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FEATURES OF THE ASSORTMENT CONCEPT WHEN CHOOSING INNOVATIVE TECHNOLOGICAL PROCESSES FOR THE PRODUCTION OF DEMANDED PRODUCTS

Abstract: In the article, the authors consider the assortment concept, which is expressed in the form of a system of indicators characterizing the possibilities of innovative technological processes for the production of demanded products in the regions of the Southern Federal District and the North Caucasus Federal District. The authors believe that the production of demanded products can be expedient and promising for manufacturers in order to have a stable financial position, and its steady demand will provide them with profitability and profit, which guarantees for them to obtain stable technical and economic indicators.

Key words: assortment and assortment policy, assortment concept, innovative, technological, processes, sales volume, revenue, profitability, profit, price niche, price elasticity, financial position, technical and economic indicators, demand, competitiveness.

Language: English

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Introduction

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Filling technological processes for the production of competitive and popular footwear for consumers in the regions of the Southern Federal District and the North Caucasus Federal District is costly. The use of universal and multifunctional equipment forms the technological process in such a

way that it makes it possible to produce the entire assortment of high quality footwear with different price niches, creating priorities for its implementation.

I would like to note one more undoubted advantage of the studies carried out by the authors is the fact that, in addition to proposals for manufacturers to use universal and multifunctional equipment for assembling shoe upper blanks and

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molding upper blanks on a shoe, it is proposed to use the technology of direct casting of the bottom on shoes and such equipment that once to ensure the production of the demanded assortment range of footwear, both by type and by type, and create the prerequisites for high efficiency of the production itself and satisfy the demand not only of consumers in the regions of the Southern Federal District and the North Caucasus Federal District, but domestic and foreign buyers.

The authors believe that the advantages of direct casting of the bottom of the shoe will undoubtedly interest manufacturers to produce such an assortment that will not only meet the fashion trends, but most importantly, meet the demand, taking into account their functional requirements for the shoes themselves, namely, for athletes, for recreation, for the elderly, for people with minor pathological deviations of the foot, creating comfortable conditions for them and meeting the demand for it, covering the deficit by varying the price of it.

One of the conditions for the competitiveness of an enterprise is the organization of effective interaction with parties interested in the successful functioning of this enterprise. Each enterprise, even small ones, has several groups of subjects with different interests, with which it can be in temporary or permanent cooperation. The research of the authors is devoted to the issues of studying these interests, ways of solving emerging problems between external and internal participants, establishing relationships between partners, in order to guarantee to all interested parties the implementation of the main principle - the interests of all parties are legitimate and require their satisfaction and respect.

Partnerships can be divided into two groups: external and internal. External partners include:

buyers, suppliers, competitors, government agencies and organizations, regional and municipal authorities, financial intermediaries.

Buyers. Strategies and tactics for working with important customers include joint meetings to identify the drivers of business change, mutual efforts to develop products and the market, increase communication, use common space, and joint training and service programs. Strengthening customer relationships often provides significant benefits.

Internal partners include managers, employees, owners, and a board of directors or board that represents managers and owners. One of the most significant internal partners is a senior executive.

Thus, the success of an enterprise is determined by the degree of satisfaction of the interests of interested parties, therefore, to increase the competitiveness and efficiency of activities, the enterprise must take into account not only its own interests, but also the interests of interested parties.

Therefore, taking into account the considered methodological foundations of the competitiveness of an enterprise, a methodology for assessing and analyzing the competitiveness of an enterprise based on the theory of stakeholders is proposed.

Stage 1. The choice of indicators for assessing the factors of competitiveness of the enterprise. For each factor, you can define a system

indicators based on the analysis of scientific literature (table 1).

So, taking into account the analysis of the system of indicators for assessing the competitive potential of the enterprise, the following system of indicators for assessing the internal factors of the competitiveness of the enterprise can be proposed (Table 1).

Table 1 - The system of indicators for assessing the internal factors of the competitive potential of the enterprise.

Competitive potential factors	Assessment indicators
one	2
1. Marketing Effectiveness	The ratio of the quality of the product and the costs of its production and marketing
	Growth rate of marketable products
	Growth in sales and profits
	Profitability
	Market share, image
	The quality of partnerships
2. Quality of management	Return on total assets, return on equity; return on investment
	Net profit for 1 rub. sales volume; profit from product sales per 1 rub. sales volume; profit ex. period for 1 rub. sales volume

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3. The financial condition of the enterprise	Equity ratio; current liquidity ratio; coverage ratio,
	autonomy ratio, fixed asset index, total profitability of the enterprise, return on equity, profitability of products
4. The level of organization of production	Production capacity utilization rate; production and sales facilities; volume and directions of investments
5. Efficiency of MTO	The share of certified products in accordance with international standards of the ISO 9000 series
	Depreciation of OPF, growth of labor productivity
6. Activity of innovation activity	Annual expenditure on R&D, number of patents for inventions
7. Competitiveness of personnel	The share of innovative products, the share of product exports, the number of advanced technologies created
	The volume of shipped innovative products (services), the number of patented technologies, the number of patented technologies, the cost of innovation, the number of acquired and transferred new technologies, software

Stage 2. Determination of the importance of indicators in the overall assessment of competitiveness. The significance of the indicators

for assessing each factor of competitive potential are presented in Table 2.

Table 2 - Recommended system of indicators for assessing the competitiveness of an enterprise and their significance

Enterprise competitiveness factors	Indicators	Significance,%
1	2	3
1. Competitiveness of goods	Weighted average for the product range of competitiveness of the goods	40
2. Marketing Effectiveness	Exceeding the permissible level of stocks of finished goods	3
	Market share of the enterprise	3
	Sales growth rate	3
3. Quality management	Assessment of the level of partnerships with stakeholders of the enterprise	10
	Total	19
4. Financial condition of the	Return on investment	3
	Return on Total Assets	3
	Total	6
4. Financial condition of the	Coefficient of provision with own circulating assets	3

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enterprise		
	Current liquidity ratio	3
	Costs per 1 rub. products sold	3
	Total	9
5. The level of organization of production	Capacity utilization rate	2
	Labor productivity	2
	Depreciation of fixed assets	2
	Total	6
6. Efficiency of MTO	Reducing the level of material consumption	3
	Material efficiency	3
	Total	6
7. Activity of innovation activity	Share of innovative products	5
	Cost of innovation	5
	Total	11
8. Competitiveness of staff	Coefficient of advancing labor productivity growth in relation to wage growth	3
	Employee turnover rate	3
	Total	6
	Total importance of competitive potential	60
	Total maximum significance score	100

Stage 3. Calculation of dimensionless estimates of the enterprise competitiveness indicators.

To convert the dimensional estimates of indicators into dimensionless, it is proposed to use the index method. Indices of dimensionless indicators are determined by formula (1) for positive indicators with a positive trend - growth (for example, profitability of sold products, labor productivity) and by formula (2) for negative indicators with a positive trend - decrease (for example, depreciation of fixed assets, excess of balances of finished products in the warehouse in comparison with the norm, staff turnover rate), taken mainly from the indicators that form the cost of production:

$$O_i = X_i / X_{\max}, \quad (1)$$

$$O = X_{\min} / X \quad (2)$$

where O_i - dimensionless (index) assessment of the i -th indicator of the competitiveness of the enterprise,

X_i - the value of the i -th dimensional indicator of the assessment competitiveness of the enterprise,

X_{\max} - the maximum value of the i -th dimensional indicator for assessing the competitiveness of an enterprise,

X_{\min} - the minimum value of the i -th dimensional indicator for assessing the competitiveness of the enterprise.

Stage 4. Assessment of the competitiveness of the product. It is carried out for light industry goods according to their demand in the domestic market.

Stage 5. Calculation of the generalized indicator of the competitiveness of the enterprise. It is proposed

to determine a quantitative assessment of the competitiveness of an enterprise according to the following formula (3).

$$KP_m \sum_{i=1}^M X_i O_i \quad (3)$$

where KP is an assessment of the competitiveness of the enterprise in percent,

X_i - the significance of the i -th indicator of competitiveness in percentage,

O_i - index (dimensionless) appraisal i -th indicator competitiveness,

M - quantity indicators appraisals the competitiveness of the enterprise.

The values of assessing the competitiveness of an enterprise can theoretically vary from 0 to 100 (ratio 4).

$$TO_n = 0 \div 100 \quad (4)$$

For the qualitative characteristics of the obtained assessments of competitiveness, a scale for assessing the quality level is required. In economic practice, they use the principle of constructing scales with an equal step, progressive and regressive scales. Progressive and regressive scales are most often used for material incentives. We believe that the most appropriate is a scale with an equal step, since it, firstly, corresponds to solving a practical problem (specification of the qualitative level of competitiveness), and secondly, it is easy to build and use. The scale step is defined as

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100 (maximum estimate): 4 (number of levels) = 25.
 A choice of another step value is also possible, which is determined by the goals and objectives that the enterprise itself forms for itself.

Table 3 - The scale for assessing the qualitative level of competitiveness of the enterprise

Percentage score	Quality level
from 0 to 24.9	very low
from 25.0 to 49.9	low
from 50.0 to 74.9	middle
from 75.0 to 100	tall

The economic meaning of the obtained generalized assessment of competitiveness is that, on the one hand, it shows the degree of satisfaction with the product, and on the other hand, the degree of use of the competitive potential of the enterprise itself.

The proposed methodology for assessing and analyzing the competitiveness of an enterprise, in contrast to the existing ones, firstly, takes into account the specifics of the "light industry" industry, secondly, reduces the subjective factor in the assessment, and thirdly, allows for an in-depth analysis, thanks to the

proposed directions and indicators of analysis competitiveness of enterprises. To conduct a survey to assess the competitive potential, we developed a questionnaire (Table 4) and offered it to respondents - students, masters, graduate students, teachers and specialists - university graduates working at light industry enterprises in the regions of the Southern Federal District and the North Caucasus Federal District. In addition, the questionnaire was accompanied by an explanation and examples of its filling, which are given below.

Example. No linked ranks

Ряд	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Ранг	2	4	5	19	18	17	14	13	6	11	10	1	3	9	8	7	15	16	12	22	20	21

Example. With related ranks

Ряд	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Ранг	3	3	3	3	2	2	5	5	4	7	6	1	1	9	10	10	11	8	8	13	12	14
Связ. ранг	6,5	6,5	6,5	6,5	3,5	3,5	10,5	10,5	9	13	12	1,5	1,5	16	17,5	17,5	19	14,5	14,5	21	20	22

Since the number of related ranks is 8, then in the arithmetic row from 1 to 22 places there will remain $22-8 = 14$, i.e. there will be only 14 places in the new arithmetic series.

Similarly, a survey of respondents was organized and conducted on the criteria for assessing the impact on the quality of assessment of domestic fur products, the list of which and the results of the survey are given in Table 7 and in Tables 8 and 9.

Dear respondent!

