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**ON NEW OPPORTUNITIES FOR QUALITY MANAGEMENT IN THE
 MANUFACTURE OF PRODUCTS IN DEMAND WITHIN THE
 TERRITORY OF ADVANCED SOCIAL AND ECONOMIC
 DEVELOPMENT FORMED ON THE BASIS OF THE MINING CITIES
 OF THE ROSTOV REGION**

Abstract: *the authors recommend that the market revise the concept of forming it with in-demand and import-substituting goods, taking into account their attractiveness. Such a concept will fully correspond to the desire of the consumer to satisfy his desire and desire to make a purchase, taking into account his social status, providing manufacturers with the sale of their products in full and guaranteeing enterprises stable TPP of their activities.*

Key words: *competitive, in-demand, assortment, assortment policy, financial component, TEP, success, profit, demand, preference, attractiveness, consumers, markets.*

Language: English

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Introduction

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The supervisory board of the territory of advanced socio-economic development includes representatives of the authorized federal body, the

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highest executive body of state power of the constituent entity of the Russian Federation, other state bodies and the executive and administrative body of the municipality, as well as the management company. The supervisory board also includes representatives of territorial associations (associations) of trade union organizations and territorial associations of employers with the right to take part in deciding the share of foreign workers attracted by a resident of the territory of advanced socio-economic development. Representatives of residents of the territory of advanced social and economic development may be invited to participate in meetings of the supervisory board.

The composition of the supervisory board of the territory of advanced socio-economic development in the amount of no more than ten people is approved by the authorized federal body.

The powers of the supervisory board of the territory of advanced socio-economic development are established by the regulation on the supervisory council of the territory of advanced socio-economic development, approved by the authorized federal body.

The authorized federal body carries out:

- issuance of construction permits, permits for the commissioning of facilities in the implementation of construction and reconstruction of infrastructure facilities in the territory of advanced socio-economic development;
- coordination of the territorial planning scheme of the constituent entity of the Russian Federation, in which the territory of advanced socio-economic development is created or functions, coordination of documentation on planning the territory of advanced socio-economic development for the placement of capital construction objects of regional significance within the boundaries of municipalities in which the territory of advanced socio-economic development is located development, implementation of state construction supervision in cases stipulated by the Urban Planning the code Russian Federation;
- approval of the project for planning the territory of advanced socio-

economic development for the purpose of its integrated development;

- approval of the procedure for maintaining the register of residents, the composition of information contained in the register of residents, as well as the procedure for submission to government bodies, including tax authorities, to a local government body or local government bodies, bodies exercising control over the correctness of calculation, completeness and timeliness of payment (transfers) of insurance contributions to state off-budget funds (hereinafter referred to as the bodies controlling the payment of insurance contributions), in accordance with their powers, documents confirming the status of a resident of the territory of advanced socio-economic development;
- control over the implementation by a resident of the territory of priority socio-economic development of the agreement on the implementation of activities;
- control over the activities of the management company and its subsidiary;
- coordination of documents for the territorial planning of municipalities, within the boundaries of which the territory of advanced socio-economic development is located, as well as the rules for land use and development;
- provision of land plots in federal ownership and located in the territory of advanced social and economic development;
- making a decision on land reservation and compulsory alienation of land plots (seizure of land plots) for state needs in order to locate infrastructure

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facilities in the territory of advanced socio-economic development;

- the establishment of easements in relation to land plots in order to locate infrastructure facilities in the territory of advanced socio-economic development;
- other powers provided for by this Federal Law.
- publishes on its official website in the information and telecommunication network "Internet" information about the availability of land plots and other real estate located in the territory of advanced social and economic development and subject to lease.

