry into the WTO. The increase in the quality factor of the results of the production of light industry products in the strategy of competition in world markets is a long-term trend

In Russia, as in most Russian regional entities, there are all the necessary conditions for the development of production in the national interests. If somewhere something is not enough, then this does not serve as a basis for a recession and recession.

In the mid-2010s, the country found itself in an economic situation similar to the end of the 1920s - the beginning of the 1930s. Then the question arose: to be or not to be a new social order, a desired people (for the "chosen ones" always adapt to any situation). The answer was not hidden in the maze, and L.M. Kaganovich did not need Ariadne's thread to get to the secret source in search of the key to solving the problem. He needed the leader's blessing. JV Stalin agreed that "cadres decide everything." From ourselves we will specify - "professionally trained and politically responsible for the result." The explanation is important, because The democratic reforms in Russia miraculously removed, first of all, professional responsibility for obvious defects in politics.

Politics has always been understood by everyone as an activity in the interests of the state. Political responsibility in a democratic society is the highest expression of professionalism. Failure to fulfill political promises and statements indicates either an inability to engage in politics, or the use of political management in private interests. 85 years ago, what was obvious to consciousness was such in practice. In vain, speaking of the cruelty of I.V. Stalin, they forget that every miscalculation in politics is reflected in the position of the people, and not politicians, managers, consultants, advisers.

In the interests of restructuring the economy on the path of increasing the share of added capital in commodity production - in fact, modern industrialization, it is necessary to start not with economic and not with scientific and technical actions - with a political renaissance. Of course, the new time requires other tools, different from the measures of the second half of the 1930s, but the essence must be invariant. Political efficiency is the highest criterion of professionalism. It is better to interpret this conclusion by contradiction. The actual reality did not reach the declared changes - the resignation of managers with subsequent public characteristics, depending on the specific conditions and the size of the inconsistency.

In Soviet times, party slang was common - "put in a responsible position"! No one really knew what and how to do it, but everyone knew that if you didn't do it, it would be bad. For some reason, we shifted the responsibility to the market. Responsibility for the implementation of specific political directions, losing its personalized form, ceases to be a responsibility. The Duma is not responsible for anything. The Government is responsible to the President and the Duma. The President is solely responsible to the people. Hence the only worthy rating of the national poll. Undoubtedly, his patriotic policy - consistent, active - helped the President. But, it seems that the main factor, albeit not obvious, of the popularity of the President, unlike everyone else in power, is his practical capacity,

Unfortunately, as long as the knots tied by economic incapacity and impunity will be unleashed by the President, and those responsible for solving the problems facing society will continue to frankly play for time, hiding behind the uncertainty of the interpretation of modernization, our general task is to "get off the dependence on raw materials" - 55% of tax revenues, will not be resolved.

The personification of responsibility does not mean the search for someone who is responsible for everything. Personification implies the delegation of responsibility for obtaining the desired result. Here it is essential to realize that a "team" is not a company of like-minded people, colleagues, partners; "team" - a chain of responsible, due to the specifics of the object and the problems of its modernization being solved. Responsibility for the result should not be smeared in the bowels of the team. Responsibility even for a team result always has a personal expression, which our high managers do not want to recognize point-blank. It is this desire - to "push" everything to the specifics of the management object, the unpredictability of demand, the volatility of the currency, the incomprehensibility of tariff changes, etc., that can explain the pressure "from above", with the help of which they prove to us that management is a professional direction,

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An interesting fact, though not from the history of "light" industry. DI. Mendeleev at the beginning of the 20th century received the task of the Government to figure out the secret of the modernization of gunpowder in Germany. Lacking direct access to German technology, the chemical scientist requested monitoring of the movement of freight trains in those places where gunpowder is produced, tracking the beginning and end of routes. Based on the information received, he deciphered the German recipe and developed recommendations for the Russian Government. If there had been a pure economist in his place, a modern top manager, the result would have been completely different. He would get bogged down in statistical and financial calculations of expenses and incomes, leaving the political and scientific and technical components. The most serious methodological mistake is to reduce economic policy to economic analysis.

Economic science arose and developed in the context of politics, like political economy. Today, economists in politics are guided not by political economy, but by economics in politics. Instead of investing in the development of production, they hide money in foreign banks, reduce funding for education and self-education, increase the number of the poor, do not index pensions, refuse to help farmers, etc. The "manilov" nineties were replaced by the "buns" of the tenths. For a particular enterprise (better associations, groups of enterprises), the prospects for promoting marketable products on the market are associated with the development of resources for understanding quality in the coordinates of production - to seek a qualitative compromise, and educating your consumer.

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

Among the main problems of European theorists and practitioners is satisfaction with the quality of consumer goods. The problem, in a schematic expression, is simple - it is necessary to qualitatively satisfy the need of the end buyer for the product. Upon closer analysis, simplicity turns out to be conditional - composite, in order to obtain the desired result, it is necessary to build an ensemble on the market from the value of the product (1), price (2) and the consumer's purchasing readiness. In this sense, the market really acquires a nodal significance for economic

development. This emphasis on the economic policy of producers can explain the concentration of interests on the consumer. It is not important to wait for the consumer, he must be actively sought and "converted to one's faith."

In foreign analytical reviews, information has appeared that avant-garde marketers representing large companies producing consumer goods are proposing to significantly expand the format of complicity with product consumers, up to discussing the recommended price for an economy-class product. The idea is quite reasonable and practically feasible without much cost. Buyer conferences are not very realistic here, but the extended practice of holding promotions, advertising actions with a device for displaying goods, reporting a settlement price and asking for a consumer assessment of plans are quite promising and can be effective. One should not underestimate the modern buyer, his financial readiness, just as one should not force him to pay for the unqualified policy of the manufacturer with overpricing. Agreed prices are also not fatal for the enterprise. There are always unused resources: materials science, technological, organizational, by activating which the manufacturer makes the process profitable. For a stable position in the market in the face of increased competition and volatility, you have to pay. Perhaps it makes sense to rationally modernize what is called "bargaining" in a "market" like a bazaar.

The quality of a product, in practical terms, is determined by its ability to meet the needs and expectations of a particular consumer. The quality of the product consists of many useful properties.

The concept of "product value", new for economic theory, is defined as "a set of quality parameters expected by the consumer of the product he needs". From the concept of "product value" "grew" "Tree of consumer satisfaction".

The value of a product is made up of the degree of need for its consumer and the level of quality (the presence of the required characteristics of the product). Buying decisions are also influenced by:

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

The consumer makes a decision to purchase a product by weighing the ratio of the offered price of the product to the expected costs. The higher the level of customer satisfaction, the more opportunities for business development, the more stable its market position. And I would also like to draw attention to one phenomenon that usually slips away in the bustle of problems - the historicity of the economy. The way we perceive it now, the economy has not always been and will not remain forever. Economic life changes in time, which makes us tune in not to its changing existence. The modern economy is built on a market

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foundation, and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Analysts say the symptoms of a new economic order are already on the rise. The next turn of the economic spiral will also spin around the market core, but the significance of the market will not remain total. The priority of market competition, aggressively marginalizing the "social sector", is not compatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to turn the economy on the front for social security, a fair distribution of profits. The new economy is called temporarily "prudent". It requires humanization not only in the distribution of national wealth. The production itself is also being humanized, including the management system. The current principle: "survival of the strongest, most adapted", will replace the "social production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to organization, appropriate implementation of the principle - "the manufacturer produces exactly what the consumer needs. A "thrifty" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at the root concepts. The philosophy of quality will also change. We must be prepared for the coming events. To the best of their competence and interests, the authors tried to share with you, dear readers, their thoughts, entrusted you with their judgments about the past, present and future of the cause to which they devoted their lives.

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

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

efficient cash flow, creating enterprises to obtain stable technical and economic indicators.

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

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

The implementation of all the proposed measures presupposes the active participation of these same branches of government, but especially regional and municipal ones, in order to create new jobs in small and medium-sized towns and guarantee their population all social conditions for a decent life, providing them with funding, including work, preschool and school organizations, medical and cultural institutions, distracting young people from the street and other undesirable phenomena. And the appearance on the demand markets of demanded products with a price niche acceptable for most consumers in these regions will reduce the migration of the population from these regions precisely by financing all socially significant institutions.

Forming import substitution, regional and municipal authorities, supporting the heads of enterprises in the implementation of their tasks and filling the markets with products in demand, especially for children and socially vulnerable groups in these regions, they - these same authorities - will directly realize their promises to voters that they have made and create confidence among the population of these regions in their future, which, ultimately, will

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provide the population of small and medium-sized cities with a decent life. The main and invariant superiority of Russia lies in the geographical position, combined with the absence of the danger of overpopulation of our space due to natural growth. We have a natural and solid margin of safety for centuries. Instead of putting pressure on the past for unreasonableness in politics and economics, our ancestors should have been rewarded according to their real merits, who managed to gather Russia and the peoples around Russia. It is not so much the decline in production itself, the squandering of what historically manifested its national specificity, folk traditions, that is worrying, but the possibility of losing the labor talent of the peoples of Russia, the systemic inefficiency of economic policy is alarming.

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

The integration of transnational relations is an objective reality, but for all its objectivity, it does not negate the specifics of national economic advancement. Moreover, integration is objectively designed to promote national development. Why don't we get it right then? This question arises from a logical comparison of the policy in the field of strengthening the defense capability, restoring the country's international prestige in the most difficult circumstances of the formation of a new world architectonics with the fact that from year to year the Russians observe and fully feel for themselves in the rest of the economy - we accidentally do not two governments? The second "presses on the gas and slows down" at the same time.

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

How naive do you need to be in order to rely on sincerity, disinterestedness, and the sympathy of competitors when planning your economic policy? The President of the Russian Federation has long stated that our Western partners do not want the strengthening of Russia, they need an obedient Russia, like the Baltic Republics, formerly part of the USSR.

I didn't want to sadden the politicians responsible for the economy, but, following Aristotle, we are forced to state: "Friends in the East are also on their minds" - in the sense of "Plato is my friend, but the truth is dearer." They will help us to the extent that they benefit from such assistance.

It is time to understand that all economic and political unions in the modern world space are an attempt to achieve national gain in the environment of transnational relations, i.e. partners can be counted on as long as this cooperation is profitable for them. From which the conclusion follows - it is necessary to face your own economy. Only in this way, albeit with great tension, will it be possible to solve your problems. For example, there are no such objective reasons that would justify the decline in production in light industry over a quarter of a century. Light industry, closely connected with agriculture, is really dependent on the work of the latter. Only such interaction should be approached historically concretely, relying on scientific and dialectical analysis. There are old meteorological calculations showing that out of 10 calendar years in Russia 5 are unfavorable for the development of agricultural production (2 + 3 and 3 + 2). When defining the "five-year plan" as a planning measure, they relied on this pattern.

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

There is nothing similar in Russia. Let us recall the history of the last ministers of agriculture. In the USSR, there was a Ministry of Light Industry, which emphasized the importance of the industry. What prevents in the conditions of import substitution and declarations about the importance of developing our own production to restore equality in industrial management. The "calico region" without light industry is the same as native nature without birch groves or lyric poetry without the work of S. Yesenin.

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

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

The answer to question No. 1 is simple - no one was going to develop an economic policy paradigm aimed at a radical transformation of the basis. It was decided to choose the method of reforming (not without outside help) from ready-made samples. It was proposed to take the Swedish experience, the Polish "shock therapy", reforms in Portugal and Argentina as a model.