What factors would you give preference to when assessing the competitive potential of enterprises in

the regions of the Southern Federal District and the North Caucasus Federal District, taking advantage of the privileges - to assign them an appropriate rank from the arithmetic series

- preferable starting with 1, rather than preferable - a higher digit, ensuring that the requirements of the arithmetic series are met, and namely, avoiding missing digits in the arithmetic series. If you have any difficulties in choosing your preferences, you can use

"Related ranks", assigning two or more factors the same rank, but here, too, it is necessary to comply with the requirements of the arithmetic series.

Table 4 - Criteria for assessing the competitiveness of light industry enterprises located in the regions of the Southern Federal District and the North Caucasus Federal District

No.	List of factors for assessing the competitive potential of enterprises in the regions of the Southern Federal District and the North Caucasus Federal District	Rank
1	The ratio of the quality of the product and the costs of its production and marketing	
2	Sales growth rate	
3	Exceeding the permissible level of stocks of finished goods	
4	Assessment of the level of partnerships with stakeholders of the enterprise	

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5	Market share of the enterprise	
6	Return on investment	
7	Return on Total Assets	
8	Cost of innovation	
9	Equity ratio	
10	Capacity utilization rate	
11	Labor productivity	
12	Material efficiency	
13	The share of certified products in accordance with international standards of the ISO series	
14	Reducing the level of material consumption	
15	Share of innovative products	
16	Commodity turnover allowing direct links	
17	The coefficient of advancing labor productivity in relation to the growth of wages	
18	Coefficient of uniform supply of goods to sales markets	
19	Depreciation of fixed assets	
20	Employee turnover rate	
21	Costs per ruble of products sold	
22	Weighted average for the product range of competitiveness of the goods	

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Table 5 - The results of the questionnaire survey of bachelors, masters, teachers and specialists - university graduates working at light industry enterprises, on the impact of competitive potential on the performance of light industry enterprises in the Southern Federal District and the North Caucasus Federal District

Факторы Эксперты	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	X ₉	X ₁₀	X ₁₁	X ₁₂	X ₁₃	X ₁₄	X ₁₅	X ₁₆	X ₁₇	X ₁₈	X ₁₉	X ₂₀	X ₂₁	X ₂₂
1	5	8	6	2	7	9	10	4	11	15	17	12	14	13	3	18	19	20	16	12	20	1
2	3	2	14	13	8	9	15	5	16	10	12	17	1	18	4	19	6	10	20	21	11	7
3	8	16	21	5	2	10	6	7	11	17	12	14	1	20	3	13	15	17	19	18	4	9
4	10	13	21	14	2	6	11	4	5	7	9	19	1	18	3	15	16	7	17	20	8	12
5	15	2	16	14	17	3	2	5	6	13	7	10	1	8	18	21	9	20	19	11	4	12
6	1	2	10	12	7	13	11	3	14	15	8	16	17	21	4	9	20	22	5	6	19	18
7	12	11	14	16	10	9	2	20	8	19	7	18	1	13	22	15	17	6	21	5	3	4
8	2	19	9	12	8	3	11	20	4	22	7	13	5	17	21	10	14	18	16	1	6	15
9	10	4	18	3	8	19	9	14	21	15	5	17	1	12	11	16	20	22	13	6	2	7
10	6	7	17	18	16	14	5	19	13	8	4	9	10	11	22	3	21	12	20	15	1	2
11	10	5	4	9	3	12	11	8	1	22	2	13	14	16	17	6	20	18	21	7	19	15
12	8	3	9	13	2	22	14	11	15	19	4	17	6	16	20	10	18	21	12	1	5	7
13	4	1	9	6	13	15	3	19	14	8	18	20	17	21	5	16	10	2	22	12	7	11
14	13	14	10	3	1	2	16	15	20	5	21	17	4	11	19	7	18	6	22	9	12	8
15	7	14	3	11	17	19	4	12	9	21	1	18	5	20	22	15	8	16	2	13	6	10
16	2	3	5	6	8	4	10	15	7	11	18	16	1	12	21	19	13	14	17	22	20	9
17	6	15	7	8	11	10	9	1	21	20	16	17	2	12	3	22	19	13	4	18	14	5
18	3	1	22	6	19	13	14	11	17	18	2	21	12	16	4	5	10	15	20	7	8	9
19	2	3	6	7	12	11	17	13	18	16	1	20	5	14	19	8	15	9	10	22	21	4
20	2	12	8	11	14	7	15	10	17	9	16	18	1	20	5	19	4	13	22	6	21	3
21	1	14	21	9	8	15	16	7	5	6	4	18	19	17	10	20	22	11	12	13	2	3
22	10	1	18	11	5	12	20	19	6	15	7	8	2	9	4	13	17	15	16	21	3	14
23	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
24	9	1	10	11	3	2	13	12	15	19	8	7	14	18	20	4	17	22	16	21	5	6
25	20	4	11	18	5	6	2	17	15	16	1	8	10	14	13	7	12	22	9	21	3	19
26	3	1	10	14	4	5	12	7	19	17	6	21	13	22	8	16	9	20	18	15	2	11
27	7	2	19	8	1	15	6	20	17	16	3	9	14	13	18	5	22	11	12	21	10	4
28	8	3	16	9	1	17	6	7	19	18	2	10	15	20	14	4	22	12	13	21	11	5

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29	4	11	7	10	1	9	2	17	14	21	8	19	6	20	13	22	3	18	12	16	5	15
30	1	3	21	10	8	9	7	14	12	13	11	22	15	17	6	18	19	16	5	20	2	4
31	13	4	14	16	3	22	7	21	8	17	5	15	6	12	11	18	10	9	20	1	2	19
32	9	2	10	14	1	16	15	19	17	20	3	4	11	13	12	18	5	21	7	22	6	8
33	1	9	10	12	11	7	6	5	15	14	13	17	16	18	19	8	21	4	22	20	3	2
34	12	2	13	11	10	1	18	8	19	17	9	7	14	20	6	3	21	16	22	15	4	5
35	4	3	15	5	6	7	14	16	8	11	1	20	17	21	12	9	10	2	22	13	18	19
36	2	4	11	12	1	14	19	20	21	5	18	17	6	22	7	8	10	3	9	13	15	16
37	10	9	17	11	4	5	15	14	16	13	1	2	19	22	3	18	6	7	8	12	20	21
38	1	6	7	5	4	13	10	9	12	11	4	8	2	14	16	4	15	18	17	19	3	20
39	2	5	16	10	9	15	19	11	8	7	1	18	6	21	14	22	12	17	4	20	3	13
40	1	2	15	12	13	14	6	16	3	3	4	7	5	4	8	9	10	11	18	17	20	19
41	1	3	22	4	2	5	6	13	15	16	17	18	7	19	20	8	9	10	11	12	21	14
42	1	18	10	17	9	13	16	19	6	7	15	2	14	5	4	20	11	8	21	12	22	3
43	10	8	3	6	7	9	10	10	1	4	1	3	1	5	3	3	2	1	2	8	5	5
44	10	2	4	10	6	7	8	2	1	9	1	1	1	4	1	1	5	1	3	5	5	4
45	11	4	18	5	1	2	3	16	17	20	6	19	10	9	15	14	21	12	13	22	7	8
46	4	2	21	7	18	17	12	6	11	10	5	1	19	9	8	15	22	14	16	20	13	3
47	3	11	16	8	12	1	2	4	6	19	9	5	13	9	7	19	6	14	18	17	15	10
48	7	4	15	5	3	16	8	8	6	10	9	12	2	11	3	20	19	13	14	18	17	1
49	6	5	15	6	18	7	19	3	8	19	9	14	2	13	16	18	4	10	12	17	11	1
50	17	14	21	1	22	8	9	20	5	7	6	10	12	13	11	15	2	16	18	19	3	4
51	13	1	22	15	9	8	21	6	10	7	12	11	16	14	17	2	20	18	19	5	4	3
52	3	1	22	12	4	9	8	10	5	15	6	13	16	14	11	17	20	7	18	19	21	2
53	14	17	18	12	5	6	2	19	7	16	1	11	15	10	20	4	19	3	8	13	9	1
54	8	1	21	2	10	4	13	12	5	20	19	6	18	7	22	9	17	16	15	14	3	11
55	7	8	13	14	9	18	11	19	10	1	1	12	15	2	16	17	2	5	4	3	5	6

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Table 6 - Results of processing the a priori ranking of bachelors, masters, teachers and specialists - university graduates, on the impact of competitive potential on the results of the activities of light industry enterprises of the Southern Federal District and the North Caucasus Federal District

Фактор Эксперт	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	X ₉	X ₁₀	X ₁₁	X ₁₂	X ₁₃	X ₁₄	X ₁₅	X ₁₆	X ₁₇	X ₁₈	X ₁₉	X ₂₀	X ₂₁	X ₂₂	KK
1	5	8	6	2	7	9	10	4	11	16	18	12	15	14	3	19	20	21,5	17	12, 5	21, 5	1	0,33
2	3	2	15	14	8	9	16	5	17	10, 5	13	18	1	19	4	20	6	10,5	21	22	12	7	0,44
3	8	16	22	5	2	10	6	7	11	17, 5	12	14	1	21	3	13	15	17,5	20	19	4	9	0,57
4	11	14	22	15	2	6	12	4	5	7,5	10	20	1	19	3	16	17	7,5	18	21	9	13	0,35
5	16	2,5	17	15	18	4	2,5	6	7	14	8	11	1	9	19	22	10	21	20	12	5	13	0,28
6	1	2	10	12	7	13	11	3	14	15	8	16	17	21	4	9	20	22	5	6	19	18	0,34
7	12	11	14	16	10	9	2	20	8	19	7	18	1	13	22	15	17	6	21	5	3	4	0,29
8	2	19	9	12	8	3	11	20	4	22	7	13	5	17	21	10	14	18	16	1	6	15	0,26
9	10	4	18	3	8	19	9	14	21	15	5	17	1	12	11	16	20	22	13	6	2	7	0,49
10	6	7	17	18	16	14	5	19	13	8	4	9	10	11	22	3	21	12	20	5	1	2	0,30
11	10	5	4	9	3	12	11	8	1	22	2	13	14	16	17	6	20	18	21	7	19	15	0,33
12	8	3	9	13	2	22	14	11	15	19	4	17	6	16	20	10	18	21	12	1	5	7	0,37
13	4	1	9	6	13	15	3	19	14	8	18	20	17	21	5	16	10	2	22	12	7	11	0,27
14	13	14	10	3	1	2	16	15	20	5	21	17	4	11	19	7	18	6	22	9	12	8	0,21
15	7	14	3	11	17	19	4	12	9	21	1	18	5	20	22	15	8	16	2	13	6	10	0,24
16	2	3	5	6	8	4	10	15	7	11	18	16	1	12	21	19	13	14	17	22	20	9	0,39
17	6	15	7	8	11	10	9	1	21	20	16	17	2	12	3	22	19	13	4	18	14	5	0,24
18	3	1	22	6	19	13	14	11	17	18	2	21	12	16	4	5	10	15	20	7	8	9	0,37
19	2	3	6	7	12	11	17	13	18	16	1	20	5	14	19	8	15	9	10	22	21	4	0,43
20	2	12	8	11	14	7	15	10	17	9	16	18	1	20	5	19	4	13	22	6	21	3	0,23
21	1	14	21	9	8	15	16	7	5	6	4	18	19	17	10	20	22	11	12	13	2	3	0,35
22	10	1	19	11	5	12	21	20	6	5	7	8	2	9	4	13	18	15,5	17	22	3	14	0,54
23	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	0,38
24	9	1	10	11	3	2	13	12	15	19	8	7	14	18	20	4	17	22	16	21	5	6	0,69
25	20	4	11	18	5	6	2	17	15	16	1	8	10	14	13	7	12	22	9	21	3	19	0,28
26	3	1	10	14	4	5	12	7	19	17	6	21	13	22	8	16	9	20	18	15	2	11	0,69
27	7	2	19	8	1	15	6	20	17	16	3	9	14	13	18	5	22	11	12	21	10	4	0,69
28	8	3	16	9	1	17	6	7	19	18	2	10	15	20	14	4	22	12	13	21	11	5	0,69
29	4	11	7	10	1	9	2	17	14	21	8	19	6	20	13	22	3	18	12	16	5	15	0,41
30	1	3	21	10	8	9	7	14	12	13	11	22	15	17	6	18	19	16	5	20	2	4	0,63
31	13	4	14	16	3	22	7	21	8	17	5	15	6	12	11	18	10	9	20	1	2	19	0,26
32	9	2	10	14	1	16	15	19	17	20	3	4	11	13	12	18	5	21	7	22	6	8	0,46
33	1	9	10	12	11	7	6	5	15	14	13	17	16	18	19	8	21	4	22	20	3	2	0,42