The list of types of economic activities in the implementation of which there is a special legal regime for carrying out entrepreneurial activities in the territory of the priority social and economic development of "Shakhty":

- ❖ all types of economic activities included in the shoe industry class;
- ❖ all types of economic activities included in the class "clothing industry";
- ❖ all types of economic activities included in the "knitwear industry" class;
- ❖ all types of economic activities included in the class "leather goods industry";
- ❖ all types of economic activities included in the class "production of leather and fur";
- ❖ all types of economic activities included in the class "chemical industry";
- ❖ all types of economic activities included in the class "textile industry";
- ❖ all types of economic activities included in the class "manufacture of machinery and equipment";

- ❖ all types of economic activities included in the class "advertising activities and market research";
- ❖ all types of economic activities included in the class "rent and leasing";
- ❖ all types of economic activities included in the class "professional scientific and technical activities";
- ❖ all types of economic activities included in the class "employment and recruiting activities";
- ❖ all types of economic activities included in the class "administrative and economic activities, auxiliary activities to ensure the functioning of the organization, activities to provide other support services for business";
- ❖ all types of economic activities included in the class "provision of electricity, gas and steam; air conditioning".

Main part

The nature of the new competition in the modern world economy, due to the processes of globalization, sets 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 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 light industry in Russia for the period up to 2025.

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

In modern conditions of market relations, a competitive environment and direct interaction of Russian and foreign manufacturers, solving the problem of combining state and market mechanisms for managing competitiveness is becoming a strategic

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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 was 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 domestic footwear 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 something is not enough somewhere, then this is not the basis for a recession and recession.

In the mid-2010s, the country found itself in an economic situation similar to the late 1920s and early 1930s. Then the question arose: to be or not to be a new social order, desired by the 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 reach a secret source in search of the key to solving the problem. He needed the blessing of the leader. And I. B. Stalin agreed that "cadres decide everything." Let us clarify from ourselves - "professionally trained and politically responsible for the result." The explanation is important because the democratic transformations 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 democratically organized 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 governance for private interests. 85 years ago, what was obvious to consciousness was so in practice. In vain, speaking of the cruelty of I.V. Stalin, they forget that every miscalculation in politics affects 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, of modern industrialization, it is necessary to start not with economic or scientific and technical actions - with a political renaissance. Of course, the new time requires other instruments, different from the measures of the second half of the 1930s, but the essence must be invariant. Political effectiveness is the highest criterion for professionalism. It is better to interpret this conclusion by contradiction. The actual reality fell short of the announced changes - the resignation of managers, followed by a public characterization, depending on the specific conditions and the size of the discrepancy.

In Soviet times, the party slang was widespread - "put in a responsible position"! No one really knew

what and how to do it, but everyone knew, if not done, it would be bad. For some reason, we have shifted the responsibility to the market. The responsibility for the implementation of specific political directions, losing its personified form, ceases to be a responsibility. Our Duma is not responsible for anything. The government is accountable to the President and the Duma. The President alone bears personal responsibility to the people. Hence the only worthy rating of the public opinion poll. Undoubtedly, the President was helped by his patriotic policy - consistent and active. But it seems that the main factor, albeit not obvious, of the President's popularity, in contrast to all those endowed with power, is his practical capacity,

Unfortunately, while 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 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.

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

An interesting fact, however, not from the history of "light" industry. DI. At the beginning of the 20th century, Mendeleev was tasked by the Government to figure out the secret of gunpowder modernization in Germany. Without direct access to German technology, the chemical scientist requested monitoring of the movement of freight trains in the places where gunpowder is produced, tracking the beginning and end of the routes. On the basis of the information received, he deciphered the German recipe and developed recommendations for the Russian Government. If a pure economist, a modern top manager were in his place, the result would be completely different. He would be stuck in the statistical and financial calculations of expenses and income, leaving the political and scientific and technical components. The most serious

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methodological error 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. "Manilov" nineties were replaced by "buns" of the tenths.

The main and invariant superiority of Russia lies in its 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 being unreasonable in politics and economics, we should give our ancestors what they deserve, who managed to gather Russia and the peoples around Russia. It is not so much the decline in production itself, the squandering of what has historically manifested its national specificity, national traditions, as the possibility of the loss of the labor talent of the peoples of Russia; the systemic ineffectiveness of economic policy is alarming.