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

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

Society is a system of human relations carried out in the dynamics of economic activity. Activity is a means of social life of people. Activity that determines the need for various kinds of relationships is a way of manifestation and development of a person. Relationships are designed to provide such human development. At the end of the 20th century, only dumb people did not talk about the need to change the form of ownership, but the fact that the relations born by the form of ownership entail the distribution of the produced product, or its monetary equivalent, that the exchange cannot be completely trusted in the market, control functions should be reserved for the state, reorganized democratically, that in a perverted bureaucratic form the state remains a generator of corruption, they tried to keep silent, understanding the delicacy of reforming property.

For the majority of the population there is no relevance in who the owner is, not everyone wants to try on the functions of the owner - to spin, spin, fight,

take risks. Distribution, on the contrary, concerns everyone, both the poor and the non-poor.

The most difficult component of economic reforms is to achieve satisfaction in society with the distribution of the national product. The health of society depends on this satisfaction, and not on the form of ownership. And we have come to an important conclusion - the quality of reforms is assessed not by the changes themselves, but by the ability to give social life features of stability.

Integration and globalization are not a panacea for development. They do not cancel the competitive struggle, in which there are more than one winners. There are more losers. Hence the relevance of the old truth, the meaning of which became clear in dialectics. Movement under any conditions becomes self-movement. The Chinese rationally shut themselves down and won. Their victory was ensured by Eastern caution and skepticism about unification. They realized before us that integration and globalization are varieties of "pyramids" and are conditionally useful for national development. From the outside, it might seem that the Chinese reformers abandoned the mentality of the curse: "to live you in a time of change." From the inside, everything looked traditional - politicians did not betray with a sharp movement on a national scale, they were in a hurry, but with a constant binding of actions to the state economic structure, reforms in the economy were subordinated to traditional political dominants, did not repent and did not try to please. Nobody seriously thought about any economic shocks. Finance, as the circulatory system of the economic organism, was taken into "hedgehog state mitts", they introduced toughening for economic and corruption crimes, equating many of them with dangerous actions against the state, they did not come up with new parties - they updated the existing one, as before, they paid special attention to personnel policy. The Chinese took into account the Soviet party experience of "cultivating" personnel, which was based on the principle of progressive promotion depending on business efficiency and lifestyle. Finance, as the circulatory system of the economic organism, was taken into "hedgehog state mitts", they introduced toughening for economic and corruption crimes, equating many of them with dangerous actions against the state, they did not come up with new parties - they updated the existing one, as before, they paid special attention to personnel policy. The Chinese took into account the Soviet party experience of "cultivating" personnel, which was based on the principle of progressive promotion depending on business efficiency and lifestyle. Finance, as the circulatory system of the economic organism, was taken into "hedgehog state mitts", they introduced toughening for economic and corruption crimes, equating many of them with dangerous actions against the state, they did not come up with new parties - they updated the existing one, as

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before, they paid special attention to personnel policy. The Chinese took into account the Soviet party experience of "cultivating" personnel, which was based on the principle of progressive promotion depending on business efficiency and lifestyle.

In the seventy years of Soviet history, there were isolated cases when random people found themselves in the management of the economy. They could turn out just by chance, confirming by their exclusivity, the viability of the political personnel paradigm. Taking into account the economic disadvantages of excessive centralization in the management of the national economy, one can afford the following thesis - the socialist economy of the Soviet type was not rationally built, but it contained a significant reserve, which made it possible for new revolutionaries not to repeat the old Bolshevik methods - to help one and rob others.

The Bolsheviks in the image of revolutionaries, despite the odiousness of the policy of nationalization of property, look in a more favorable light in comparison with those who squandered the national treasure in the 1990s and are extremely reluctant to change their interested attitude towards what is happening today. The result of the revolution of 1917 was industrialization and the rise of light industry, folk crafts, the result of the counter-revolution was a 25-year depression of the economy, the struggle for the existence of textile, footwear, clothing production, a decline in the organization of training qualified personnel across the spectrum - from working specialties to engineering. In such conditions, it is time to step back from the abstract political ideals of the democratic reformers and come to grips with developing a "road map" for the revival of the light industry, in the expectation that that the crisis highlights the relevance of the rationality of "brainstorming" as opposed to "economic schools" in the trend. What kind of "road map" does this look like, based on the historical experience of the 20th century, when all the main events took place.

1. The interests of national advancement must be a priority. I would very much like to talk about development, but it is not possible to get it on a national scale now. You need to lick your wounds. Today, the most optimistic estimate is economically within the framework of achieving sustainable stabilization of economic indicators. Doctors in such a situation are reassuring: the condition is "stably severe." Unfortunately, the economy cannot be put into an "artificial coma" that helps to overcome the crisis through a more economical use of vitality. We are interested in the first point of the "road map" here. Doctors strive to mobilize the vital potential of the body, to help reveal the reserve of the will to live. Our economy is able to fight for survival, there are many smart, knowledgeable, dedicated patriots in it, however, with each lost year their number decreases. According to V. Inozemtsev, Doctor of Economics,

professor at the Higher School of Economics, one of the regular contributors to the AIF, about 400,000 people leave the country every year. Naturally, not everyone is on permanent residence, someone works under a contract, in search of temporary work. First of all, you need to help energetic people, light them a green light at the end of the tunnel. It is not necessary to count on officials of the type that has developed over a quarter of a century, who are sure that not the sword of justice hangs over them, but the safe of a senior bureaucrat to receive remuneration. Possible option - ONF. The President of the Russian Federation regularly and interestedly communicates with his activists. Communication is productive. looking for temporary work. First of all, you need to help energetic people, light them a green light at the end of the tunnel. It is not necessary to count on officials of the type that has developed over a quarter of a century, who are sure that not the sword of justice hangs over them, but the safe of a senior bureaucrat to receive remuneration. Possible option - ONF. The President of the Russian Federation regularly and interestedly communicates with his activists. Communication is productive. looking for temporary work. First of all, you need to help energetic people, light them a green light at the end of the tunnel. It is not necessary to count on officials of the type that has developed over a quarter of a century, who are sure that not the sword of justice hangs over them, but the safe of a senior bureaucrat to receive remuneration. Possible option - ONF. The President of the Russian Federation regularly and interestedly communicates with his activists. Communication is productive.

Academician A.G. Aganbegyan testified that a year of economic recession due to mismanagement takes much longer to restore the economy. It is necessary to act on the starting segment in such a way that there will be enough strength to finish and there would be some left for the next stage. Don't expect great things either. Miraculous transformations can be expected in private enterprise. Here the case is quite capable of appearing. In the general process, the role of chance is insignificant. Refusing to believe in luck, however, is unwise. There is an opinion that "lucky" those who are lucky. A successful alignment can be induced through professional activity, character, faith in a successful outcome and even in higher justice. Faith that accompanies reason has not yet prevented anyone from striving to do a good deed.

All interstate unions must be considered solely in the national interests, otherwise you will lose. An economic agreement is an international condition that you can really try to use for your own promotion, both at the level of a company and an industry. However, it should be understood that if you fail to benefit from the terms of the contract, you will receive it from your competitors, who turned out to be smarter. A compromise option is not excluded, when the profit is mutual and temporarily divided in proportion to

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participation. The main thing to know is that an agreement in any form leaves competitors competitors, it gives competition a civilized look, limiting arbitrary actions. Production speaks for the leaders of the PRC. In 2016, the Chinese made about 14 billion pairs of shoes - 2 pairs for every inhabitant of the Earth. Chinese leaders therefore in meetings, when signing protocols, are laconic. Ours has a harder time - in the absence of similar indicators, they are expected to give assurances of friendship and mutual assistance. Good, neighborly, mutually beneficial relations are the only real reality of the progressive movement. Everything else is virtual reality.

2. The stake on all-round support for the light industry, like most areas of investing public funds (financial, legal, political, humanitarian), contains risks, but within acceptable limits. History has tested Russia both as an independent state and as part of the USSR for the ability to create diverse and high-quality consumer goods in sufficient quantities. The strengths of domestic light industry products: the quality of the material, hygiene, compliance with national ergonomic and climatic conditions, a variety of assortment.

In Russia, it is possible to produce almost all types of materials needed for the light industry. The production of certain types of raw materials is limited in volume, which in principle is regulated by scientific and technological progress. The development of science and technology has supplemented natural materials with artificial, synthetic ones. Scientific schools were formed in the country within the framework of agricultural production and light industry, a system of specialized vocational education was created. Personnel were trained in schools, technical schools, universities, some of the educational institutions disappeared in the course of democratic reforms, but the training experience remained. It is easy to revive him. Industrial centers and enterprises have been preserved. Just in those places where the percentage of unemployed is high. The revival of light industry enterprises will lead to the activation of the socio-cultural environment, regional traditions, faith in the future of the population. People's social optimism will return.

In favor of the purposefulness of developing the production of goods necessary to satisfy the physiological needs of man, the size of the consumer market also serves. They guarantee the stability of the production load with orders for the relevant goods.

3. The creative potential of specialists is still high. He is quite competitive. Domestic artists, fashion designers, engineers, organizers have a high international rating. Often they are more and better known abroad than in their native country. Like all creative people, they strive to diversify the development of production, taking into account the specifics of the market, they are aware of the importance of monitoring the interest and capabilities

of the mass consumer. We left the state regulation of the quantity, quality, price of manufactured products, which was quickly taken advantage of by people random in the industry. Those who, having privatized enterprises, understood this as a way to improve their personal incomes and sought to squeeze out the maximum margin, are guilty of the collapse of the industry no less than their "senior" partners, who determined the fate of the economy created by the people with the help of mediocre reforms. Oligarchs and oligarchic capitalism are also a historically developing phenomenon. It is a mistake to reject the socially positive meaning of their existence. It is one thing for oligarchs-financiers, oligarchs-media tycoons who made their fortunes on speculation, brokerage, wild mining of carbon raw materials, and another for those who developed real production with a significant share of added value, i.e. thought about the future.

After the Gaidar Economic Forum and the Congress of Industrialists (2016), the oligarch O. Deripaska spoke very politically maturely: "2016 is the last year when the state will be able to use reserves to help production, from next year we must start helping the state." There is confidence that the opinion of one of the most active and experienced domestic oligarchs is not his exclusive view of the interaction between the state and business entities.

Fleeing Russia in anticipation of the future is the fate of those who are opposed to Russia, hiding in the "white fluffy fur" of the abstract democratic idea of world unity, along with their greed. The West does not need them, their finances are in demand there - not as impressive by Western standards as in the plundered fatherland, and "anti-Putin views"

The history of Russia is rich in examples of a smart, patriotic economic policy, namely, large owners who were ahead of the actions of state administration bodies, endowed with professional political responsibility for the development of production. It seems that those who are directly responsible for financial and production policy, having studied historical experience, are waiting for the production itself to put forward "locomotives" to advance the existing composition. G. Gref, who came out of the said sector of the government as the head of Sberbank, openly spoke at the aforementioned Gaidar Forum about the need for an active government policy to plan to overcome the crisis in the economy, invest finance in real production, and control the use of state loans by banks. Frightened by the "wrong" - not the cyclical crisis, banks do not want to risk even "short" loans in the interests of production. They "protect" speculators in the market and have themselves become ordinary speculators, putting state loans into financial circulation, leaving producing enterprises without credit, or setting deadly calculation rates for them.