Impact Factor:

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

SIS (USA) = 0.912
 ПИИЦ (Russia) = 0.126
 ESJI (KZ) = 9.035
 SJIF (Morocco) = 7.184

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

34	12	2	13	11	10	1	18	8	19	17	9	7	14	20	6	3	21	16	22	15	4	5	0.69
35	4	3	15	5	6	7	14	16	8	11	1	20	17	21	12	9	10	2	22	13	18	19	0.36
36	2	4	11	12	1	14	19	20	21	5	18	17	6	22	7	8	10	3	9	13	15	16	0.23
37	10	9	17	11	4	5	15	14	16	13	1	2	19	22	3	18	6	7	8	12	20	21	0.20
38	1	8	9	7	5	15	12	11	14	13	5	10	2	16	18	5	17	20	19	21	3	22	0.48
39	2	5	16	10	9	15	19	11	8	7	1	18	6	21	14	22	12	17	4	20	3	13	0.45
40	1	2	17	14	15	16	8	18	3.5	3.5	5.5	9	7	5.5	10	11	12	13	20	19	22	21	0.25
41	1	3	22	4	2	5	6	13	15	16	17	18	7	19	20	8	9	10	11	12	21	14	0.40
42	1	18	10	17	9	13	16	19	6	7	15	2	14	5	4	20	11	8	21	12	22	3	0.20
43	21	17.5	8.5	15	16	19	21	21	2.5	11	2.5	8.5	2.5	13	8.5	8.5	5.5	2.5	5.5	5	13	13	0.17
44	5	8.5	12	5	17	18	19	8.5	4	20	4	4	4	12	4	4	15	4	10	15	15	12	0.19
45	11	4	18	5	1	2	3	16	17	20	6	19	10	9	15	14	21	12	13	22	7	8	
46	4	2	21	7	18	17	12	6	11	10	5	1	19	9	8	15	22	14	16	20	13	3	0.32
47	3	13	18	9	14	1	2	4	6.5	5	10.5	5	15	10.5	8	21.5	6.5	16	20	19	17	12	0.27
48	8	5	17	6	3.5	18	9.5	9.5	7	12	11	14	2	13	3.5	22	21	15	16	20	19	1	0.51
49	6.5	5	16	6.5	5	8	21.5	3	9	5	10	15	2	14	17	19.5	4	11	13	18	12	1	0.32
50	17	14	21	1	22	8	9	20	5	7	6	10	12	13	11	15	2	16	18	19	3	4	0.21
51	13	1	22	15	9	8	21	6	10	7	12	11	16	14	17	2	20	18	19	5	4	3	0.30
52	3	1	22	12	4	9	8	10	5	15	6	13	16	14	11	17	20	7	18	19	21	2	0.60
53	15	18	19	13	6	7	3	20.5	8	17	1.5	12	16	11	22	5	5	4	9	14	10	1.5	0.22
54	8	1	21	2	10	4	13	12	5	20	19	6	18	7	22	9	17	16	15	14	3	11	0.31
55	10	11	16	17	12	21	14	22	13	1.5	1.5	15	18	3.5	19	20	3.5	7.5	6	5	7.5	9	0.18
Суммы рангов	39	368.5	765.5	559	455	583	600.5	679.5	634	772	440.5	732	516.5	815.5	670	715.5	778	723.5	819.5	814	563	516.5	
Сумма рангов без еретикиев	47	12	76	44	16	37	46	63	87	90	28	52	67	80	73	30	103	73	76	100	37	28	
Коеф. конкурд.		0.16		0.6																			
Критери и				9																			
Пирсона.		183.2		6.5	5																		

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 0.126	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

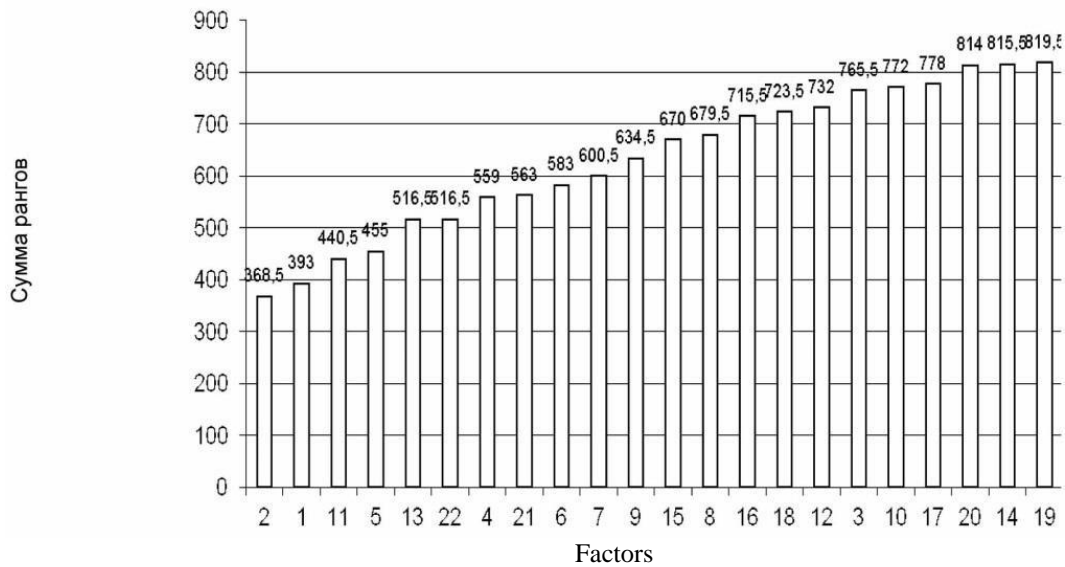


Fig. 1 - The results of the questionnaire survey of bachelors, masters, teachers and specialists - university graduates working at light industry enterprises, on the impact of competitive potential on the performance of light industry enterprises in the regions of the Southern Federal District and the North Caucasus Federal District

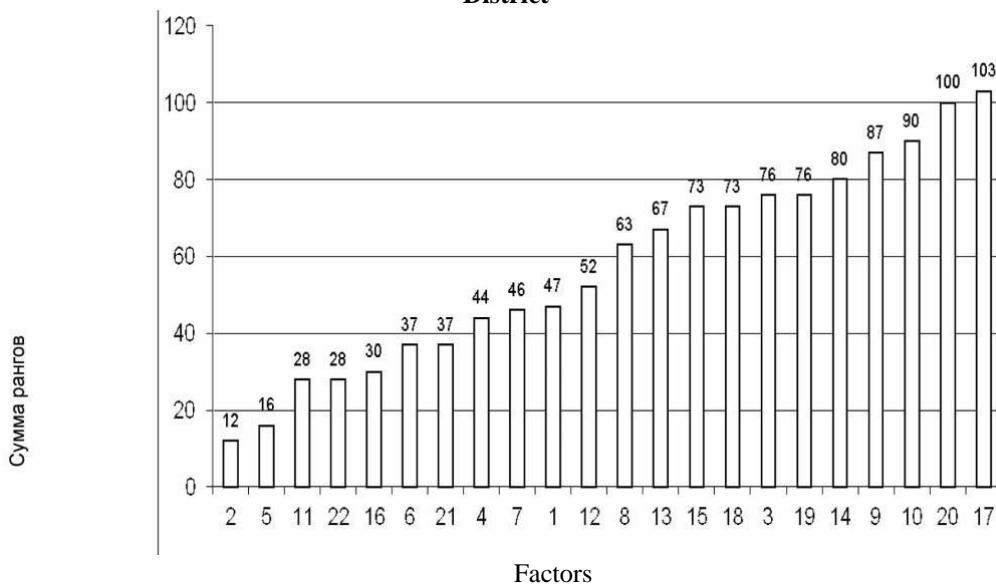


Fig. 2 - The results of a survey of bachelors, masters, teachers and specialists - university graduates working at light industry enterprises, on the impact of competitive potential on the performance of a light industry enterprise in the regions of the Southern Federal District and the North Caucasus Federal District, without heretics, that is, the opinion of those respondents that does not agree with the larger part of the survey participants

Dear respondent!

What priorities would you give preference in assessing the high performance properties and quality of fur products, taking advantage of the privileges - to assign them an appropriate rank from the arithmetic series

- preferable starting with 1, rather than non-

preferred - a higher digit, ensuring that the requirements of the arithmetic series are met, namely, not allowing digits to be skipped. If you have difficulties in choosing preferences, you can use the "linked ranks", but even here it is necessary to satisfy the requirements of the arithmetic series.