There is no progress without retreats, slowdowns in movement, recessions. The policy is called upon to take active, purposeful actions to help overcome the obstacles arising in development. Politicians must stay ahead of the economic movement and direct it, stimulate domestic economic factors with political levers, and clear economic paths to efficient production. Instead, politicians continue to link development plans to the price of oil, the ruble size 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 deny the specifics of national economic advancement. Moreover, integration is objectively called upon to contribute to national development. Why can't we do it as it should be? This question arises from the logical comparison of the policy in the field of strengthening the defense capability, the restoration of the country's international authority in the most difficult circumstances of the formation of a new world architectonics with the fact that from year to year Russians observe and fully feel on themselves in the sphere of the rest of the economy. two governments? The second one "clicks on the gas and slows down" at the same time.

The protracted recession in the Russian economy has two ways of explanation. First, the people have lost the ability to work well, squandered "human capital", second, the managers are helpless. The media assure 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 performance of the performers and the unfavorable world situation.

How naive do you need to be to rely on the sincerity, disinterestedness, and sympathy of your competitors when planning your economic policy? The President of the Russian Federation stated long ago that our Western partners do not want to strengthen Russia, they need an obedient Russia, such as the Baltic republics that were previously part of the USSR. I didn't want to sadden the politicians responsible for the economy, but following Aristotle, we were forced to state: "Friends in the East" are also on their minds"- in the sense "Plato is my friend, but the truth is dearer". They will help us to the extent that they benefit themselves from such help.

It's time to understand that all economic and political alliances in the modern world space are an attempt to achieve national gain in the environment of transnational relations, i.e. you can count on partners as long as this cooperation is beneficial to them. From which the conclusion follows - it is necessary to face your economy. Only in this way, albeit with great effort, will it be possible to solve their problems. For example, there are no objective reasons that would justify the decline in production in light industry for a quarter of a century.

Light industry, closely related to agriculture, is really dependent on the work of the latter. Only such interaction should be approached historically concretely, relying on scientific-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). In defining the "five-year plan" as a planning measure, they relied on this pattern.

The problems of agriculture and light industry are not specific, they have always been political. In the USA and Europe, farmers have a lot of our problems. The difference is that the farmer there is a national problem among the most important and basic ones. Its consideration is relevant for the existence of politicians. From how the policy contributes to the resolution, the public place of the politician is assessed. The farmer and the politician are linked by economic policy. They balance on one tightrope of economic viability.

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 context of import substitution and declarations about the importance of developing our own production, to restore equality in industrial management. A "chintz land" without light industry is the same as native nature without birch groves or lyric poetry without the creativity of S. Yesenin.

The reformers of the 1990s were the least worried about the fate of the Fatherland and the

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country's industrial identity. They built their business on the ease of maximizing profits and placed the walrus away from the land of their ancestors. Light industry has traditionally been a difficult management problem. Managers must be, first of all, patriots, otherwise the light industry cannot be raised. It is also necessary to understand the national importance of "long money". Resilience of demand would compensate for the difficulties.

What is the essence of the ineffectiveness of politics in the economy of the late last century and the beginning of the new century? This is question number 1, and it is 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, should it be done in order to raise the national industry, the production of clothing, footwear, leather goods, textiles, accessories, not least?

The answer to question # 1 is simple - no one was going to develop a paradigm of economic policy 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 depending on the state of the senses. Like it or not like it - 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 turn politics into a source of one's own income.

Whatever the economic situation develops, it is extremely dangerous to make the meaning of economic criteria in absolute terms, to endow them with the property of universality. F. Engels sharply spoke out against attempts to reduce the teachings of Karl Marx on social development to "economic materialism", "economic determinism." The economic basis is the basis of social organization, but in no way a system-forming factor for its improvement.