It is somewhat easier for light industry enterprises to act in such a situation. First, the

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replacement of equipment is not so expensive. For example: equipping a physical laboratory with elementary modern equipment costs 5 million dollars. Secondly, you can get by with "short" money, which joins the interests of the financier and the manufacturer. But at the same time, light industry enterprises are more dependent on the rapidly changing market conditions, therefore, you need to be able to spin quickly, be able to use centrifugal forces - to diversify production. "Diversification" is a multidisciplinary word. In dictionaries, 4-5 values are distinguished. In the context of our study, three are relevant: "Diversification of production" as the expansion of economic activity into new areas, branching of production, expansion of the range of products; type of marketing strategy

Diversification currently "works" in the "most favored nation" mode, of course, with creativity, balanced risks and skillfully built monitoring. We mean the beginning of the transition in the development of mass production from the first type to the second - "lean production", which can be translated as "sparing" or "lean production".

This type of production fundamentally changes the very purpose of the production process. At the same time, the traditional task of manufacturing a large number of similar products that meet the requirements of regulatory documentation, from which the consumer must choose the most suitable for him, is replaced by the task of manufacturing exactly the product that this consumer needs and in the required volume and at a certain time.

A new type of organization of mass production shifts the study of planning optimization to the study of the peculiarity of market demand as a summary expression of individually differing wishes. The market is personified depending on the large number of indicators involved, which requires increased diversification of production. The nature of the market is changing, and entrepreneurs are obliged to adequately and quickly respond to this transformation.

To change the paradigm that integrates the policy of organizing and managing production, its ongoing restructuring is not enough, but a serious modification in the planning of enterprises has long been needed. And it began, maybe for the time being in the minds of production workers and owners, but this is a natural introduction to practice. The study of the mosaic of market demand has become more complicated by the search for new markets. The desire to capture the market in 2016 is unreasonable, as well as the dream to overtake China, we can only catch up with it in a dream. Fortunately, you can distill in different ways. The most primitive option is to do something more, the more promising one is to get ahead, to squeeze into the structure of the market, where its density is not so great. The general director of the Novosibirsk enterprise "Clothing Factory" N. Treshchev is sure that that it is realistic to squeeze into

the ranks of products "tailored with high quality" from fairly expensive fabrics, interesting design. In the 1990s, Russia was filled with "Bush legs", and it seemed that nothing could force them out of the market. Nowadays, they are not even remembered. Our poultry industry won. Why should we be afraid of the intervention of Chinese consumer goods? We need protectionist measures within the framework of the WTO, the SCO, but in principle they are not the essence of the matter. The movement is productive due to its independence from external factors. Sustainable development is a consequence of self-propulsion. If the existing conditions do not contribute to the development, it is necessary to look for reserves in the process itself, "removing" the negative effect of external circumstances. Our poultry industry won. Why should we be afraid of the intervention of Chinese consumer goods? We need protectionist measures within the framework of the WTO, the SCO, but in principle they are not the essence of the matter. The movement is productive due to its independence from external factors. Sustainable development is a consequence of self-propulsion. If the existing conditions do not contribute to the development, it is necessary to look for reserves in the process itself, "removing" the negative effect of external circumstances. Our poultry industry won. Why should we be afraid of the intervention of Chinese consumer goods? We need protectionist measures within the framework of the WTO, the SCO, but in principle they are not the essence of the matter. The movement is productive due to its independence from external factors. Sustainable development is a consequence of self-propulsion. If the existing conditions do not contribute to the development, it is necessary to look for reserves in the process itself, "removing" the negative effect of external circumstances.

The state is obliged to make a change in the decline in the prestige of professions related to the light industry, to create an attraction for those who decide to devote themselves to this interesting business. The owners are looking for reserves to raise wages. According to the VAT in 2020, it did not exceed 14 thousand rubles, which is half the salary of the average salary for the regions. The director of the group of shoe companies A. Titov sees a way out in the transition of production to automated complexes. Companies spent 2.3 billion rubles on the purchase of Italian and Taiwanese equipment, which made it possible to attract qualified specialists, retrain the backbone of the staff and increase salaries to an average of 45 thousand rubles. A. Titov connects the forecast for the development of production with an increase in the production of footwear in the mid-price segment. In favor of A.

It should also be taken into account that China's economic growth will inevitably lead to higher wage costs. This will emphasize the relevance of logistics calculations. As a result, the Chinese will lose their

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economic attractiveness, and it will be possible to compete with them in the segment that interested A. Titov. Russian industrialists also have such a trump card as their raw materials of natural origin. We hope that the promised investments in agricultural production will reach farms and fields.

The market for the light industry is also growing due to socio-cultural progress, in particular, due to the development of professional sports, an increase in demand for those who choose sports as a path to a healthy lifestyle. At the end of 2021, the newspaper "Sportexpress" published an interview with the chairman of the Board of the Russian Outdoor Group A. Grebtsov. "The outdoor goods market serves mountaineering, tourism, extreme sports, special forces, rescue formations, polar services and troops. These are areas that require heavy-duty, frost-resistant, waterproof equipment that meets the latest international standards of safety and comfort." A. Grebtsov reported interesting details, in particular, he compared the technological base for the production of high-quality products in Russia, Europe and Asia. According to him, we are "somewhat behind" the Asian potential, but "We can definitely compete with Europe... there are about 30 companies in Russia that know how to sew well." After the introduction of the import ban for state orders and state defense orders, the share of materials from the Customs Union member states supplied to the country's law enforcement agencies increased from 30% in 2019 to 83% in 2021. In 2022, the trend of increasing the share of materials produced by the CPEC countries used for the production of personal belongings should be about 85 – 90%. The reversal of the state order in the direction of domestic production will open up opportunities for related chemical industries (raw materials for thread, fittings, membranes, insulation materials). It will increase the production of fabric, tailoring, which will pull the development of equipment. A. Grebnev believes that it is important to consolidate the achieved results: make it clear to large retail chains the importance of acquiring and distributing goods produced in Russia, of course, taking into account their proper quality;

- to place first of all orders for production from those "who have already got on their feet and know how to sew." They have proven their worth;

- assist companies in obtaining European certification of materials, otherwise foreign firms will not be interested in them, and the goods produced by us will not get to the West;

- actively support companies with collective stands at international exhibitions;

- provide such enterprises with subsidies on loans for the purchase of raw materials and materials. The share of these loans in total lending should be from 50 to 85%;

- exempt modern imported equipment from import duties and VAT. The equipment used in sewing shops is 90% imported;

- implement preferential leasing.

As you can see, the program of A. Grebnev systematizes the main and primary steps in the direction of the light industry in order to regain its former importance. However, Heraclitus was right when he said that you cannot step into the same river twice. The rise of the light industry should be carried out on a new technological, economic and legal basis. It's bad if A. Grebnev's good intentions remain only intentions and nothing more

4. In modern times, it is necessary to work in detail on the culture of consumer demand - to educate the buyer. We have repeatedly emphasized in our publications that understanding the quality of natural and artificial phenomena is not identical. Consumer goods are produced by man and for man. It alienates the human essence, including the socio-cultural status of the individual. Therefore, the understanding of quality should include the subjective perception of the properties of the product through feelings and reflection. The perception of quality should not be allowed to "run its course", given to the sensual elements or simplified thinking. It is important to learn not only the art of modern design, but also to sew high-quality shoes and clothes, it is necessary to help the consumer understand all this, direct his aesthetic and hygienic ideas, make him empathize,

The wise Buddha laid down four key steps in the eightfold path: correct understanding; making the right decision; finding the right words and, finally, the right actions aimed at implementing the right decisions. The fate of the light industry now depends on what this last step will be. Its execution is the function of the Government. The political paradigm is extremely simple - we should not compete with anyone in the struggle for the global market, especially with the Chinese. The Chinese rightfully want to shoe and clothe the whole world. One fifth of the world's population lives in China. Our task is quite different. We need to make sure that the Chinese do not shoe or dress us. To transfer the purchasing demand to our own Russian production, to interest in goods produced in the country. Such a task is quite within our power, as the manufacturers say. And the Government needs to do its direct work consistently and in a timely manner, that is, to think, make a decision, bring everything to a result, work in a team and, most importantly, respect each other in this team. But first it is necessary to name to this team the problems themselves, which are characteristic today, but what is especially important, tomorrow, for the light industry. The emergence of systemic problems in the industry is due to internal and external industry reasons. They are connected both with the activities of the industry itself, and with ongoing institutional changes and changes in the national economy, in the

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Basically, this is due to structural imbalances in the light industry - a mismatch at the moment in the scale and capabilities of the industry to qualitatively meet the growing demand for products, stop the critical drop in the share of domestic goods in the domestic market and prevent the threat of loss of national security of the country.

The reasons for the first group of problems - the technical and technological backwardness of light industry from foreign countries are:

– low potential of equipment installed in the industry, most of which is morally and physically obsolete. The share of equipment in the machine park of the industry (according to Rosstat) operated up to 5 years was only 1.2% at the beginning of 2021, 6-10 years already 39.6%, 11-20 years more than 45.4%, and more than 20 years - 13.8%.

Worn-out and obsolete equipment is not only unable to produce a modern range of high-quality products, but also creates unsatisfactory working conditions, leading to increased industrial injuries. As a result of this factor, the specific labor intensity of production in the industry is 3-5 times higher than abroad;

- lack of modern technological repartitions and automated production management systems;
- lower, in comparison with the world's accepted standards, the pace of technological renewal. The equipment renewal ratio at Russian enterprises is 1–2% per year and is carried out at the expense of credit and own funds, at foreign firms this figure is 16–19%, which is largely due to investment support from their states interested in the development of light industry. The low level of equipment renewal leads to a reduction in production capacity (due to a significant

excess of the output of obsolete and physically worn out equipment over the commissioning of new equipment).

Over the past 5 years, production capacity has decreased:

- for cotton gray fabrics by 14 percent;
- for linen fabrics by a third, and for woolen fabrics by almost 4 times;
- for knitwear by 1.8 times, hosiery by 10 percent;
- shoes by 62 percent.

Summary: the state of fixed assets, especially their active part, does not meet modern requirements in terms of indicators characterizing the competitive and technical level of the industry's production potential;

- a significant lag behind foreign enterprises in the level of organization of production, in the operational control of the technological process, in the efficiency of the marketing services of enterprises and a long 2-2.5 times the duration of the execution of orders for the manufacture of products.

As a result of the impact of these causes, there is high dependence of textile enterprises on the quality of raw materials, dyes and textile auxiliaries (TVA) and, as a result, high production costs due to the high cost of raw materials, dyes, fuel and accessories (a large share of which are imported from abroad), and high energy costs, the prices of which are growing unreasonably at an ultra-fast pace; and weak competitiveness in the domestic and European markets of Russian goods in comparison with imported ones, both in terms of quality, design and price, and in terms of assortment, which is the main obstacle to the successful competition of domestic producers with foreign ones.