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 0.126	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Table 7 - Criteria for assessing the impact on the quality of domestic fur products, formed according to the results of a survey of leading experts

No.	The list of high performance indicators and quality of fur products	
1	Lightfastness to fur dyeing	
2	Fur resistance to moisture	
3	Dry cleaning resistance	
4	Lack of color variation in the product	
5	Absence of lifetime diseases and injuries, confirmation sanitary and ecological certificates	
6	Fur type	
7	Resistance to low temperatures, heat-shielding properties	
8	Price	
9	Duration of the warranty period	
10	Weight (product weight)	
11	Wrinkle resistance	
12	Shine of the hairline of a fur product	
13	Hairline height (length)	
14	Hair density	
15	Hair softness	
16	Wet and hot elasticity of the hairline (ensuring the product is given a given shape)	
17	The strength of the bond of the hairline with the skin tissue	
18	The size of the dressed skins	
19	Dry friction fastness of the hairline	
20	Skin grade	
21	Compliance of fittings and other accessories during manufacture fur products, the requirements that apply to them	
22	The presence of a "chip"	

If the number of related ranks is 8, then in the arithmetic row from 1 to 22 places will remain

$22 - 8 = 14$, i.e. there will be only 14 places in the new arithmetic series.

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 0.126	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Table 8 - The results of the questionnaire survey of bachelors, masters, teachers and specialists working at light industry enterprises, on the criteria for assessing the impact on the quality of domestic fur products

Факторы Эксперты	X ₁	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	X ₉	X ₁₀	X ₁₁	X ₁₂	X ₁₃	X ₁₄	X ₁₅	X ₁₆	X ₁₇	X ₁₈	X ₁₉	X ₂₀	X ₂₁	X ₂₂
1	1	3	2	6	7	8	4	10	20	15	18	21	11	14	16	17	12	13	19	5	19	9
2	16	3	2	17	1	18	19	6	4	7	8	20	9	10	11	12	20	13	5	14	15	20
3	8	7	6	9	15	1	16	2	10	3	11	20	17	12	21	18	19	5	14	4	13	22
4	8	9	4	11	13	1	7	3	12	10	20	14	15	6	5	19	16	17	18	2	21	22
5	15	14	16	13	12	1	3	2	5	4	9	6	7	8	17	18	19	10	21	11	20	21
6	7	13	8	4	1	20	18	2	10	6	21	5	3	9	11	14	12	22	19	17	16	15
7	11	13	12	21	14	15	17	1	2	3	4	16	7	5	6	19	21	8	18	9	20	10
8	12	13	14	11	10	1	4	2	9	3	20	8	7	6	5	18	21	22	16	15	17	19
9	3	2	6	7	10	1	12	5	13	11	22	4	8	17	15	14	9	19	18	21	16	20
10	7	13	15	14	2	6	5	1	20	12	19	16	22	17	18	4	8	21	3	11	9	10
11	10	2	9	8	22	11	1	19	13	7	18	6	5	4	3	17	14	15	16	12	20	21
12	10	9	11	12	13	19	8	1	22	6	7	5	4	3	2	14	15	21	18	16	17	20
13	3	7	4	1	17	5	6	16	9	10	11	12	12	13	14	15	19	18	8	2	20	20
14	10	4	14	5	20	1	11	2	9	15	21	12	17	16	6	18	7	19	13	3	8	22
15	12	15	14	13	2	3	16	11	17	4	19	20	22	18	5	6	7	1	9	8	10	21
16	14	16	15	3	21	2	5	17	18	1	19	6	8	7	9	11	10	12	20	4	13	22
17	5	6	17	2	1	7	3	14	18	10	12	15	16	11	20	19	4	13	9	8	21	22
18	3	21	13	14	15	22	4	20	19	5	6	8	18	17	16	7	10	9	12	11	2	1
19	4	11	12	7	2	1	8	3	6	5	15	13	14	9	10	17	16	20	19	18	21	22
20	19	3	18	21	22	16	5	10	15	17	14	13	12	1	2	6	7	8	9	11	20	4
21	15	10	16	9	8	17	14	6	7	13	2	4	3	1	5	12	11	20	18	19	21	22
22	3	5	1	7	2	8	6	21	13	22	15	4	17	19	18	9	12	11	14	20	10	16
23	2	1	3	6	11	14	7	16	4	17	12	20	13	15	5	21	8	22	18	9	19	10
24	15	16	14	13	1	12	2	4	3	18	17	19	20	10	9	8	7	6	11	5	21	22
25	17	15	16	14	4	18	13	2	1	3	19	20	6	7	8	10	9	12	11	21	5	22
26	5	4	15	6	14	7	1	2	2	3	18	9	16	17	8	11	12	10	13	19	20	21
27	3	6	2	11	4	20	1	9	12	10	5	15	13	14	19	16	17	18	7	8	22	21
28	2	4	11	13	1	10	14	3	18	8	15	17	16	9	19	20	6	7	21	5	22	12
29	5	2	3	4	6	22	9	1	8	7	15	10	21	11	12	16	18	20	13	14	17	19
30	5	20	2	11	8	17	3	7	6	9	10	15	13	14	12	18	1	19	22	4	21	16

Impact Factor:

ISRA (India) = 6.317 **SIS (USA) = 0.912** **ICV (Poland) = 6.630**
ISI (Dubai, UAE) = 1.582 **ПИИЦ (Russia) = 0.126** **PIF (India) = 1.940**
GIF (Australia) = 0.564 **ESJI (KZ) = 9.035** **IBI (India) = 4.260**
JIF = 1.500 **SJIF (Morocco) = 7.184** **OAJI (USA) = 0.350**

31	6	1	5	12	13	17	7	20	18	3	4	21	11	9	10	14	15	16	2	8	22	19
32	1	9	2	10	11	16	8	12	17	3	13	18	21	19	4	5	6	14	7	15	20	22
33	6	4	5	21	20	1	19	7	2	3	16	8	9	10	11	13	14	12	15	17	18	22
34	9	7	8	10	14	1	6	2	16	11	17	15	5	4	3	18	13	21	20	12	19	22
35	2	8	9	10	11	4	5	12	3	13	14	16	15	18	17	19	1	22	6	7	21	20
36	3	2	4	5	11	12	1	10	6	6	7	15	14	17	19	9	8	8	13	16	18	20
37	8	12	13	4	14	5	6	11	15	7	16	17	1	2	18	19	20	6	21	3	10	9
38	3	1	5	8	11	15	6	12	16	9	21	2	20	7	14	19	10	17	13	4	18	22
39	15	13	16	5	17	1	18	2	3	4	22	19	8	6	7	14	9	10	11	12	20	21
40	4	10	18	5	21	11	12	3	1	2	22	13	14	6	15	16	8	7	17	9	19	20
41	7	8	9	10	20	11	12	3	2	1	13	14	15	16	17	18	4	19	6	5	21	22
42	6	9	8	7	20	4	5	3	1	2	15	10	14	11	13	12	16	17	18	19	21	22
43	17	1	2	3	4	5	6	9	7	8	13	12	11	10	10	18	14	14	15	16	19	20
44	10	11	12	9	1	13	8	14	20	15	16	17	2	3	4	19	5	6	6	7	18	19
45	6	6	8	3	15	1	2	1	5	7	14	7	9	3	10	10	4	12	11	4	13	16
46	6	6	6	5	1	15	3	16	7	9	15	8	3	13	14	10	4	3	11	12	17	2
47	5	7	8	6	9	2	10	4	22	3	15	14	11	13	12	17	20	21	18	1	19	16
48	17	16	15	12	18	1	13	14	2	2	11	5	6	3	4	19	7	4	9	8	20	10
49	6	7	6	5	2	1	8	2	1	1	9	10	11	12	14	13	10	3	4	4	5	1
50	3	4	8	7	9	21	6	19	17	18	10	13	14	11	12	5	1	2	2	15	16	20
51	1	3	4	2	7	3	12	11	10	15	14	10	13	19	20	16	18	17	6	5	8	9
52	1	11	12	13	14	16	15	20	2	21	17	4	3	6	5	18	7	22	8	10	9	19

Impact Factor:

ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
ISI (Dubai, UAE) = 1.582	ПИИЦ (Russia) = 0.126	PIF (India) = 1.940
GIF (Australia) = 0.564	ESJI (KZ) = 9.035	IBI (India) = 4.260
JIF = 1.500	SJIF (Morocco) = 7.184	OAJI (USA) = 0.350

Table 9 - The results of processing the a priori ranking of bachelors, masters, teachers and specialists working at light industry enterprises, on the criteria for assessing the impact on the quality of domestic fur products

Фактор Эксперт m	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14	X15	X16	X17	X18	X19	X20	X21	X22	KK
1	1	3	2	6	7	8	4	10	21	15	18	22	11	14	16	17	12	13	5	5	19	9	0,45
2	16	3	2	17	1	18	19	6	4	7	8	21	9	10	11	12	21	13	5	14	15	21	0,33
3	8	7	6	9	15	1	16	2	10	3	11	20	17	12	21	18	19	5	14	4	13	22	0,54
4	8	9	4	11	13	1	7	3	12	10	20	14	15	6	5	19	16	17	18	2	21	22	0,76
5	15	14	16	13	12	1	3	2	5	4	9	6	7	8	17	18	19	10	5	11	20	5	0,74
6	7	13	8	4	1	20	18	2	10	6	21	5	3	9	11	14	12	22	19	17	16	15	0,40
7	11	13	12	21,5	14	15	17	1	2	3	4	16	7	5	6	19	21,5	8	18	9	20	10	0,31
8	12	13	14	11	10	1	4	2	9	3	20	8	7	6	5	18	21	22	16	15	17	19	0,76
9	3	2	6	7	10	1	12	5	13	11	22	4	8	17	15	14	9	19	18	21	16	20	0,62
10	7	13	15	14	2	6	5	1	20	12	19	16	22	17	18	4	8	21	3	11	9	10	0,24
11	10	2	9	8	22	11	1	19	13	7	18	6	5	4	3	17	14	15	16	12	20	21	0,49
12	10	9	11	12	13	19	8	1	22	6	7	5	4	3	2	14	15	21	18	16	17	20	0,39
13	3	7	4	1	18	5	6	17	9	10	11	12,5	12,5	14	15	16	20	19	8	2	5	5	0,53
14	10	4	14	5	20	1	11	2	9	15	21	12	17	16	6	18	7	19	13	3	8	22	0,57
15	12	15	14	13	2	3	16	11	17	4	19	20	22	18	5	6	7	1	9	8	10	21	0,25
16	14	16	15	3	21	2	5	17	18	1	19	6	8	7	9	11	10	12	20	4	13	22	0,40
17	5	6	17	2	1	7	3	14	18	10	12	15	16	11	20	19	4	13	9	8	21	22	0,47
18	3	21	13	14	15	22	4	20	19	5	6	8	18	17	16	7	10	9	12	11	2	1	0,21
19	4	11	12	7	2	1	8	3	6	5	15	13	14	9	10	17	16	20	19	18	21	22	0,76
20	19	3	18	21	22	16	5	10	15	17	14	13	12	1	2	6	7	8	9	11	20	4	0,22
21	15	10	16	9	8	17	14	6	7	13	2	4	3	1	5	12	11	20	18	19	21	22	0,34
22	3	5	1	7	2	8	6	21	13	22	15	4	17	19	18	9	12	11	14	20	10	16	0,26
23	2	1	3	6	11	14	7	16	4	17	12	20	13	15	5	21	8	22	18	9	19	10	0,44
24	15	16	14	13	1	12	2	4	3	18	17	19	20	10	9	8	7	6	11	5	21	22	0,35
25	17	15	16	14	4	18	13	2	1	3	19	20	6	7	8	10	9	12	11	21	5	22	0,29
26	6	5	16	7	15	8	1	2,5	2,5	4	19	10	17	18	9	12	13	11	14	20	21	22	0,71
27	3	6	2	11	4	20	1	9	12	10	5	15	13	14	19	16	17	18	7	8	22	21	0,46
28	2	4	11	13	1	10	14	3	18	8	15	17	16	9	19	20	6	7	21	5	22	12	0,42
29	5	2	3	4	6	22	9	1	8	7	15	10	21	11	12	16	18	20	13	14	17	19	0,50
30	5	20	2	11	8	17	3	7	6	9	10	15	13	14	12	18	1	19	22	4	21	16	0,43
31	6	1	5	12	13	17	7	20	18	3	4	21	11	9	10	14	15	16	2	8	22	19	0,38
32	1	9	2	10	11	16	8	12	17	3	13	18	21	19	4	5	6	14	7	15	20	22	0,41
33	6	4	5	21	20	1	19	7	2	3	16	8	9	10	11	13	14	12	15	17	18	22	0,60