Society is a system of human relations that take place in the dynamics of economic activity. Activity is a means of social life of people. An activity that necessitates a different kind of relationship 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 the dumb were not talking about the fact that the form of ownership should be changed, but that the relations arising from the form of ownership drag the distribution of the produced product or its monetary

equivalent, that the exchange cannot be completely trusted in the market, control the functions must be retained for the state, reconstructed democratically, that in a perversely bureaucratic form the state remains a generator of corruption, they tried to remain silent, understanding the delicacy of property reform.

For the majority of the population, there is no relevance in who is the owner, not everyone wants to try on the functions of an owner - to spin, spin, fight, take risks. Distribution, on the other hand, applies to everyone, both poor and non-poor.

The most difficult component of economic reforms is the achievement of social satisfaction 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 impart features of stability to public life.

Integration, globalization is not a panacea for development. They do not cancel the competition, in which there are more than one winner. There are more losers. Hence the relevance of the old truth, the meaning of which became clear in dialectics. Movement in any conditions becomes self-movement. The Chinese closed themselves off rationally and won. The victory was ensured by Eastern caution and skepticism about the unification. They realized before us that integration and globalization are types of "pyramids" and are conditionally useful for national development. From the outside, it might seem that the Chinese reformers have abandoned the curse mentality: "to live for you in times 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 linking of actions to the state economic order, reforms in the economy subordinated traditional political dominants, did not repent and did not try to please. Nobody seriously thought about any economic shocks. They took finance as the circulatory system of the economic organism into "tight government gloves", introduced toughening for economic and corruption crimes, equating many of them with dangerous actions against the state, did not invent new parties - they renewed the existing one, as before, paid special attention to personnel policy. The Chinese took into account the Soviet party experience of "growing" cadres, which was based on the principle of progressive advancement depending on business efficiency and lifestyle. They took finance as the circulatory system of the economic organism into "tight government gloves", introduced toughening for economic and corruption crimes, equating many of them with dangerous actions against the state, did not invent new parties - they renewed the existing one, as before, paid special attention to personnel policy. The Chinese took into account the Soviet party experience of "growing" cadres, which was based on the principle of

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In seventy years of Soviet history, there were isolated cases when random people found themselves in the management of the economy. They could be just by chance, confirming by their exclusivity, the viability of the political cadre 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 that made it possible for new revolutionaries not to repeat the old Bolshevik methods - to help some and rob others.

Despite the odiousness of the policy of nationalization of property, the Bolsheviks in the image of revolutionaries look in a more favorable light in comparison with those who squandered national wealth in the 1990s and are extremely reluctant to change their interest in what is happening today. The result of the 1917 revolution was the industrialization and 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 entire spectrum - from blue-collar to engineering. In such conditions, it is time to abandon the abstract political ideals of dem-reformers and to work out a "road map" for the revival of the light industry, counting on that the crisis underscores the relevance of the rationality of "brainstorming" as opposed to "economics schools" in the trend. What kind of road "map" is it, based on the historical experience of the 20th century, when all the main events took place.

1. The priority should be consistently the interests of national advancement. I would very much like to say about the development, but it is not possible to get it on a national scale now. It is necessary to "lick the wounds." Today, the most economically optimistic assessment is within the framework of achieving a stable stabilization of economic indicators. Doctors in a similar situation are encouraging: the condition is "consistently severe." Unfortunately, the economy cannot be put into an "artificial coma" that helps to overcome the crisis through a more economical use of vital forces. We are interested in the first point of the "road map" in this way. Doctors strive to mobilize the vital potential of the body, to help unleash the reserve