The second group of problems is the low level of innovation and investment activity due to the following reasons:

- the lack of investments necessary for the modernization of the industry and the introduction of "breakthrough" innovation and investment projects that make it possible to remove structural restrictions on the development of the industry and enter the production of completely new (in terms of consumer properties) types of products that are in demand in the foreign and domestic markets. At the same time, it is important to keep in mind that if today the domestic light industry can cover the needs in the public procurement sector, then tomorrow, when the demand for products will increase, domestic production will not be able to satisfy the growing demand even in this segment - which is unacceptable. In this regard, the development of import substitution through an increase in the production of quality products is the only possible way to solve the problem of production potential, the growth of which, having begun in the public sector, will move to the market as a whole;

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• a reduction in the volume and effectiveness of research and development due to a decrease in the volume of budgetary financing of R&D (in 2019, R&D was performed at the expense of the budget by 22.7 million rubles, in 2020 - by 25.0 million rubles - which, of course, negligible). To the greatest extent, this affected fundamental and exploratory research. Many scientific developments able to form a new technological basis for the industry to expand the production of competitive science-intensive products, not brought to completion and require continuation and deepening of developments. Scientific organizations are not allocated funds for the development of their experimental base, which reduces the effectiveness of scientific developments. And this, despite the fact that the achievements of Russian scientists are not inferior and even many of them surpass the world level in the field of creating new technologies and a new competitive range of products.

Traveling foreign countries invest 6-9% of the funds from the turnover of products for the development of science and its experimental base, which allows them to consistently achieve high achievements in science, increase the technological level of production and the competitiveness of goods in accordance with the requirements of the world market.

Failure to take measures to solve problems related to the development of science and the effectiveness of scientific support for the industry will inevitably lead to the emergence of possible risks of an economic and social nature in its work. Deprived of the influx of new technologies, the industry will no longer be able to compete with foreign firms, which will affect the ability of Russian producers to maintain their positions in the domestic market and conquer new segments in foreign markets. The technological backwardness of the industry in the foreseeable future may become an irreversible process, which will increase the strategic and economic danger of Russia.

The low level of assimilation in industry of the positive results of scientific developments and innovations (less than 1 percent of enterprises) - this negatively affects technological modernization, expanding the range of products (both civil and strategic) and quality, the ability to give it new functional and consumer properties, using modern technologies, including nanotechnologies.

Without taking effective measures to improve the current situation in the industry, its condition can reach a critical level. The task of increasing competitiveness is especially urgent for shoe enterprises, which, due to external factors (increased competition due to globalization, the global financial crisis) and internal (inefficient management), have lost their competitive positions in the domestic and foreign markets. In response to negative processes in the external environment, the processes of regionalization and the

creation of various network structures are intensifying, one of which is the union of commodity producers and the state.

There are three main variants of the concept of enterprise in a developed economy: neoclassical, agency (stock) and the concept of partnerships.

The concept of partnerships, or stakeholder theory, considers the dependence of the company's actions on the interests of a wide variety of stakeholders, which include consumers, suppliers, shareholders, managers, employees, etc. At the same time, each of the partners has certain rights to control the enterprise, therefore, the concept implies the need to make decisions taking into account their interests.

The theory of strategic management is one of the most difficult sections of management science. In a fairly short period of existence, characterized by the rapid development of a number of concepts, it managed to turn into an independent scientific discipline with its own academic infrastructure. The most important question that the theory must answer is to determine the sources of long-term competitiveness of enterprises. These sources are determined by the strategy of the enterprise and, accordingly, raise the question of its nature.

Reliability and universality are signs of the quality of knowledge. Reliability allows you to minimize risks, universality relieves stress from the search for new solutions to the problem - "they don't look for good from good." You have to pay for quality. The fee is generally considered to be financially dependent, but this does not always appear directly. In the history of civilization, there are two outstanding achievements at the level of revolutions that clearly have not received equivalent evaluation, namely:

- discovery of the price of knowledge, comparable to the price of things for a person, "knowledge is power";

- awareness of the special significance of theoretical knowledge in the form of concepts and related forms of abstract thinking - judgments, conclusions. This naturally led to the need to develop a specific technology for their production - a methodology for understanding the essence of the relationships of existing phenomena. The visible part of the world is "designed" for the consumer, the invisible - for the manufacturer. The competition of producers can be formalized as a simple technical task - to penetrate through the chaotic multitude of phenomena of the visible part of the world into its hidden part, to understand it, in order to return and understand chaos as an order of coexistence and development of phenomena. Order is a pattern. Laws exist only in textbooks on their own, separately. In reality, law is stability, generality, and necessity of the order

Economic science in the 20th century found itself in a difficult situation, which by the end of the century became critical. The theory of A. Smith and

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

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

Further we quote: "For sewing school clothes, fabrics made from natural fibers, such as wool, linen, cotton, should be used. These fabrics are the most hygienic, have high hygroscopicity and good thermoregulating properties." According to the results of the study, out of 98 manufacturers of school trousers, only 14 (!) Products corresponded to the quality mark, were safe for health in accordance with the requirements. Of the 30 shirt manufacturers, 28 had violations."

It is unlikely that anyone from those who were initiated into the state of the domestic light industry expected different results. What is striking is not so much the depressing statistics as the expert's comments addressed to the consumer of garment production. The specialist advises through a journalist: "If the label does not contain information about the manufacturer - its name and location, fabric composition, release date - then only this is a reason to think, but the fact that such products cannot be produced is silent."

The transition to independent standardization of technical characteristics is really possible within the boundaries of objective quality parameters only if there are two conditions:

- development of modern production technologies;
- the existing high professional culture, the system-forming factor of which is the personal responsibility of performers at all levels.

Of course, non-state control over production, a kind of people's control, must be added to the basic conditions. The ONF can be the center of such

people's supervision, but there is a danger of its formation as a party. The real strength of the ONF lies precisely in its status of being independent of inter-party relations, and may be an organization directly subordinate to the President. Top management, unfortunately, has gained experience in taming those who show independence.

In the USSR in the 1950s and 1980s, a quality management system was formed, which was not much inferior to foreign experience. This system was constantly improved, taking into account the received positive and negative experience, until the end of the 1980s. Everything began to collapse in the waves born of the "new political thinking". Finally, the democratic tsunami of the nineties swept the systemic policy regarding the organization of quality management. The crisis and "shock therapy" removed the relevance of the problem for the next decades. The reasons for the de-actualization of interest in quality lie in plain sight, namely:

- The achievements of the quality management policy of the Soviet period were associated with the features of the socialist type of planning, built on the principle of directiveness, in which, unlike indicative planning, economic incentives were directly subordinated to political goals. When the administrative-command practice of enterprise management became unnecessary, the practice of quality management went down in history along with it;

- It is no secret that with the collapse of the USSR, the future of Russia was looked at in a completely different way - "systemically". They tried not to integrate the Russian economy into world production, but to attach it in the interests of the existing architecture. We were given the place of producers and suppliers of raw materials, mainly of natural origin. The quality of such products is not due to production. The quality of production depends on the amount of added value - the lower the costs, the greater the difference between price and cost, the higher the profit. The production of a barrel of oil in Qatar and Saudi Arabia costs significantly less than in Russia. By relinquishing control over the market, the state has consistently freed itself from the obligation to control the production process. And this happened despite the fact that the bureaucratic apparatus and the costs of its maintenance increased by an order of magnitude. The very concept of "quality management" was lowered to the level of "quality control", after which each manufacturer could manage quality himself. In the end, quality was simplified to technical regulation;

- the quality of production and the product of production are functionally related to the quality of the market, while the quality of the market, in turn, depends on the willingness to purchase products marked with a quality mark. A high-quality product is in demand under two mandatory conditions: the

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effective demand of the mass buyer and the seller's conscientiousness. Neither one nor the other is available on the domestic market. Even in boutiques and elite stores, the buyer does not feel guaranteed to be protected from counterfeit products and the manufacturer's deceiver.

The market is an integral part of society. The order in the market reflects the state of society, and the manufacturer focuses on the state of the market. For him, the barometer is not the national interest - the opportunity of the market. The market is the driving force behind production. If the culture of the market were truly ahead of the culture of production, then the objections to the consumer approach to production would be reduced to a minimum. In fact, the culture of the market in Russia was not laid down by manufacturers, much less consumers with their skinny wallets. From the very beginning, intermediaries and speculators dominate our market. Legislation is also built under them, allowing a lot of different interpretations of actions and the same number of opportunities to avoid criminal liability. Quality management in such a situation has turned into the manipulation of quality in the interests of the market owners.

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

Attempts by the executive branch in the 2000s to activate interest in TQM were again a local and temporary success. In Soviet times, orders from above looked logical and forced to reckon with them. The reality, which had changed from socialist to capitalist, reacted sluggishly to these initiatives, without any enthusiasm, one might say purely educational, but not practically. Not surprisingly, faulty rockets were added to the peeled off soles of the shoes, unable to rise into space.

To the above causal factors, let's add an old disease inherited by Russian management from the socialist period. "The creation of a quality system in Russia stumbles upon another problem typical of our country," writes B.S. Aleshin with co-authors. It consists in the fact that instructions are written for someone, and not for a specific employee. Therefore, the usual situation has become a simple violation of instructions. This is fundamentally unacceptable at enterprises using a quality management system. Not trusting top management to solve this problem, B.S. Aleshin is looking for support at the corporate level - "...when preparing and creating a quality system in

Russia, it is useful to expand the scope of the problem and consider creating a system of corporate standards that supports the quality system."

B.S. Aleshin is a well-known specialist in the field of management, he held the highest positions in the Russian Government and knows the matter from the inside. He should be familiar with the history of the problem of training managers, rooted in Soviet times. A.G. tried to solve it. Aganbegyan when he was the director of the Institute in the system of SOAN of the USSR. He did this very seriously, initiating the creation of the Board of Directors of the largest enterprises in Siberia. Outwardly, the question looked simple: an economist-manager (then the overseas "manager" was not used) is a "free artist", or his professional training should be built as a superstructure on a production-oriented foundation, i.e. first professionally oriented education, only then economic education. There was a formal solution to the problem in departmental universities,

A discussion with A.G. Aganbegyan ended as expected - the majority considered it expedient to associate economic preparation with production specifics. Only in this way can it be given the necessary level of specificity. The reforms of the 1990s canceled the developed scheme, brought the training of managers in our country in line with the procedure established by them, whose economy was defined as a benchmark. The illogicality of economic policy was not concealed; on the contrary, it was extolled. Absolutization in science is not allowed as a brake on scientific creativity. Nevertheless, recognizing the need for a transitional stage, the economists who came to power took as teachers those who, from history textbooks, knew what to do during the transition. They wanted to be in the post-industrial economy, bypassing the developed industrial one, at the expense of "one-two". With all the defects of socialist industrialization, it became an objective historical fact in two five-year plans, and in five "five-year plans" even reindustrialization was not carried out. As a result, we returned to the previous logic of development. The military-industrial complex and Roskosmos made the locomotives of industrial progress, hoping that they would pull the development of the rest of the industry with them. But, not being confident in the ability of the rest to cope with new tasks, because they do not fulfill the old ones either, the government called on the military-industrial complex to expand the production of an assortment of mass consumer goods in order to meet the household needs of the population. hoping that they will pull the development of the rest of the industry. But, not being confident in the ability of the rest to cope with new tasks, because they do not fulfill the old ones either, the government called on the military-industrial complex to expand the production of an assortment of mass consumer goods in order to meet the household needs of the population. hoping that they will pull the

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One of the main rules of quality management experts consider the return to the original position, if the process has not started. Therefore, the restoration of the past model of economic recovery should be recorded as an asset of the authorities. The principle of consistency in the implementation of the socialist imperative about the unity of theory and practice should also be applied to this. Soviet VIPs from the Politburo did not develop a solution. They agreed and accepted them. Draft solutions were prepared by professionals, consultants, "subcontractors" and "initiators", they had scientists from the Academy of Sciences of the USSR and the most successful production managers. A random person could get into the industrial departments of the regional party committees, the Central Committee of the CPSU, only by being Stirlitz. Party and people's control was established. Naturally not perfect, but effective. The decomposition started when, with the advent of M. Gorbachev, his proteges declared themselves both scientists, and experienced production workers, and prophets, having lost their critical ability. Dialectics in management gave way to the desire to find an existing example, which gave rise to the rebirth of dialectical thinking, built on the basis of the historical concreteness of true knowledge, into the primitive eclecticism of E. Gaidar and K.