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34	9	7	8	10	14	1	6	2	16	11	17	15	5	4	3	18	13	21	20	12	19	22	0,76
35	2	8	9	10	11	4	5	12	3	13	14	16	15	18	17	19	1	22	6	7	21	20	0,52
36	3	2	4	5	13	14	1	12	6,5	6,5	8	17	16	19	21	11	9,5	9,5	15	18	20	22	0,50
37	9	13	14	4	15	5	6,5	12	16	8	17	18	1	2	19	20	21	6,5	22	3	11	10	0,36
38	3	1	5	8	11	15	6	12	16	9	21	2	20	7	14	19	10	17	13	4	18	22	0,51
39	15	13	16	5	17	1	18	2	3	4	22	19	8	6	7	14	9	10	11	12	20	21	0,68
40	4	10	18	5	21	11	12	3	1	2	22	13	14	6	15	16	8	7	17	9	19	20	0,65
41	7	8	9	10	20	11	12	3	2	1	13	14	15	16	17	18	4	19	6	5	21	22	0,56
42	6	9	8	7	20	4	5	3	1	2	15	10	14	11	13	12	16	17	18	19	21	22	0,76
43	19	1	2	3	4	5	6	9	7	8	14	13	12	5	5	20	15,5	5	17	18	21	22	0,64
44	11	12	13	10	1	14	9	15	22	16	17	18	2	3	4	5	5	6,5	6,5	8	19	20	0,32
45	9,5	9,5	13	4,5	21	1,5	3	1,5	8	5	20	11,5	14	4,5	5	5	6,5	18	17	6,5	19	22	0,76
46	9	9	9	7	1	19,5	4	21	11	13	19,5	12	4	17	18	14	6	4	15	16	22	2	0,24
47	5	7	8	6	9	2	10	4	22	3	15	14	11	13	12	17	20	21	18	1	19	16	0,59
48	19	18	17	14	20	1	15	16	2,5	2,5	13	7	8	4	5,5	21	9	5,5	11	10	22	12	0,30
49	12,5	14	12,5	10,5	5,5	2,5	15	5,5	2,5	2,5	16	17,5	19	20	22	21	17,5	7	8,5	8,5	5	2,5	0,27
50	4	5	9	8	10	22	7	20	18	19	11	14	15	12	13	6	1	2,5	2,5	16	17	21	0,25
51	1	3,5	5	2	8	3,5	14	13	11,5	17	16	11,5	15	21	22	18	20	19	7	6	9	10	0,37
52	1	11	12	13	14	16	15	20	2	21	17	4	3	6	5	18	7	22	8	10	9	19	0,28
Суммы рангов	413	443	499,5	479,5	560,5	492	445,5	444,5	534,5	444	763,5	670	625,5	560	607,5	776	604,5	725,5	696,5	556	5	919	
Суммы рангов без ерлтик ое	39	49	46	46	59	8	30	13	44	31	87	60	55	36	36	84	82	97	91	66	99	107	
Коеф. конкурд																							
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		207,9		0,76																			
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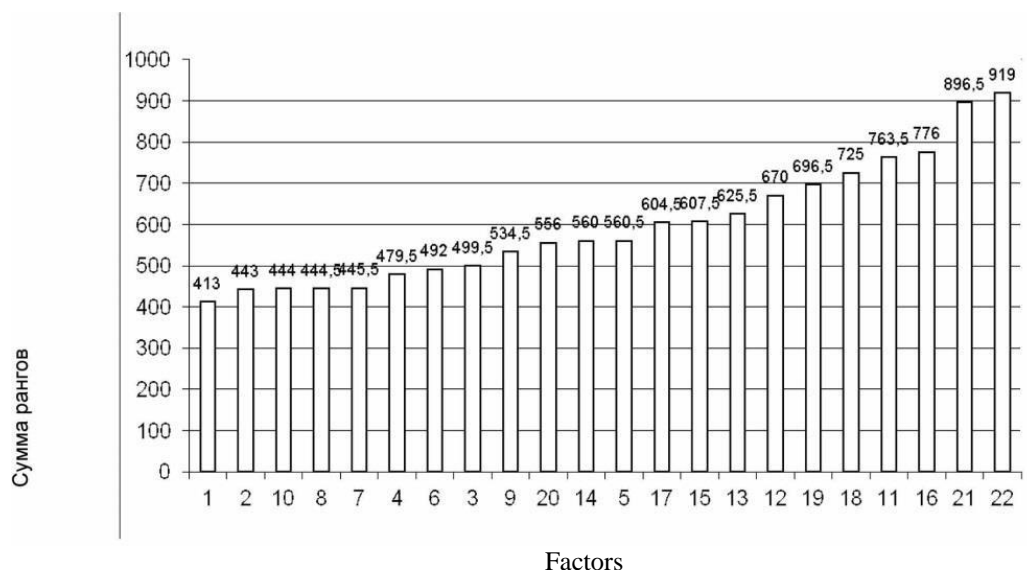


Fig. 3 - The results of the questionnaire survey of bachelors, masters, teachers and specialists - university graduates working at light industry enterprises, on the criteria for assessing the impact on the quality of domestic fur products

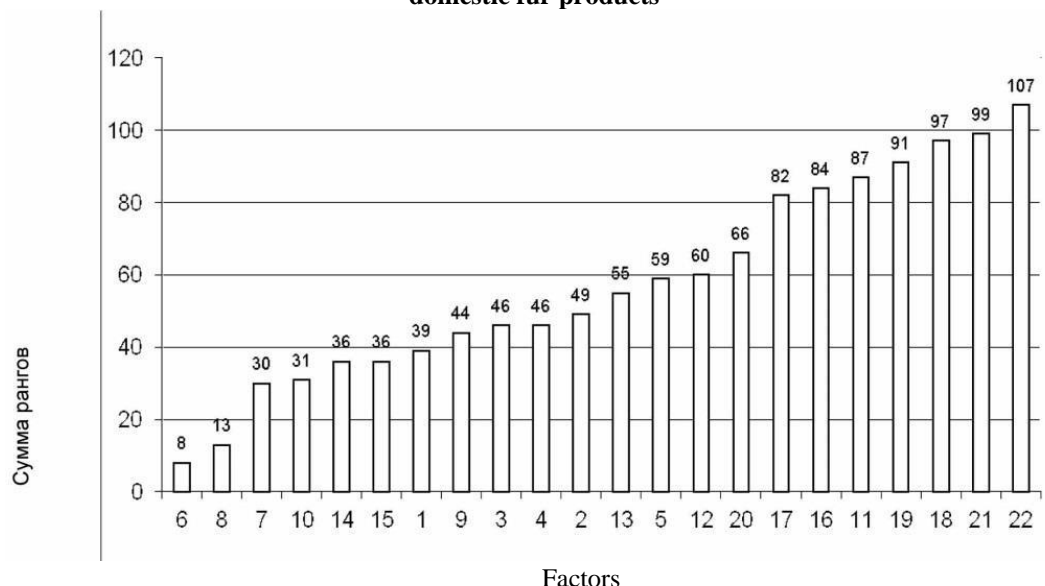


Fig. 4 - The results of the questionnaire survey of bachelors, masters, teachers and specialists - university graduates working at light industry enterprises, on the criteria for assessing the impact on the quality of domestic fur products without heretics, i.e. the opinions of those respondents who do not agree with the majority of the survey participants.

As the main unique aspects of the formation of the competitive advantage of an enterprise based on the theory-oriented stakeholders, one can single out:

- creation and permanent expansion of the stakeholder database;
- formation of the necessary innovation base (computers, peripherals and software);
- organization of the activities of the unit and individual managers for managing relationships with stakeholders;
- development and adjustment of plans for interaction with key stakeholders of stakeholders, taking into account their business and personal

characteristics;

- regular audit of the activities of managers for managing relationships with stakeholders in the context of assessing the following indicators: the number of meetings, the number of prepared commercial proposals, the number of contracts concluded, the dynamics of the volume of supplies of products attributable to each participant of the interested parties;

- regular marketing research in the process of implementing the developed activities with the participation of stakeholders in order to identify changes in the structure and nature of the preferences

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of the stakeholders of the interested parties.

Thus, the above aspects, with the proper level of their elaboration, can allow light industry enterprises to form a unique competitive advantage - a system of effective relationships between stakeholders.

Analysis of the questionnaire survey on the influence of the competitive potential of enterprises in the regions of the Southern Federal District and the North Caucasus Federal District and on the increase in the competitive advantages of domestic fur products over imported fur products regrettably confirmed the lack of consistency of respondents on the criteria for the quality of light industry products formulated in the questionnaires. So, for example, the basic answer, the first expert (table 5), expressed by competent experts, received, according to the survey results, the value of the concordance coefficient equal to (W) 0.34, i.e. less than 0.5, and the basic answer about the quality of domestic fur products

-the eighteenth expert (table 8), expressed by competent specialists - experts, although he received a higher value of the concordance coefficient, equal to (W) 0.47, but still less than 0.5. That is, in our case, the fact is confirmed that the survey participants are respondents who are not competent in the problems under study. In this regard, the authors are engaged in the development of additional changes to the software product, with the help of which the competence of the survey participants - respondents will be assessed and weeding out those who do not have the same opinion with the reference answers expressed by an authoritative and competent expert commission - creating the basis for a more effective assessments of invited specialists as experts to work in customs commissions and improve their qualifications,

But in this case, it is necessary to find a solution that would allow the manufacturer to have a tool for assessing the effectiveness of the developed innovative technological processes. Such a solution is possible if we use the efficiency coefficient for such an assessment, the value of which is considered as the value of the concordance coefficient for assessing the results of the prior ranking (W), which changes - Keff from 0 to 1. If its value tends to one, then this means that the manufacturer managed to find the most optimal solution to the innovative technological process, but if its value tends to zero, then an analysis of the reasons for such an unsatisfactory result and a search for errors that provoked such a result and ways to eliminate the mistakes are required. The authors managed to develop software,

At the same time, the criteria that have the greatest impact on the cost of the finished product were justifiably chosen as the criteria for a reasonable choice of the optimal power when forming the algorithm, namely:

- percentage of workload of workers,%;
- labor productivity of one worker, a couple;
- losses on wages per unit of production,

rubles;

- unit reduced costs per 100 pairs of shoes, rubles;

- shoe production, 1 m2;
- the cost of equipment per unit of flow assignment (C)

- total price (Stotal);
- financial strength margin (Zfp);
- break-even point (Tb.y);
- unit profit (Ex);
- product profitability (R);
- costs for 1 rub. marketable products (31p etc.);
- conditionally variable costs (Zusl. per.units);
- conditionally fixed costs (Zusl. settlement units).