On the natural desire of A. Aganbegyan and his associates to combine scientific knowledge of the economy with common sense and practically verified experience, the liberal abstract fantasy washed away.

The criterion for the level of subject-oriented knowledge is the quality of management of the corresponding area of subject reality.

The paradox of economic management lies in the specifics of the movement of social production. In order to manage competently, we need theoretical, therefore, general scientific knowledge produced by economic science, but almost always it is necessary to manage a single enterprise that closes the economic chain. In this sense, economic management already acts as an art, it is akin to medicine, the principle of which is also superficially simple: we define the disease, but we treat the patient, so the algorithms are good in the process of theoretical training of the doctor, but they are limitedly applicable in the treatment of the patient. Something close to economic management and fashion. High fashion determines the style, color preference, the specifics of the shape of the product, the nature of its combination with decoration and accessories, the type of material. As for the individual product, then its specificity is

approved by the customer, based on the constitution and financial capabilities. Usually they think that fashion enslaves, they do not agree. Fashion provides just enough freedom of action in the given parameters. It experiences the cultural development of the consumer's personality. The manager of an enterprise also has freedom, including in determining the attitude to product quality. The manager's dream is to get quality by reducing costs, the dream is understandable, because otherwise the selling price will have to be raised, which is wrong from the point of view of quality management theory. The authoritative Japanese management specialist I. Ishikawa has repeatedly said that it is immoral to talk about raising the price while improving the quality of products, since the improvement in quality is associated with the stabilization of production, a decrease in defectiveness, costs, and consequently, with a decrease in cost and price. According to I. Ishikawa, it is justified to judge a price increase only when the consumer receives a product of a new technical level.

Given the poor organization of the transition period to a modern high-tech economy, aggravated by a global recession and the Western policy of sanctions against Russia, it is hardly realistic to count on the professional responsibility of a particular manufacturer for the quality of its products. Morality was born before commodity production, but then economic development put morality under its control, securing a new relationship ideologically. Moral development only in novels is controlled by the internal forces of the characters. In economics, morality exists like a precious stone in the vise of a ring clamp. Why do ISO standards emphasize three points of application of forces - the responsibility of the manager, cost reduction and personnel policy? There are three "golden truths" of quality policy in quality management:

- ignorance - the root cause of all troubles in management, in the economy above all;
- quality is a source of income, as it is associated with a reduction in production losses, in addition, it guarantees economic stability, improves the image;
- a careful policy towards professionally trained personnel, such people are the main wealth of any production.

The rules are valid when there is no reason not to comply with them - each violation is more expensive for yourself. In our country, in conditions of selective control over the rules, rare manufacturers follow the rules, they act much more according to concepts, that is, under the guise of imperfect rules and agreements with officials. And here we can formulate the essence of the political moment, as the leaders liked to say not very long ago. So what do we have?

First, it is no coincidence that economic theory was unhooked from politics, political economy was

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neutralized in economic science. To God - God's, to Caesar - Caesar's. Gaidar and the oligarchs really liked American economic liberalism, and they reflected it in a specific way. The freedom of enterprise was accepted with a bang, and they forgot to tell the people about the American draconian measures for violating the rules of economic activity. It was not profitable. They began to remember only after everything was divided, and the question arose of redistributing the products of privatization.

In an effort to purify economic theory from the political burden, a practical, managerial component was hidden. Economic management was separated from the subject specifics of production, so that it was like in theoretical mechanics, physics, and chemistry. The next step after the abolition of political economy and the priority in the management of production of its subject orientation was the ascension of economic management as a universal factor.

Economic managers have become legislators of order in the development of production. Many economic advisers and consultants came to Russia in the 1990s, and almost the main financial speculator Soros became more active. The question is, why was all this necessary and who benefits? The answer is not so complicated - these changes provided a cover for the transition from a policy of managing the quality of production to a policy of manipulating quality. Quality parameters began to be determined by economic managers, naturally, based on managerial interests. K. Marx pointedly called the attempt of the economist Proudhon to understand the philosophical foundations of poverty "the poverty of philosophy." Liberal economists stepped on the same "economic" rake as their French predecessor. The result was the same. Removing subject specificity, economists - managers - restored the scholastic philosophy of the "realists". Instead of moving towards the concreteness of true knowledge, they absolutized the abstraction of general ideas. Economics is called upon to reconstruct an objective, objectively defined reality, and not to be a producer of knowledge that is convenient for calculation. This is how the functions of science and philosophy were interpreted by theologians in the Middle Ages. However, apparently, there is a special interest in such a status of science, otherwise how can one explain the departure from the objectification of the criteria for scientific assessments. This is how the functions of science and philosophy were interpreted by theologians in the Middle Ages. However, apparently, there is a special interest in such a status of science, otherwise how can one explain the departure from the

objectification of the criteria for scientific assessments.

"Quality" is a philosophical category that, together with "quantity", forms a dialectical pair, that is, they are interdependent. In one of our publications, we identified three fundamental features of "quality":

- "quality" is a system of defining properties of a phenomenon;
- in the definition of "quality" quantity is always implied in one of its manifestations - wholeness, intensity;
- reflecting the subject diversity of the world, the quality reproduces in itself the objectivity of the difference of phenomena, it is structured.

"Quality management" is a concept of political economy, it allows for the variability of development, but within the limits of the objectivity of quality characteristics. Manipulation of quality is a definition of quality attributes free from actual characteristics in general, - theoretical and particular, - practical scales. In economic theory, until the 1950s, there was no specific procedure for estimating quality costs. The "traditional approach to determining the "optimal" cost of quality" dominated. 100% compliance of the product with the specifications was considered unattainable, so the price of quality was put into the after-purchase perspective. It was believed that the cost of the consumer for the operation of the goods is inversely proportional to the quality of the goods. They decrease as the quality of the goods, tending to zero. The concept of "optimum quality level" has appeared. It corresponded to the minimum cost of quality for the supplier and the consumer. The total costs were defined as the sum of the costs of the producer and the consumer.

A new economic reality emerged in the 1970s under the direct influence of the scientific and technological revolution. The technical complexity of the product has increased, the warranty period has increased. The changes that have taken place forced us to abandon the simplified model for determining the cost of quality. The concept of the cost of quality was born, based on reducing the cost of quality through more rational financing and reducing the overall cost of producing a product. They tried to make the economy economical. The emphasis in quality management has shifted towards solving common problems of production development and its standardization. G. Taguchi generally called its cost a measure of quality and gave the following calculations: one wash of a shirt costs 250 yen, usually a shirt is washed 80 times during the service. Laundry costs are 20,000 yen. If they can sew a shirt, wrinkled and soiled twice as slowly, the consumer's savings reach 10,000 yen. Suppose a new shirt costs the manufacturer 1,000 yen more, and sales increase by 2,000 yen, the manufacturer will receive 1,000 yen in revenue, and the consumer will benefit 8,000 yen. Society will save 9,000 yen plus reduced

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environmental spending because there will be less laundry waste. We are not against quality manipulation. Within certain limits, this is a forced measure, indicating the limitations of cognitive and other possibilities. The theory need not be conservative, but quality manipulation is a tactical level of management as opposed to the strategic value and significance of quality management. Manipulation is one of the tools of government, and it must remain private,

The second thing to keep in mind when analyzing the perspective of private self-quality control. Private initiative is conditioned by the general political and economic situation. Socialism could be built in a single country, but it turned out to be impossible at this historical time to ensure the competitiveness of socialism. Capitalism is still strong. The same situation awaits private producers. He delivers a quality product. Will he be able to work sustainably in an environment that is not ripe for such a practice.

It is not enough to be able to produce a quality product. It should be in demand by the mass buyer, and such an alignment is already a socio-economic policy. Everyone wants to have quality products and always. Only - this is an abstract desire. It exists like a dream, a fairy tale. Only as abstract desires acquire the status of concreteness of real possibilities will favorable conditions arise for the priority of "good taste", and the buyer will look for a quality product, and not look with envy into the basket of a rich but obvious minority. There are also Higgs fields in the producer-buyer relationship. In nature, passing through them, particles are endowed with mass and turn from energy particles into "real" particles. In the goods market, the product passes through the fields of sellers of various ranks and acquires an unrealistic price, which is advertised as genuine, corresponding to the quality. Until the domestic market is brought to a normal market state, which will have to wait a very long time, there will be no interest in the production of a quality product. It is quite acceptable to believe that among Russian manufacturers there are many honest entrepreneurs who have a sincere desire to feed, clothe and put on their fellow citizens in the best possible way. Who will let them do it. The market rejects them as "violators of the convention." Legislators will pass laws in accordance with the procedure and cost of lobbying - it exists legally; officials will make their comments through recommendations, instructions, etc. there will be no interest in the production of a quality product. It is quite acceptable to believe that among Russian manufacturers there are many honest entrepreneurs who have a sincere desire to feed, clothe and put on their fellow citizens in the best possible way. Who will let them do it. The market rejects them as "violators of the convention." Legislators will pass laws in accordance with the procedure and cost of lobbying -

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Of course, there is a certain niche in our market, it is used by the most respectable part of the middle class. The niche is insignificant due to the skinny social stratum and its instability in the context of the volatility of economic development. Nevertheless, this sector exists, and under its requests, manufacturers of quality products, for example, sausages at 1,500 rubles per kilogram, shoes for 5,000 or more, suits from 15,000, also exist. But what does this market exclusivity have to do with the characterization of our economy as a whole? Unless, it serves as an exception to the rule, which only confirms them. The problem of the status of a manufacturer of quality goods - a national scale and the potential of individual, relatively prosperous stratos, relates to it like the fate of passengers escaping in a boat after what a storm did to their large ship.

We did not say everything about our market, but we highlighted the main thing. We have power in the market with intermediaries and speculators, often appearing in one person. Corrupt officials are connected with them. Therefore, the proportions shown on the right side of the diagram look different in our market. Especially in terms of the cost of goods sold. This part of the Klondike is for everyone who feeds on the market, and a headache for real workers. Just like that, no one has yet refused their advantages. Without market regulation, no good intentions will find a quality road to the buyer, because it is known where such a road leads.

The main reasons for the absence of a civilized consumer goods market are:

- poor development of market infrastructure, interregional and intersectoral commodity distribution network and commercial relations with countries near and far abroad;
- imperfection of legislation in the field of production, export and import of Russian products. Given the complex and multifaceted nature of the

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problems of this group, cardinal measures are needed to solve them, including state support, as is done in foreign countries. For example, the recognition by the governments of China, Turkey and some other countries of light industry as a strategic industry allowed them to quickly turn outdated industries into modern ones and promote the powerful development of raw materials, chemical and machine-building complexes in these countries.

In Russia, in recent years, some steps have been taken by the state to normalize the situation in the light industry. The Government of the Russian Federation has provided a number of preferences to enterprises in the industry. For the third year now, technological equipment has been imported into the country at zero import duties and without VAT. There is a mechanism for subsidizing interest rates on loans for the purchase of raw materials and supplies. Since 2014, this mechanism has been extended to loans received for technical re-equipment. Support and incentives are provided for exporters of industrial products by reimbursement from the federal budget of part of the cost of paying interest on loans received for the production of export products. Although not large, funds are allocated from the federal budget for R&D in the interests of light industry.

Efficiency of preferences: each ruble invested in the industry in the form of subsidies on loans provides additional revenues to the budgets of all levels and state off-budget funds from 6 to 7 rubles, and for individual enterprises - from 20 to 30 rubles.

Operative and preventive measures "Counterfeit" were carried out to curb the illegal circulation of light industry goods. In particular, in 2020, as a result, more than 700 crimes were identified, for which material damage in criminal cases amounted to more than 2.7 billion rubles. In the course of the investigation of criminal cases, property worth more than 73 million rubles was seized, property, money, valuables were confiscated and damages in the amount of more than 57.6 million rubles were voluntarily repaid.

To reduce counterfeit products, the government of the Russian Federation has provided for an increase in liability from January 1, 2022 for false chipping of fur and light industry products in order to protect the consumer from products that are not of good quality and do not comply with regulatory documents, government leaders, together with manufacturers, hope that these measures have been introduced significantly reduce counterfeit products and allow consumers to buy high-quality products.

Using the created marking system, you can see the structure of the industry online, as well as track cases of understating the customs value, tax evasion schemes and violations of the order of goods circulation. On the example of the fur industry, where labeling was introduced in 2020: more than 9,000 participants (2,500 business entities) are registered;

retail sales grew by more than 51.7 billion rubles. (908 thousand pieces); legal introduction (production/import) of fur products into circulation increased by 57% (the number of goods in legal circulation increased by 5 times); 3.9 million products were marked (forecast - 2.5 million products); more than 20% of the project participants legalized their business.

It is possible to change the current situation and revive the light industry, and this was confirmed by the experts - respondents, showing unanimity, according to the main criteria for assessing the competitiveness of light industry enterprises, the list of which, approved at the end of the meeting, is given below:

1. To the Government of the Russian Federation:

a) provide for, when drafting the federal budget for 2021 and for the planning period of 2022 and 2025, the provision of state support to light industry enterprises annually in volumes not lower than the level of 2020.

b) provide for, within the framework of the State Program for the Development of Agriculture and the Regulation of Agricultural Products, Raw Materials and Food Markets for 2016-2025, the formation of a subprogram aimed at providing light industry with high-quality agricultural raw materials, as well as the implementation of anti-epizootic measures in order to eliminate hypodermatitis in cattle.

c) to consider the issue of establishing at the federal level incentives for corporate property tax in relation to movable property in order to stimulate the modernization of production and ensure that appropriate changes are made to the legislation of the Russian Federation;

d) take measures to mitigate, within the framework of bilateral international agreements with the central veterinary authorities of foreign countries, veterinary requirements for raw hides imported into the territory of the Russian Federation;

e) determine the sale of fine and semi-fine wool, long flax fiber to processing enterprises located on the territory of the Russian Federation, as a prerequisite for the provision of state support to agricultural producers engaged in the production of these products, and ensure that appropriate changes are made to regulatory legal acts;

f) provide for the introduction of amendments to the legislation of the Russian Federation aimed at developing a system for ensuring the traceability of the turnover of light industry goods;

g) to consider the issue of the expediency of introducing a recycling fee for footwear;

h) jointly with the Russian Export Center joint-stock company, submit proposals to promote the development of exports of Russian light industry products, including by compensating for the costs associated with the entry of these products to foreign markets. I am glad that they are expected to be

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implemented in full and on time, understanding the responsibility of these persons and their motivation for action.

In many constituent entities of the Russian Federation, there is also a wider list of benefits, including property taxes, land taxes, and others. At the same time, the existing preferences and the problems of the industry being solved to some extent at the federal and regional levels are not yet sufficient to eliminate the influence of negative factors on the development of the industry and turn it into a competitive and self-developing sector of the country's economy, and for domestic producers to strengthen their positions in domestic market and compete on an equal footing in the world market not only with the EU and the USA, but also with manufacturers in China, Turkey, India and a number of other countries. Hence, the key task is to accelerate the qualitative modernization of the industry and its supporting infrastructures using cluster approaches,

Social and personnel problems are caused by the state of the qualitative component of the personnel potential, which at many enterprises is in the zone of critical values, and for some it is already beyond them.

The deteriorating situation in the professional and qualification training of workers, low wages and the prestige of work lead to an annual reduction in the number of, mainly, young and promising workers under the age of 30-40 years. Over the decades alone (from 1990 to 2008), the number decreased by 3 times, and over the next nine years -2.8 times which led to a decline in output. At the same time, the measures taken for anti-crisis management of unprofitable enterprises by the state administration and management failed to influence the course of development of structural imbalances in the industry.

Failure to solve the problems of this group will significantly affect the ability of the industry to boost its economy and increase the production of competitive products in the volumes necessary to ensure the national security of the country. In addition, all of the above problems are exacerbated by the impact of the global financial crisis. In the context of the crisis, the light industry, like no one else, begins to feel its effects. Even those enterprises that in recent years have achieved positive results in innovative development, paying considerable attention to the modernization of production, are already forced and will be forced in the coming years to reduce production volumes and abandon long-term investments. This is due to the difficulties related to attracting bank loans (the share of borrowed funds in working capital in recent years has reached 40 percent), on the one hand, an increase in the volume of official imports, counterfeit and contraband products, a drop in demand and a slowdown in the sale of many types of goods, a reduction in workers and specialists, on the other sides. At some enterprises, delays in the payment of wages from 2 weeks to 1.5

months began to arise, temporary suspensions of work began, and according to experts, by the end of 2017, a reduction in the number of employees by 10-15% is possible. This is especially true for the three federal districts - the Central Federal District, the Volga Federal District, the Southern Federal District, which are the most significant in social terms. The capital structure of the industry, being concentrated in these districts, makes their territories the most critical in terms of the consequences of a deepening decline in production, which increases the significance of the social consequences arising from the shutdown of production. The share of Russian goods in the domestic market will decrease even more and may be less than 20% in 2022.

It is possible to change the current situation only by developing and implementing anti-crisis measures aimed at intensifying innovative activity, increasing production efficiency at a new technical and technological level and creating favorable conditions that ensure a stable growth over the years in the production of competitive goods. It is encouraging that all expert respondents are unanimous in assessing the role of assortment policy and the need to use effective innovative technological solutions to guarantee manufacturers the manufacture of such products that would be in demand by consumers in the regions of the Southern Federal District and the North Caucasus Federal District and would provide them with effective technical and economic performance indicators their activities, and products - its demand not only in the domestic, but most importantly, in foreign markets. The fact was again confirmed that there is every reason to trust the results of a priori ranking, and the software developed by the authors for assessing the competence of survey participants - a long life. This use of software is especially justified in assessing the competence of expert respondents invited by customs committees to work in customs commissions. Customs managers receive an objective assessment of each expert-respondent based on the results of their participation in the work of customs commissions, since in this case the expert cannot but agree with the received objective assessment of his competence, and customs committees receive a ranking methodology, giving preference to the most qualified and objective experts to ensure that only high quality products enter the domestic markets,

I would like to warn the customs committees about the haste in making decisions about the competence of experts if they do not have an objective testimonial received from highly qualified specialists. All this presupposes a correct attitude not only to one's duties, but also to the invited specialists, creating a trusting atmosphere and interest in obtaining positive results of the examination. If we sum up the effectiveness of the software for assessing the competence of respondents participating in the survey, then the researcher has a tool for selecting

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those respondents whose opinion has a high degree of confidence, confirmed by the value of the concordance coefficient (W), which tends to unity. Thus, summing up the effectiveness of a priori ranking and the software developed by the authors,

Roadmap for the implementation of the strategy for the development of light industry until 2025

As part of the implementation plan of the Strategy, cross-cutting activities are envisaged to be implemented throughout the entire period of its operation:

- support for the creation and development of Russian clothing and footwear brands;
 - combating illegal and illegal turnover of light industry goods;
 - promotion of exports in competitive segments of the light industry;
 - preservation of leather raw materials for own production of leather and footwear;
 - formation of personnel potential of the industry;
 - promotion of R&D and technology transfer;
 - information and marketing support for the development of the industry;
 - monitoring the effectiveness of the implementation of the strategy and adjusting the plan
- in addition, a number of strategic initiatives will be implemented in stages:

Stage 1. The main activities are being implemented in the period 2016 - 2019:

- preparation for the implementation of the strategy;
- stimulating the development of the production of synthetic textiles (synthetic fabrics);
- stimulating the growth of consumption of technical textiles;
- creation of an eco-system of enterprises for the production of technical textiles and nonwovens within clusters / industrial parks;
- stimulation of demand for special and protective clothing and footwear;
- creation of favorable conditions for contract clothing and footwear production;
- reorientation of clothing production to competitive products with advantageous access to materials and a low share of manual labor;
- support for the creation of a production infrastructure within the shoe industry cluster;
- providing profitable access for manufacturers to the functional components of clothing and footwear;
- stimulating the production of automotive leather and increasing the degree of localization of auto components.

Stage 2. The main activities are being implemented in the period 2020 - 2023:

- ♦ formation of demand for chemical fibers;

- ♦ support for projects to localize the production of chemical fibers;

- ♦ stimulating the processing of leather production waste and the introduction of new technologies to improve the environmental safety of production.

Stage 3. Monitoring of results and implementation of cross-cutting initiatives in the period 2024-2025

Detailed plan for the implementation of the Strategy, indicating the list of activities, expected results.

If customer satisfaction is formed at the expense of the level of the manufacturer, i.e. its test level is formed by the affordability of the product, which is offered by the assortment range, of course, by quality, and at the expense of the level of the consumer, i.e. its test level implies the existence of a culture of customer service, the attractiveness of the product, customer satisfaction, and, of course, the solvency of the consumers themselves, then the respondents who took part in the survey believe that consumer satisfaction will be provided with the reliability of the product, its affordability, the availability of buyers make purchases, i.e. their ability to pay. The natural quality of products, the diversity of the product range, the attractiveness of the design solution, i.e. fit the fashion products should have a sufficiently long warranty period, and interestingly, all respondents are unanimous that manufacturers should fight for respectful attitude of buyers towards them, win their trust and desire to buy exactly the products of these enterprises, i.e. the brand and image are always in demand, which together solves the main problem - providing consumers with domestic products in the framework of import substitution.

Rationality is the ability of a person, within the framework of systemic relations with the natural environment, to complete the animal (biological) form of subordination to nature not only by the art of adaptation, but also of transformation.