From the above criteria, in our opinion, the manufacturer can give preference to those that, from his point of view, would guarantee him the production of competitive and demanded products, namely:

- labor productivity of 1 worker is the most important labor indicator. All the main indicators of production efficiency and all labor indicators, to one degree or another, depend on the level and dynamics of labor productivity: production, the number of employees, wage expenditure, the level of wages, etc., to increase labor productivity, the introduction of a new techniques and technologies, extensive mechanization of labor-intensive work, automation of production processes, advanced training of workers and employees, especially when introducing innovative technological processes based on universal and multifunctional equipment;

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

- 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;

- the margin of financial strength (Zfp) shows how many percent the company can reduce the volume of sales without incurring losses;

- the break-even point allows (Tb.y) to determine the minimum required volume of product sales at which the enterprise covers its costs and operates at break-even, giving no profit, but also does not suffer losses, that is, this is the minimum amount of output at which the equality of income from sales and production costs;

- profit (loss) from the sale of products (Pr) is determined as the difference between the proceeds from the sale of products in the current prices of VAT and excise taxes and the costs of its production and sale;

- profitability of production (R) reflects the relationship between the profit from the sale of a unit

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of production and its cost;

– conditionally fixed costs (total fixed costs of production of a unit of production) (Zusl.pos.units), which change in proportion or almost proportionally to the change in the volume of production (1st - costs of raw materials and materials; 2st - costs of auxiliary materials; 3st - costs of fuel and energy for technological needs; 4st

– costs of additional and basic wages of production workers with insurance contributions to extra-budgetary funds);

– conditionally variable costs (total variable costs of production of a unit of output) (Zusl.trans.units), which do not depend or almost do not depend on changes in the volume of production (5st - costs of preparation and development of production; 6st - costs of costs for the maintenance and operation of equipment; 7st - the costs of general production needs; 8st - the costs of general business expenses, they together with the conditionally fixed costs make up the production cost; 9st - the costs of commercial expenses. All these items are forming conditionally variable costs and conditionally fixed costs make up the full cost, that is, conditionally variable costs can be defined as the full cost - conditionally fixed costs, and vice versa, conditionally fixed costs can be defined as the total cost - conditionally variable costs);

– costs for 1 rub. marketable products show the relative amount of profit for each ruble of operating costs, that is, this is the ratio of the unit cost to the

wholesale price, which characterizes the efficiency carried out activities for raising competitiveness and demand for products in demand markets.

Tables 10 and 11 show the calculations of the optimal power for the range from 300 to 900 pairs for men's and women's shoes for the entire range of footwear. Analysis of the obtained characteristics for three variants of a given technological process in the manufacture of the entire assortment of footwear confirmed the effectiveness of the software product for evaluating the proposed innovative technological process using universal and multifunctional equipment. So, with a range of 300 - 900 pairs, the best according to the given criteria is the output volume of 889 pairs (for men) and 847 pairs (for women). If the production areas proposed by the regional and municipal authorities of these districts - the Southern Federal District and the North Caucasus Federal District - according to the normative indicators, will not allow the calculated production volumes to be realized, then, in this case, the option of optimal capacity is chosen that is acceptable, for example, the production volume of 556 pairs, which corresponds to the standard indicators for the proposed production areas and is characterized by the best values of the indicated criteria, which form the cost of the entire assortment of shoes. The generalized volumes of the main costs in the production of men's shoes are shown in Table 10, and in the production of women's shoes - in Table 11.

Table 10 - Calculation of the optimal power with a range of 300-900 pairs in the production of men's shoes

Power	Equipment type	Optimal power, steam per shift	Produce - labor efficiency of 1 worker, couples	Percentage of workload of workers, %	Losses on wages per unit of production, rub	Specific reduced costs per 100 pairs of shoes, rubles
300-500	1	500	28.09	61.39	13.68	6735.36
500-700	1	556	27.73	69.14	9.83	6404.71
700-900	1	889	28.09	77.20	6.42	5236.17
300-500	2	500	28.09	61.39	13.68	6728.68
500-700	2	556	27.91	68.70	9.97	6083.28
700-900	2	889	28.09	77.20	6.42	5240.72
300-500	3	500	28.09	61.39	13.68	7533.95
500-700	3	700	28.12	67.28	10.56	6734.02
700-900	3	889	28.09	77.20	6.42	5876.59

To assess the effectiveness of the production activity of a shoe company, it is necessary to analyze the annual results of the enterprise for the production of men's and women's shoe assortment.

These calculations indicate that with 100% of sales of men's and women's shoes in the specified

period of time, not only the costs of production and sales of products are covered, but also a profit of 3697.4 thousand rubles remains. This testifies to the efficient operation of the enterprise, as well as to the correct marketing and assortment policy. The product profitability is 14.9%.

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Table 11 - Calculation of the optimal power with a range of 300-900 pairs in the production of women's shoes

Power options	Type of equipment	I am optimal power, couples per shift	Productivity labor 1 worker, steam	Worker load factor, %	Loss on wages per unit products, rub	Specific reduced costs for 100 pairs of shoes, rub
300 - 500	1	500	27.73	62.18	13.40	6980.5
500-700	1	700	27.73	69.14	9.83	6277.43
700-900	1	847	27.73	74.50	7.54	5673.49
300-500	2	500	24.45	63.90	14.11	7630.92
500-700	2	556	27.73	69.14	9.83	6404.71
700-900	2	812	25.64	75.40	7.77	6060.55
300-500	3	500	27.00	61.74	14.02	7827.12
500-700	3	556	29.32	68.21	9.71	6607.65
700-900	3	847	27.00	74.70	7.66	6341.05

By proving their proposals, the authors confirmed the results of calculating technical and economic indicators using the software they developed, which allowed them to choose production volumes that would guarantee the manufacturer an economic effect, in which the integrated efficiency indicator (K) evaluating it will tend to its maximum value, and namely, to one.

For example, the name of the company "Skorokhod" is the production of children's shoes. Saying "Skorokhod", you can provoke an association with fast movement, and children love to run, they need high-quality and sturdy shoes. Another example is the name of the company MEXX. There are no vivid associations, but the name is modern and laconic. It agrees well with the positioning of the company - clothes for young people according to the ideal combination of "style, price and quality".

It is necessary to note the huge number of names that use the Latin alphabet when writing their names. It seems to us that the roots of this phenomenon lie in the statements - the legacy of the Soviet era: "there is no fashion in Russia!", "Domestic means bad". Accordingly, domestic enterprises that were the first to enter the post-Soviet market were forced to disguise themselves as foreign manufacturers. Gregory, Gloria Jeans, Climona, Vereteno, Festival, ZARINA are numerous examples of this strategy when choosing a company name.

The fourth way is the company logo. The purpose of a logo in the fashion industry is to instantly recognize the brand. A logo is a symbolism that replaces a name or is its graphic interpretation. Interestingly, in the fashion world, the logo has also become a part of clothing and footwear design.

The logo serves as an identification mark for the uninitiated crowd, who, by these letters, will know how much a particular item cost. This is a cheat sheet for those who cannot define the silhouette of Dolce and Gabanna, Christian Dior or Ferre. With the

general trend towards more and more visualization, type graphics are all kinds of pointers. Plates and labels - began to play an increasing role. The logo, as an image replacing the text, becomes an ideal solution if you need to combine decorative and informative content.

In addition to its primary function - a trademark - it plays a decorative role. This is a natural result of the interweaving of the fashion industry and advertising.

Here are the reasons:

the first - industrial - fashion for text as a decorative element.

the second is the fashion for democratic clothing, i.e. a crisis in the recognition of styles, the binding of an object to a specific brand.

the third is pro-advertising. This shift in the "expensive - cheap" framework: it is the design of the product, and not the quality of the materials used or the amount of manual labor that increasingly determines the consumer value.

The oversaturation of advertising information makes it possible for logos to become an element of decor.

The logo is becoming more imaginative and emotional. And you can play with the images, placing it where it was previously unthinkable. Thus, today buyers of fashionable footwear have been made advertising carriers of brands due to the general logo typing.

The main thing is the correspondence of the emotions caused by the advertising of the product, the brand image and the design of the products themselves.

After all, the promotion of the subject should be specific, simple, understandable and vivid, i.e. advertising. At the same time, carry a readable emotionally colored image. This means that you can't do without a logo.

The verbal logo of the enterprise - the name

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inscribed in a certain way is its most frequently used attribute, which forms the first emotional attachment to the image of the company in the mind of the consumer. A certain way of depicting a verbal logo becomes a distinctive, original feature of an enterprise.

Another important direction in the company's activities to promote its brand is the design in the trade environment. The following requirements are imposed here:

- Convenient location for a specific target audience (Via Corso - boutique street in Milan; and Plaza il Duomo with La Rinascente department store - both are conveniently located in the center of Milan, but these retail spaces have different consumers). As mentioned above, a similar community of boutiques selling footwear will be created in Russia on the basis of the Paris Commune factory. The need for such a base exists in the Southern Federal District and the North Caucasus Federal District - this will allow organizing the regional market;

- adherence to the concept of product image presentation, i.e. well-thought-out principles of presenting the properties of a product that correspond to the expected motivation of its choice by the consumer;

- Figuratively, the target solution of the environment should be oriented towards the type of consumer. It should be possible to try on shoes, get advice from the seller;

- the environment should be conducive to stay and provoke interest in the product. Pleasant music can sound in the store; each visitor should be given a booklet with shoe brands;

- according to a figurative decision, the environment should be raised above the ordinary, create a feeling of "event", "chosenness", "fullness of possibilities" or "accessibility". The enterprise can introduce a system of discounts to re-attract consumers;

- to support an additional range of services that fall within the range of time spent and cultural interests of the consumer. The buyer can be offered a cream for a newly purchased shoe or another clothing accessory with the manufacturer's logo as a gift.

Consumers in the marketplace are not a monolithic community. When buying shoes, they are guided, first of all, by the type of shoes and the price.