Planning arose in the process of mastering by a person those advantages that rationality provided him. And here it is necessary to clearly dialectically oppose rationality and consciousness as specific characteristics of modern man. Intelligence is predominantly a biological feature, consciousness is its specific historical development in the conditions of the social form of human life, a kind of way to realize the potential of intelligence. In this connection, the systemic use of the concepts of "consciousness" and "reasonableness" differs. "Reasonableness" is included in the composition of consciousness as a tool for building the latter. Intelligence singled out a person from the totality of biological species, consciousness allowed him to develop into a modern person and build his human, social structure of relations, thanks to the ability to foresee and plan, and, planning,

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Planning is an attribute of activity, one of its qualitative features. It is twice qualitative: both as a qualitative sign of activity, and as a measure of measuring the level of perfection of activity. The art of planning shows the active side of homo sapiens. To a certain extent, this is a sign of the highest state of activity. Attempts to oppose planning and creativity are something else than a desire to limit the universality of planning, to simplify the nature of human intelligence. It is also wrong to oppose planning to freedom of competition. Both creativity and competition are ways of manifesting activity, therefore, all its attributes must be present in them. Another thing is that the general is realized through the special and therefore in its reality it is specific, concretized. S.V. Kovalevskaya ventured on an original solution to the problem of describing the rotation of a rigid body with a shifting center of gravity - aerobatics in mathematics, according to the Paris Academy of Sciences, accessible to her only by L. Euler and J. Lagrange, planned her actions both objectively and in time, meeting the deadline. Even the ancestors of the current apologists for the fight against the planned economy, the pioneers of the development of the wealth of North American lands, the cowboys, who are considered to be free from everything, planned their actions within the limits of available knowledge.

At the beginning of the third millennium, the most urgent question is: how to optimize the organization and management of production development in the priority of consumer interests and environmental safety.

The underestimation of the strategic scope of planning reveals the flaws that are born from the understanding of rationality, and ultimately the defects of the rational ability of those behind the attacks on the universality of planning. In relation to planning, one can easily trace, firstly, the lack of panoramic thinking, and secondly, its ideological orientation towards the narrow format of utilitarianism as a perverted pragmatism

The outstanding achievements of the classics of political economy should include exactly what scientists economists who are guarding the interests of the current heirs of the revolutionaries, the bourgeois of the eighteenth and nineteenth centuries, are striving to carefully disguise:

- the fundamental position in the production of that labor that can be concretely measured in the product produced;
- developing a theory of value in relation to such labor;
- freedom of the producer as a necessary condition for the development of production;
- the decisive factor in the development of production is labor productivity, and the improvement of labor productivity is due to the division of labor,

which also facilitates the introduction of scientific and technological achievements into production;

- the goals of the economic movement are only partly within the development of production, the main goal is determined by the systemic position of production itself in the life of man and society. Production is a tool for solving problems of social and personal development, hence planning must be socially and culturally oriented.

Planning reveals the level of depth of knowledge of the economic process that requires management, and the degree of rationality of managerial actions. The latter needs a special explanation.

Intelligence, as a phenomenon, has a twofold interpretation. In the philosophy of the past and in the new century, "reasonableness" was understood and is understood as an independent phenomenon that realizes the identity of thinking and being, for example, in Hegel the expression of this was the absolute idea; or is considered as a unique ability of the subject - the highest level of the ideal ability to reflect reality. The characteristic of such a level is determined by the adequacy of reproduction by thinking of what is happening outside it.

Reasonableness is a guarantee of the possibility of obtaining an ideal copy of objective reality. The task of thinking, which has reasonableness, is to transform the possibility into a corresponding result. The process of cognition - reflection of reality by thinking is natural, therefore it can and should be planned. Here the main condition for obtaining a product is to match the actions to the nature of the object. There are many obstacles on the way to the truth, connected both with the peculiarity of the planned action and with the specifics of the thinking itself. Thinking is capable of knowing the truth, but it is also characterized by movement in a false direction, which may be a delusion, or may be deliberate in order to fit someone's interests into the result, be a consequence of moral dishonesty.

Human intelligence has its own history, but it is absurd to understand it separately from biological evolution and the sociobiological continuation of natural history. Before human rationality appeared as the special ingenuity of learned liberal economists infected with the idea of reformism, it was itself a derivative product of labor activity, that is, the formation of economic reality.

The real history of the mind is built into the history of the development of what was eventually called the economy by a natural-historical process, therefore, sociocultural progress, revealing the potential of human intelligence, must immanently belong to the economic movement. The concept of "superstructure" characterizes not some artificial constructive addition to the main structure, it helps to understand the architecture of a monolithic structure. No matter how you depict the first floor and do not call the second the first, you will not be able to get rid

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of their structural unity - the second will be considered above the first and the second will be, thanks to the first: there will be no first, there will be no second. But the first without the second is quite independently real.

Optimization in planning destroyed the system of organization of health care, education; forest fires became regular disasters, floods were added to them, significantly different from the usual and known for a long time. The authorities are trying to blame them on the "natural disorder" provoked by climate change, but few people already believe in such an explanation. The population migrates from the Far East, Eastern Siberia, Western Siberia is next, and some 50 years ago people actively went to these places to build, raise science and culture. BAM was built by the whole world, finances were limited, but they found money for social and cultural life, albeit on a modest scale.

Those who developed plans understood from real experience the impossibility of implementing projects without something that serves the development of the personality, satisfies its cultural needs, and warms the soul. After all, people went to large construction sites from places inhabited and equipped. To the question: what's the matter? The answer is simple. At the described time of rise, with all the punctures and costs, the goal was universal - the well-being of the Fatherland. Of course, even at that time the benefits were not shared equally - there were both rich and poor, the main thing - the goal seemed to be the same and the opportunity to make a career was equal. They built and produced not for the pleasure of "golden paratroopers", they promoted the country and themselves along with it.

Capitalism, we repeat, by the 20th century completed its "classical" history and was forced to rebuild, refusing under compulsion what had once helped it quickly increase its advantages: the colonial system collapsed as a result of a long struggle for independence; wars with the aim of redistributing property became a dangerous business - they could return like a boomerang; had to accept the idea of peaceful coexistence; it was necessary to strengthen the social direction in economic policy; the question of the maximum load on the natural habitat arose sharply. There have already been different stages in the history of capitalism: the primary accumulation of capital; revolutionary activity; monopolization of capital; concentration and dominance of finance capital.

Speculative thinking is a well-known phenomenon that arises in philosophical reflection or in the course of scientific discourse. Its epistemological nature is well studied - the non-systemic assessment of individual aspects of the subject of thinking and, as a result, the absolutization of the meaning of these aspects. Mental speculation falsely reflects objective reality, so it can be qualified as a cost in the production of the required knowledge. Very rarely has speculation been the product of

artificially inducing the process of cognition in the wrong direction. The "scientific permissibility of speculation" (by liberal economists) has a completely different epistemological mechanism of education, indicating that there is nothing related to postulates, delimiting the scientific way of cognition from non-scientific ones, in their thinking. We must always clearly differentiate philosophical reflection, scientific thinking and non-scientific ways of knowing the world. The problematic nature of philosophical knowledge is logically compatible with the subjective costs of thinking. The falsifiability of philosophically identified problems is limited, since philosophical knowledge is conditionally standardized.

Scientific knowledge, on the other hand, must be subject either to strict verification or equally severe falsification. It does not reproduce in consciousness its attitude to the object (subject), it is, in content, a completely objectified process. Even the choice by the subject of thinking of a coordinate system, a reference point, etc. is regulated at all stages of cognition. When scientific knowledge is "enriched" by the "permissibility of speculations", then such an addition testifies to one thing - the desire to modernize the post-non-classical stage of the history of science with something that has nothing to do with the current time or with scientific history in general. Allowing speculation not as a cost, but as a scientific phenomenon in the knowledge of economic movement, innovator economists want to squeeze a subjective action in nature into the chain of objective reflection of the developing reality, sliding into solipsism in perspective. Scientific knowledge is objective, the characteristic of the scientific nature of knowledge begins with objectivity, if economic thinking strives to be scientific, it must filter knowledge on the basis of objectivity. "The admissibility of speculation" is tantamount to its legalization in scientific knowledge. This is nonsense for legal sciences, logic, ethics, aesthetics, cultural studies, a negative phenomenon for historical science, political science, and sociology. As a fact of objective reality, speculation undoubtedly exists, therefore, the scientific - economic, political science, psychological, legal interest in it is justified, however, it is one thing to pay attention to the fact, and quite another - the desire to substantiate the regularity of the system belonging of speculation to economic science as a necessary condition its development. Scientific knowledge is objective, the characteristic of the scientific nature of knowledge begins with objectivity, if economic thinking strives to be scientific, it must filter knowledge on the basis of objectivity. "The admissibility of speculation" is tantamount to its legalization in scientific knowledge. This is nonsense for legal sciences, logic, ethics, aesthetics, cultural studies, a negative phenomenon for historical science, political science, and sociology. As a fact of objective reality, speculation undoubtedly exists, therefore, the

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Speculation is persistently tried to be presented as a necessary link in scientific thinking, and this is done in the interests of that minority that controls distribution, and does not produce a real product. Within the framework of artificially constructed relations in the superstructure of production, speculation has long been legally flourishing, but it is unnatural within the framework of the established system of production itself, where everyone, regardless of their position, is a participant and has the right to count on their legitimate share in the product produced. The order of distribution is determined mainly by property, and only then by the share of participation in the production of goods. The gap between the two realities - labor and property, formed in connection with the pattern of development of production and social superstructure, the direct creator of a real product and its real owner opens up a real opportunity to supplement the objectively natural reality, the conditionally existing, virtual or

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speculative reality. It is she who is considered as a way of movement to property.

Speculation is a roadmap to the capital that may be sufficient to start a real business. And in this version, speculation has a real meaning, it can be a conditional fact of scientific research. But under the dominance of financial, essentially speculative capital, speculation has become a steadily autonomous variety of activity, divorced from the production of a real product. Speculation in the market is an excessive form of intermediary activity. It has already become an obstacle to the development of production. And so it began to concentrate the costs of the social movement. By and large, speculation has matured, blossomed and outgrown the limits of law enforcement reality.

The "specialist" displaces the individual from the goals of social development. Economists need a specialist, sharpened by the technology and organization of production, personal development for liberal economists seems to be transcendent for the purposes of production. Production requires for its development not a person, but a knowledgeable and able to work specialist. They build the functions of culture and education for the training of a specialist. You don't have to go far for arguments, there is no need to dive into the history of the United States, you just need to turn towards the modernization of domestic special education - secondary and higher, displacing from the programs everything that contributes to personal development in order to focus the process on training a specialist in the direction. The personal model of education has given way to a competency-based one.

Globalization of the economy is a policy that uses the objective trend of integration of national economies. This is clearly seen in the example of the WTO. The WTO, on the one hand, stimulates a planned form of managing economic movement, on the other hand, it strictly regulates the possibilities for planning the development of the economy on a national scale, subordinating national interests to global goals, the justification of which, from a scientific point of view, looks insufficient, politically biased. Meanwhile, having joined the WTO, the country is forced to accept the conditions of this, to a large extent, political game.

National economic development projects are increasingly loaded and adjusted not in the national interest, which has to be put up with as the costs of globalization. At the same time, it should be borne in mind that there is no alternative to integration. Homo sapiens exists as a universal species. The earth is his common home, development is a common interest, synthesizing biological evolution and socio-cultural arrangement.

When planning, it is necessary to proceed from the dialectical requirement of a comprehensive objective analysis of reality, once and the need to act

together in the common interest, two. States have something to share, but you can't test history for strength, humanity has no other and never will. Dialectics has opened up to us the range of confrontation, both practical and theoretical. The struggle is reasonable only within the boundaries of unity, therefore, contradictions should be filtered through the need to obtain a common result that corresponds to the laws of motion of the human reality of being.