For example, when choosing women's boots, the buyer takes into account the seasonality of the shoes, their age characteristics and the type of work activity, the appearance of the shoes will be important signs: compliance with the fashion direction, color, materials of the top and bottom, as well as the constructive solution of the model. Buyers will also prefer the brand name. It is this offer of footwear to the consumer in specialized stores or departments that will provoke an increase in sales in conditions of

unstable demand. And if the seller, possessing well-thought-out principles of presenting the advantageous properties of each design of women's boots, and guessing the mood and capabilities of the customer by their motivated questions when choosing a model, will be able to realize this very desire, then in any case the buyer will leave satisfied that his interests are fully satisfied ,

Elderly people love comfort and coziness. Both the seller and the buyer - a representative of the fair sex - of course, will turn their attention to the model if it will be pleasant to wear it in a snowy winter, since it should be made of soft nap leather - velor and have a molded sole with a large tread, as it will very comfortable and will provide them with comfort in any period of wearing it .. At the same time, it should be affordable.

Business women, whose age is over 45 and up to 45, and who are constantly in the hustle and bustle, of course, will give preference to models made from natural materials, low heels, discreet accessories, creating comfort for the wearer in their daily life, while emphasizing their image and social status.

The appearance in the salon or in a special brand store of fashionistas or high school girls will immediately attract the attention of the salon seller, who will want to offer them only an original model with extra high heels with patch straps, decorated with hoovers and fixed at the top and bottom of the bootleg. The fashionista will be delighted that she bought what she wanted, and the high school student will be satisfied with the purchase also because she is sure that this purchase will surprise her friends, and for her, this is the most important argument in favor of the purchase.

It is always easy for the seller if a "socialite" appears in the store, as she always prefers only new products or exclusive models. These ambitions of her can be satisfied by the model both at the expense of originality and at the expense of a constructive solution, as well as at the expense of the selected materials and decorations in the manufacture of this very model.

For girls who love severity, but at the same time originality, the seller will certainly offer a model in which materials of two colors and textures are successfully combined, and the details, perforated, draped on the bootleg, give it a uniqueness.

And the price should not "bite" very much, which is also an important argument in favor of the purchase. These fantasies of ours, spied on in life and working very effectively on demand, are justified and have the right to be, since the ability to present our products, work with our consumers, a competent marketing approach form the popularity of this boutique, store or salon among buyers and provide them with sustainable consumer demand ... Ultimately, well-thought-out principles of presenting product properties, choosing your consumer, correct

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design of boutiques and their windows - all this will make it possible to have a significant impact on the effective results of their work. This also fully applies to the children's assortment.

Assortment formation - the problem of specific goods, their individual series, determining the relationship between "old" and "new" goods, goods of single and serial production, "science-intensive" and "Ordinary" goods, physical goods, or licenses and "know-how". When forming the assortment, problems of prices, quality, guarantees, service arise, is the manufacturer going to play the role of a leader in creating fundamentally new types of products or is forced to follow other manufacturers

The formation of the assortment is preceded by the development of the assortment concept by the enterprise. It is a directed construction of the optimal assortment structure, product offer, while, on the one hand, the consumer requirements of certain groups (market segments) are taken as a basis, and on the other, the need to ensure the most efficient use of raw materials, technological, financial and other resources by the enterprise. in order to produce products with low costs.

The assortment concept is expressed in the form of a system of indicators characterizing the possibilities of optimal development of the production assortment of a given type of goods. These indicators include: a variety of types and varieties of goods (taking into account the typology of consumers); the level and frequency of the assortment renewal; the level and ratio of prices for goods of this type, etc.

The assortment formation system includes the following main points:

- determination of current and future needs of

buyers, analysis of the ways of using shoes and peculiarities of purchasing behavior in the relevant market;

- assessment of existing competitors' analogues;

- a critical assessment of the products manufactured by the enterprise in the same range as in paragraphs. 1 and 2, but from the perspective of the buyer;

- deciding which products should be added to the assortment, and which ones should be excluded from it due to changes in the level of competitiveness; whether it is necessary to diversify products at the expense of other areas of production of the enterprise, which go beyond its established profile.

- consideration of proposals for the creation of new models of footwear, improvement of existing ones;

- development of specifications for new or improved models in accordance with the requirements of buyers;

- exploring the possibilities of producing new or improved models, including questions of prices, costs and profitability;

- testing (testing) footwear, taking into account potential consumers in order to find out their acceptability in terms of key indicators;

- development of special recommendations for the production departments of the enterprise regarding quality, style, price, name, packaging, service, etc. in accordance with the results of the tests carried out, confirming the acceptability of the characteristics of the product or predetermining the need to change them;

assessment and revision of the entire range. (Figures 1.6)



Fig. 1 - Assortment of toddler shoes

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Fig. 2 - Assortment of children's shoes for the younger group



Fig. 3 - Assortment of preschool shoes

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Fig. 4 - Assortment of school shoes



Fig. 5 - Assortment of teenage boys' shoes



Fig. 6 - Assortment of teenage girls' shoes

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Assortment planning and management is an integral part of marketing. Even well-thought-out sales and advertising plans will not be able to neutralize the consequences of mistakes made earlier in assortment planning. The optimal assortment structure should ensure maximum profitability on the one hand and sufficient stability of economic and marketing indicators (in particular, sales volume), on the other hand.

Achieving the highest possible profitability is ensured through constant monitoring of economic indicators and timely decision-making on adjusting the assortment.

The stability of marketing indicators is ensured, first of all, through constant monitoring of the market situation and timely response to their changes, and even better - taking proactive actions.

In addition, it is important that there are not too many product names. For the majority of Russian enterprises, the main reserve for assortment optimization still lies in a significant reduction in the assortment range. Too large assortment has a bad effect on economic indicators - there are many positions that cannot even reach the break-even level in terms of sales. As a result, the overall profitability drops dramatically. Only the exclusion of unprofitable and marginal items from the assortment can give the company an increase in overall profitability by 30-50%.

In addition, a large assortment diffuses the strength of the enterprise, makes it difficult to correctly offer the product to customers (even the sales staff are not always able to explain the difference between a particular item or name), and scatters the attention of end consumers.

Here it will be appropriate to recall the psychology of human perception of information. The reality is that the average person is able to perceive no more than 5-7 (rarely up to 9) semantic constructs at a time. Thus, a person, making a choice, first selects these same 5-7 options based on the same number of criteria. If the seller offers a larger number of selection criteria, the buyer begins to feel discomfort and independently weeds out criteria that are insignificant from his point of view. The same happens when choosing a product itself. Now imagine what happens if there is a hundred practically indistinguishable (for him) goods in front of a person, and he needs to buy one. People in such a situation behave as follows: either they refuse to buy at all, since they are not able to compare such a number of options, or prefer what they have already taken (or what seems familiar). There is another category of people (about 7%), lovers of new products, who, on the contrary, will choose something that they have not tried yet.

Thus, from the point of view of the buyer (to ensure a calm choice from the perceivable options), the assortment should consist of no more than 5-7 groups of 5-7 items, i.e. the entire assortment from the point of

view of perception should be optimally comprised of 25 - 50 items. If there are objectively more names, then the only way out is additional classification.

It is generally accepted that the customer wants a wide range of products. This widest assortment is often referred to even as a competitive advantage. But in fact, it turns out that for a manufacturer a wide assortment is hundreds of product names, and for a consumer - 7 items is already more than enough.

And thus, the consumer does not need a wide assortment at all, but the variety necessary for him.

If the company adheres to a wide assortment approach, then it is enough to conduct a sales analysis, look at the statistics to make sure that 5-10, at most 15% of the items are the sales leaders, all other positions are sold very little, the demand for them is low, although the costs differ little from costs for sales leaders. It turns out a situation when several items "feed" the entire wide assortment of the enterprise. And this is far from always justified from the point of view of ensuring the completeness of the assortment (a favorite argument of sellers), that is, the presence of various names to cover the maximum possible options for customer needs. In practice, it turns out that completeness is fully ensured, even if the existing assortment is reduced by half or even three times. The main thing, in this case, is to correctly classify all the goods and to achieve that so that the assortment includes goods from each possible group of this classification. Moreover, the more grounds a company can identify for classification, the more balanced the decision will be. So, the classification of goods can be according to the satisfied needs of customers, according to the functional purpose of the goods, according to the benefit for the company.

Of particular importance in such a situation is the role played by certain positions in the assortment. For this, products can be classified into the following groups:

A - the main group of goods (which bring the main profit and are in the growth stage).

B - a supporting group of products (products that stabilize sales revenue and are in the stage of maturity).

B - a strategic group of goods (goods designed to ensure the future profit of the enterprise).

D - tactical group of goods (goods designed to stimulate sales of the main product group and are in the stage of growth and maturity).

D - a group of products under development (products that are not present on the market, but ready to enter the market).

E - goods leaving the market (which do not bring profit and must be removed from production, that is, withdrawn from the market) [5].

After that, it is necessary to determine the share of each group in the total volume of production. For a stable position of the enterprise in the assortment structure: the group of goods A and B must be at least 70%.

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Thus, this makes it possible to assess the existing assortment set at the enterprise and, correlating it with the profit received, to assess the correctness of the assortment planning, its balance.

In addition, an increase in the volume of goods of groups that bring the main income will not always contribute to an increase in the company's profits. Here it is important to pay attention to the remainder of unsold goods (what increase it will give and the possibility of its further sale). Production planning is one of the important problems of assortment policy. In economics, forecasting of future expenses and incomes based on the calculation of the cost of production at variable costs is widely used. The essence of this method lies in the fact that the costs of the enterprise are divided into fixed and variable, depending on the degree of their response to changes in the scale of production.

The basis of fixed costs is the costs associated with the use of fixed assets (fixed capital). These include the cost of depreciation of fixed assets, rental of production facilities, as well as the salaries of management personnel, deductions for the social needs of these personnel. The basis of variable costs is the costs associated with the use of working capital (working capital). These include the cost of raw materials, supplies, fuel, wages of production workers and deductions for their social needs.

It should be emphasized that the total fixed costs, being a constant value and not depending on the volume of production, can change under the influence of other factors. For example, if prices rise, then the total fixed costs also rise.

The method of calculating the amount of coverage provides for the calculation of only variable costs associated with the production and sale of a unit of production. It is based on the calculation of the average variable costs and the average coverage, which is gross profit and can be calculated as the difference between the product price and the sum of variable costs. Limiting the cost of production to only variable costs simplifies rationing, planning, control due to a sharply reduced number of cost items. The advantage of this method of accounting and costing is also a significant reduction in the labor intensity of accounting and its simplification.

When applying the method of calculating the amount of coverage, it is advisable to use indicators such as the amount of coverage (marginal income) and the coverage ratio.