Conclusion

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

With regard to the production in general and consumer goods, in particular, the conclusion is even more simplified to the creation in a specific production of technical, economic and humanitarian conditions aimed at a high-quality, popular and affordable product. The organization of production can be considered reasonable only if it is subordinated to a single goal - the satisfaction of the consumer's needs. Unfortunately, our modern organization of the economy opposes the producer and the consumer, turning them into opponents, instead of stimulating them to act as a single team.

Where are the reasons for such an anomaly, in what? Is this due to objective factors, whose resistance we have not yet been given to overcome, or are the braking forces still of inertial nature, inherited from us, introduced in the course of modernization and we are able to deal with them, and not with the consumer on the market? What are our reserves?

Answers to the questions posed must be sought in system analysis, which requires an appeal to scientific and philosophical theory.

In economics and politics, many phenomena are known that contradict the nature and functions of these spheres of public life. Practical development does not always coincide with historical logic. History, contrary to its rational basis - the history of the implementation of the activities of a reasonable person, often drives the reflection of the mind into a dead end. In this connection, a problem arises: if the history of the sociocultural activity of a "reasonable person" should be at least no less reasonable and logical than the individual mind of a person subject to

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chance incomparably more than the socialized mind of mankind, then how to explain the existence of social anomalies, a kind of "jams"?

They are historical blind alleys from which we must regularly get out, or the product of the costs of underdevelopment of the organization of social relations and management, including here a limited knowledge of historical patterns. In other words, we have before us the riddle of history and should we determine where to look for the keys to its solution - in consciousness or in objective reality? What exactly to focus on? We don't have an answer that could be adequately substantiated. Moreover, it seems to us that it would be more legitimate to study the nature of this problem in parallel - both in social life and in public consciousness.

The improvement of production is due to the transformation of science into a direct productive force, technical progress, but the productivity and quality of productive activity depend no less on the moral factor - the attitude of a person to work. In this light, the Japanese mentality, developed by the original economic policy, linking the interests of owners and employees, is indicative. Its core is a national tradition that goes back to the history of Confucianism. Confucius taught: "When running a state ... constant attention to business and sincerity in relation to people, moderation in spending and love for the people are necessary. And it is no less important to encourage people to work ...".

In Japan, China and other countries of the East, one can find examples of moral disorder, but they do not so much testify to a sociocultural reorientation in a national format, but to the historical costs of developing a national culture. There, the vast majority of the population continues to listen to the words and reasoning of teachers. "Wealth and nobility, explained Confucius, are the subject of human desires, but a noble husband does not use them if they have been acquired illegally ..." How can a noble husband bear such a high name if he has lost his philanthropy? A noble husband does not part with humanity for an hour, it will certainly be with him: both in trouble and in worldly fuss. E

The quality of production and the quality of the product of production depend on the technical conditions - technology, technical means, organization of production, professional qualifications of organizers and performers and attitude to work. The last two components form the content of the concept of "subjective factor" or "human capital". Based on the achievements of the scientific and technological revolution, entrepreneurs are trying to minimize the complicity of the "subjective factor" due to its volatility. Without advertising, the "subjective factor" refers to the conditions of uncertainty and risk.

The problem here is that all attempts to limit the presence of the subjective factor in production and,

mainly, in its technological component, inevitably lead to the absolutization of the technical component. It becomes a total means of increasing labor productivity, production safety and profitability. Thus, the management of the organization of production development is delegated to artificial intelligence, built on the laws and rules of formal logic, expressing one of the aspects of development - conservatism.

The original law, and, in essence, the principle of this logic is the law of identity. The subject and the subject, their relationship are recognized as immutable. Movement is reduced to its relative moment - rest. Peace replaces movement and with it change as the essence of any movement.

Starting with handicraft labor and the guild form of its organization, the quality of the goods pushed all other signs of production into the background. As long as the division of labor had a shop form, and inside the shop everyone produced the goods up to the final commodity form and fully guaranteed the quality with his brand, the quality of production and the quality of the goods remained in the unity of existence, and the problem of the quality of the goods was simplified, reduced to the observance of the technological standard of production. Production was a way of life support for the manufacturer, so the relevance of the quality of the product was removed by the specifics of its relationship to production.

On the market, the goods were of high quality, one should only be afraid of counterfeiting, which did not have the current scale and was resolutely suppressed by both the state and self-regulation of trade. For mass production, which was the main consequence of the industrial revolution, the problem of the producer's interest as a commodity was not noted among socially significant ones. It undoubtedly existed, but the nature of production did not allow it to leave the sphere of private consciousness and materialize in the product range.

The inclusion of a person as a factor in the production of the quality of goods enhances the influence of the subject of labor on the quality of production and the quality of the goods produced. As a result, the burden on the management process increases.

Management is subject to the solution of the problem of sustainable production of a quality product. As in any task, here you need:

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

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

In the definition of quality, the most common shortcoming is the lack of consistency. Quality is defined as a set of essential properties. The usual method of selecting such is the method of pyramidal arrangement of the properties of the object. Important, but not decisive, remain at the base, and as you climb to the top, a hierarchy of the remaining properties is formed. At the top, we get the sum of the main properties, which are included in the definition of the quality of the item. G. Hegel at one time wittily defined quality from the contrary - "quality is that, losing what, the object ceases to be itself."

Following the example of the great thinker, let's define "shoes" as "clothing for the feet." How accurate is this definition? For shoes, probably yes. Not for the quality of the shoes. If you deprive shoes of the ability to be "clothing for the feet", then it really will not be a shoe. If, however, only the ability inherent in footwear is preserved, then the required quality of the product will be indefinite. "Clothes for the legs" can be dangerous due to the toxicity of the material, the means of fastening, and the construction that is inconvenient for movement. A formally constructed requirement for an item does not coincide with the quality of the item. It is significant as a prerequisite for the qualitative certainty of the product. To determine the quality of a product, one must proceed from its functional purpose.

The consumer with his interest as a product is theoretically not excluded from the development of strategy, tactics and advertising. Let's refer to B.S. Aleshina and co-authors: "For a quality strategy to be successful, both internal and external consumers must not only be satisfied and involved in the process that provides this satisfaction, but also take a direct part in the continuous improvement of the quality of this process" improved the Kaizyo system for this purpose; replacing it with a new edition of Kaizen. Changes in the organization of quality management have revealed the advantages of those countries where the mass consumer, who is also the production worker, feels more comfortable, feels his complicity in the development of production. In the second half of the 1980s, Japanese companies received 40 times (!) more suggestions to improve the production process from their employees than US companies (40 million vs. 1 million). It is also indicative that over 90 percent of the proposals, one way or another, were used.

The dialectic of the market that unites the producer and the consumer is simple - they are opposites that exist exclusively in unity, therefore, it is necessary to look for a balance of interests of both subjects in order to give the production of quality goods a sustainable character that serves as protection against recessions and crises. The crises of overproduction, which were classic for capitalism in the 19th and first half of the 20th centuries, have become history. They were replaced by financial systemic shocks. Specialists are looking for a panacea in a high-quality, smart, lean, lean economy. "Historical experience shows that with increased attention to quality, a way out of crisis situations began in many countries. The large-scale crises in Japan and Germany at the end of the 1940s were overcome with the help of a state policy focused on improving quality.

The change in the qualitative strategy of economic policy from incitement to quality production to the formation of a need for a quality product is not another attempt to revive economic romanticism and not communist nostalgia for the need of a cultured person for work, as it may seem to those specialists who have rebuilt from political economy to economics, reducing dialectical analysis to statistical, adapted to the volatility of modern production. We are talking about solving the system-forming problem of history - about the relationship of the individual to society and society to the individual, who is more impressed by which side of this contradiction, but in principle this is just a double spiral of social progress. A developed society is being tested as a condition for the development of the individual.

You can, of course, squeeze every last ruble out of the developed assortment and established production technology. Question: Should it be done? Time moves forward in a certain mode, "in its own way", objectively tailored "schedule". If you don't get into the rhythm, you fall behind, you stop meeting the changed requirements. The art of management - production management is no exception, consists in the ability not to "fall out" of modernity, then you will always do it in accordance with reasonableness. Intelligence will protect you from most problems. E. Deming's "Seven Deadly Diseases" will fit into one - not to fall out of the time cycle with the definition of the product and the organization of production.

Only those who are able to mobilize human capital and correctly concentrate financial and technical resources on solving this problem are capable of doing this. Without the ability to control the "pulse" of time - to understand the specific economic and socio-cultural situation, the state of consumer interests, the real possibilities of production, there is no chance to gain a stable position in the face of increasing competition in the market. Let us make one more addition - to the qualitative orientation of the development of production, and the general

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conclusion will become clear: the path of economic rationality lies through the creation of real conditions for the formation of a demand for quality products. This need should be tested by responsibility to the consumer as to oneself. Ancient Confucius Wisdom: Treat others the way you want them to treat you

The concreteness of achieving rationality in modern, qualitatively oriented production is in the solidarity of human capital:

- internal solidarity of producers, their need for quality,
- external solidarity with the consumer, taking into account the interests of the latter,
- solidarity in understanding quality based on a combination of economic and socio-cultural approaches,
- consistency and balance of the economic policy of the state in terms of market orientation, inducing the interests of quality in the development of the market by the tools of the economic mechanism.

We have tried to define and summarize the basic conditions for achieving solidarity. As far as the analysis of literature data allows us, this is done for the first time, so clarifications and additions will be received positively.

So, what should be considered as the necessary conditions for achieving a radical change in relation to the quality of production of a truly high-quality product - the transition from the stage of external audit to the stage of internal guarantee, which is formed through the formation of the need to create a product of the required quality by the consumer.

1. The presence of competition in the market of high-quality professional labor, so that there is a clear understanding of the need to work in accordance with the needs of the commodity market. Otherwise, the market will not allow you to take a stable place on it.

2. Significant increase in purchasing power. Achieving the level that allows you to select the right product. A quality product cannot, by definition, be cheap, but it can be made available through market mechanisms.

3. A high level of professional training of producers, provided on the basis of the formation of a professional culture and national identity. The main

thing should be the education of attitude to work as a deed that has dedicated one's life. Expanded education of consumers, their perception as subjects of a common cause.

4. Overcoming the feeling of conscious and unconscious alienation of the ability of the individual in labor and its products with the help of the following tools:

- achieving symmetry of the quality of work and remuneration;
- reduction to a reasonable ratio of the difference in the amount of remuneration of managers and performers, the clarity of the grounds for such proportionality;
- dependence of remuneration on the dynamics of advanced training and on participation in the improvement of the production process;
- full use of socio-cultural mechanisms to stimulate the individual to the general corporate movement, entry into command forms of movement;
- sustainability of corporate activities;
- formation of relations according to the type: "One for all, all for one." Active promotion of the command form of responsibility for the results of work;
- organization of a systematic competition for the quality of work;
- striving for national and international recognition of the quality and range of products;
- the formation of labor dynasties, participation in the distribution of profits.
- understanding the quality of the product as a comprehensive assessment of the product;
- awareness of the fact that it is the "little things" that reveal the perfection of quality, therefore, the little things should be treated as the building material of quality.

Shoes, by their quality, by definition, should ensure the interaction of two fundamental competencies - safety and comfort in use. The aesthetic properties of shoes are subordinated to them and packed in them. With their help, the producer "lures" the consumer, like the flowers of plants, calling for insects, performing the work of pollination through consumption.

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