The amount of coverage (marginal income) is the difference between sales revenue and the total amount of variable costs. The amount of coverage can be calculated in another way - as the sum of fixed costs and profit. Calculation of the amount of coverage allows you to determine the funds of the enterprise, received by it in the sale of manufactured products in order to reimburse fixed costs and make a profit. Thus, the amount of coverage shows the overall level of

profitability, both of the entire production and of individual products: the higher the difference between the selling price of a product and the sum of variable costs, the higher the amount of coverage and the level of profitability.

The coverage ratio is the proportion of coverage in sales revenue or the proportion of the average coverage in the price of a product.

It is also important to determine at what volume of sales the gross costs of the enterprise will be recouped. To do this, it is necessary to calculate the break-even point at which the proceeds or the volume of production are accepted, ensuring that all costs are covered and zero profit. Those. the minimum volume of proceeds from the sale of products is revealed, at which the level of profitability will be more than 0.00%. If the company receives more revenue than the break-even point, then it is working profitably. By comparing these two revenue values, you can estimate the allowable decrease in revenue (sales volume) without the danger of being at a loss. The revenue corresponding to the break-even point is called the threshold revenue. The volume of production (sales) at the break-even point is called the threshold volume of production (sales).

To estimate how much the actual revenue exceeds the breakeven revenue, it is necessary to calculate the safety factor (the percentage deviation of the actual revenue from the threshold). To determine the effect of a change in revenue on a change in profit, the production leverage ratio is calculated. The higher the effect of production leverage, the more risky from the point of view of reducing profits is the position of the enterprise.

To separate the total costs into fixed and variable costs, we will use the high and low points method, which assumes the following algorithm:

- among the data on the production volumes of various types of footwear and the costs of its production, the maximum and minimum values are selected;
- the differences between the maximum and minimum values of the volume of production and costs are found;
- the rate of variable costs for one product is determined by referring the difference in cost levels for a period to the difference in levels of production for the same period;
- the total value of variable costs for the maximum and minimum volume of production is determined by multiplying the rate of variable costs for the corresponding volume of production;
- the total amount of fixed costs is determined as the difference between all costs and the amount of variable costs (example 1).

The minimum volume of production falls on the release of model A - 500 pairs, the maximum - for the release of model B - 1600 pairs.

The minimum and maximum costs for the

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production of footwear models A and B, respectively, amount to 179,465 rubles. (358.93×500) and 428 180 rubles. (428.18×1000). The difference in the levels of the volume of production is 1100 pairs (1600-500), and in the levels of costs - 248715 rubles. (428180-179465). The variable cost rate per item is 226.1 ($248715/1100$). The total amount of variable costs for the minimum production volume is 113,045 rubles. (226.1×500), and for the maximum volume - 361,760 rubles. (226.1×1600). The total fixed costs $179465 - 113045 = 66420$, $428180 - 361760 = 66420$. Thus, for our example, the value of fixed costs will be 66420

rubles. and they will be distributed among the manufactured types of footwear in proportion to the total cost of each type of product.

The profit from the sale of Model A is negative. However, before deciding to exclude this type of footwear from the assortment, it is necessary to calculate the profit from the sale of all manufactured types of products. At the same time, it is important that the amount of revenue exceeds the amount of variable costs.

We will summarize the solution of the example in table 12.

Table12 - Solution of the example

Indicator	Value, rub.
1. Sales proceeds	951008
2. Variable costs	798132
3. Fixed costs	66420
4. Amount of coverage, 1-2	152876
5. Coverage ratio, 4/1	0.16
6. Threshold revenue, 3/5	415125
7. Safety factor, %, (1-6) / 1 * 100	56.35
8. Profit	86456
9. Production Leverage Effect, 4/8	1.77

Let's see how the profit of the enterprise will change if the production of unprofitable model A is abandoned. In this case, the company's revenue will decrease by the volume of revenue from the sale of this type of product and its size will be 753508 rubles. (951008-197500).

At the same time, the total costs of the enterprise will also be reduced by the amount of variable costs required for the production and sale of brand A footwear. This value will be equal to 164,290 rubles. Since fixed costs do not depend on the amount of revenue, the abandonment of the production of brand A shoes will not affect their total value.

Thus, the total costs of the enterprise without the production of brand A footwear will amount to 633,842 rubles. ($798132 - 164290$). And the organization will not receive a loss in the course of its activities ($753508 - 633842 = 119666$ rubles). The use of the method for calculating the average size of the coverage allows you to make a decision on the feasibility of further production of footwear brand A.

The average coverage for both shoe brands is positive. If the company reduces the output of brand A footwear by one unit, it will lose 66.6 rubles. from covering fixed costs. The exclusion from production of the entire volume of production of this brand will lead to losses in the amount of 33,300 rubles. ($500 \cdot 66.6$). From the foregoing, we can conclude that brand A shoes should be kept in stock.

Thus, it is not always advisable to make a decision based only on the value of total costs and profit per unit of production, because in the end result the enterprise may lose profit. Now let's consider the situation (example 2), when the company plans to

release new products - model B in the amount of 1,700 pairs at a price of 467.40 rubles. for 1 pair. However, the production facilities of this organization are suitable for the production of only 4,000 pairs of shoes. And if it is going to start producing Model B shoes, it will have to abandon the production of 500 pairs of other models. The question arises: should we introduce new products into the assortment, and if so, what products should be cut back? The average value of variable costs for a new type of product is 375.34 rubles. Then the average coverage is 92.06 rubles. ($467.40 - 375.34$). The increase in the company's profit due to the production of model B footwear will be 156502 rubles (1700×92.06). Among all types of footwear produced by the enterprise, model B has the smallest average coverage (66.6 rubles). If you abandon the production of 500 pairs of shoes, then the organization will lose 33,300 rubles, at the same time, the enterprise will additionally receive 156,502 rubles from the production of brand B footwear. The profit of the enterprise from the change in the assortment will be 123202 rubles. ($156502 - 33300$). Let us trace how the safety factor, the effect of production leverage and the profit of the enterprise will change if model B is included in the assortment of footwear production (table 13). If you abandon the production of 500 pairs of shoes, then the organization will lose 33,300 rubles, at the same time, the enterprise will additionally receive 156,502 rubles from the production of brand B footwear. The profit of the enterprise from the change in the assortment will amount to 123202 rubles. ($156502 - 33300$). Let us trace how the safety factor, the effect of production leverage and the profit of the enterprise will change if model B is included in the

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assortment of footwear production (table 13). If you abandon the production of 500 pairs of shoes, then the organization will lose 33,300 rubles, at the same time, the enterprise will additionally receive 156,502 rubles from the production of brand B footwear. The profit of the enterprise from the change in the assortment will

amount to 123202 rubles. (156502 - 33300). Let us trace how the safety factor, the effect of production leverage and the profit of the enterprise will change if model B is included in the assortment of footwear production (table 13).

Table 13 - Solution of example 2

Indicator	Value, rub.
1) Sales revenue	1745588
2) Variable costs	1520478
3) Fixed costs	66420
4) Amount of coverage, 1-2	225110
5) Coverage ratio, 4/1	0.13
6) Threshold revenue, 3/5	515046
7) Safety factor, %, (1-6) / 1 * 100	70.49
8) Profit	158690
9) Production Leverage Effect, 4/8	1.42

The above data show that as a result of the renewal of the assortment, the position of the enterprise has improved:

- profit increased from 86456 rubles. up to 158 690 rubles;
- safety margin increased by 14.14% (70.49 - 56.35);
- the effect of production leverage decreased by 0.35 points (from 1.77 to 1.42).

Thus, in the costing system for variable costs, profit is reflected as a function of the volume of sales, and in the full distribution system, it depends on both production and sales. Both considered systems have their own advantages and disadvantages.

So, for example, when the volume of production exceeds the volume of sales, a higher profit will be shown in the system of full cost allocation. In the case when the volume of sales exceeds the volume of production, the higher profit will be reflected in the calculation of the cost price at variable costs. However, when calculating the cost of variable costs, information for making a decision can be obtained with significantly fewer calculations. The choice is up to the management of the enterprise in order to provide its enterprise with a stable position in the conditions of unstable demand with timely and effective actions. This is especially important in the manufacture of the entire assortment of children's shoes and when working with customers - with mothers and children, creating all the conditions for them to satisfy their interests.

- an increase in the amount of profit as a result of a company in the volume of sales of products, a decrease in its cost price and an increase in product quality.

In order to get the desired profit in conditions when the prices for shoes and production volumes are dictated by the market, the company always faces the

choice of what products and how much to produce in terms of costs for its production and taking into account the solvency of potential buyers.

The availability of high-quality, competitive footwear is a prerequisite for the highly efficient functioning of a footwear enterprise.

An important criterion for the competitiveness of footwear on the market is its cost with its corresponding quality and the purchasing power of the population.

The main criterion for the viability and profitability of an enterprise is profit; in order to increase losses, first of all, it is necessary to reduce the cost of shoes.

The change in the total cost, which includes all the costs of manufacturing and selling footwear, depends on the ratio of changes in costs for each calculation item.

An important factor affecting the level of costs for the production of footwear is the change in the assortment and the technological process.

Choosing a technology that is capable of efficiently realizing unlabeled goals in a highly competitive environment will ensure that the developed range of footwear is chosen by the buyer and will allow the enterprise to maximize profit.

To solve this problem, it is necessary to most widely use the injection method, which ensures the manufacture (production) of the entire assortment of high quality footwear with different profitability of certain types of footwear to meet the demand of various groups of the population.

In the cost of footwear production, the largest share is made up of costs for raw materials and basic materials, and then for wages and depreciation deductions.

The production of footwear by the injection method is possible with the use of artificial and

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synthetic leather and textile materials, which will reduce the cost and get a large profit, because the range of these materials is cheaper and much more varied.

Another factor in reducing the cost is the reduction in labor intensity, which is provided by the injection method, on which the costs depend on the item "Basic and additional wages of production workers with insurance contributions to extra-budgetary funds."

At the same time, for the introduction of the injection method, it is necessary to use more expensive equipment (injection molding machine), which will affect the increase in the cost of shoes due to the increase in the cost of depreciation and repair funds (under the item "RSEO").

The share of costs for the manufacture of the proposed many assortment range of in-demand products.

Conclusion

This is possible only if the heads of enterprises implement modern technological solutions formed on the basis of the use of multifunctional and universal

equipment and at the same time it is necessary to remember that the innovative technological solution itself should not be costly, that is, on the one hand, providing the enterprise with sustainable technical and economic indicators and guaranteeing their demand not only in the sales markets of the regions of the Southern Federal District and the North Caucasus Federal District, but also in other regions of Russia, to be attractive to foreign consumers. But on the other hand, consumers should have a choice to compare the price niche for the offered products with analogues of foreign firms, and always have priority. This will be possible with the formation of production,

The use of innovative technological processes will allow an enterprise in market conditions to receive such a volume of profit that will allow it not only to firmly maintain its position in the sales market for its shoes, but also to ensure the dynamic development of its production in a competitive environment, this is especially important in the manufacture of the entire assortment of popular products.

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