of the will to live. Our economy is capable of fighting for survival, there are many smart, knowledgeable, dedicated patriots in it, however, with each lost year, their number decreases. According to the data of Doctor of Economics, Professor of the Higher School of Economics V. Inozemtsev, one of the regular authors of the AIF, about 400 thousand people leave the country every year. Naturally, not everyone is on permanent residence, some work under a contract, in search of temporary work. First of all, you need to help energetic people, light them the green light at the end of the tunnel. There is no reason to count on officials of the type that has developed over a quarter of a century, confident that it is not the sword of justice that hangs over them, but the safe of the senior bureaucrat to receive remuneration. A possible option is ONF. The President of the Russian Federation regularly and with interest communicates with his activists. Communication is productive. looking for temporary work. First of all, you need to help energetic people, light them the green light at the end of the tunnel. There is no reason to count on officials of the type that has developed over a quarter of a century, confident that it is not the sword of justice that hangs over them, but the safe of the senior bureaucrat's safe to receive remuneration. A possible option is ONF. The President of the Russian Federation regularly and with interest communicates with his activists. Communication is productive. looking for temporary work. First of all, you need to help energetic people, light them the green light at the end of the tunnel. There is no reason to count on officials of the type that has developed over a quarter of a century, confident that it is not the sword of justice that hangs over them, but the safe of the senior bureaucrat to receive remuneration. A possible option is ONF. The President of the Russian Federation regularly and with interest communicates with his activists. Communication is productive.

Academician A.G. Aganbegyan testified that a year of economic downturn due to poor management takes much longer to restore the economy. It is necessary to act on the starting segment in such a way that there is enough strength to finish and there would be them left for the next stage. One should not hope for great achievements either. Miraculous transformations can be expected in private entrepreneurship. Here, chance is quite capable of manifesting itself. In the overall process, the role of chance is insignificant. Refusing to believe in luck, however, is unwise. It is believed that those who are lucky are "lucky". A successful alignment can be induced through professional activity, character, faith in a successful outcome and even in the highest justice. The faith that accompanies reason has not prevented anyone from striving to do a good deed.

All interstate unions must be considered exclusively in the national interests, otherwise you will lose. An economic agreement is an international

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condition that you can really try to use for your own promotion, both at the company and industry level. However, it should be understood that if you are not able to benefit from the terms of the contract, then your competitors, who turned out to be more intelligent, will receive it. A compromise option is not excluded, when the profit is mutual and is temporarily divided in proportion to participation. The main thing to know is that an agreement in any form leaves competitors with 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 each inhabitant of the Earth. Chinese leaders are therefore in meetings, when signing the protocols, they are laconic. Ours have a harder time - from them, in the absence of similar indicators, they expect assurances of friendship and mutual assistance. Good, good-neighborly, mutually beneficial relations are the only real reality of the progressive movement. Everything else is virtual reality.

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

Almost all types of materials required for the light industry can be produced in Russia. 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 have developed in the country within the framework of agricultural production and light industry, and a system of specialized vocational education has been created. Personnel were trained in schools, technical schools, universities, some educational institutions disappeared in the course of democratic reforms, but the training experience remained. It is not difficult to revive it. 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, belief in the future of the population. Social optimism in people will return.

The size of the consumer market also serves in favor of the purposefulness of developing the production of goods necessary to meet the physiological needs of a person. They guarantee the stability of the workload for the production of 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 home 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 who were random for 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 wrong to reject the socially positive meaning of their existence. It is one thing for oligarchs-financiers, oligarchs-media tycoons who made fortunes on speculation, intermediation, and wild extraction of carbon raw materials, and it is another thing 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 (2019), oligarch O. Deripaska spoke very politically maturely: "2019 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 economic entities.

Fleeing Russia with a view to the future is the lot 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. They are not needed in the West, their finances are in demand there - not as impressive by Western standards as in a plundered fatherland, and "anti-Putin views"

The history of Russia is rich in examples of clever, patriotic economic policy, namely of large owners who outstripped the actions of government bodies, endowed with professional political responsibility for the development of production. One gets the impression 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 promote the existing train. G. Gref, who came out of the said sector of the government, openly at the aforementioned "Gaidar Forum" said about the need for an active government policy to plan to overcome the crisis in the economy, invest in real production, control the use of state loans by banks. Frightened by

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the "wrong" - not a cyclical crisis, banks do not want to risk even "short" loans in the interests of production. They "cover" speculators in the market and themselves have become ordinary speculators, putting state loans into financial circulation, leaving manufacturing enterprises without credit, or setting deadly calculation rates for them

It is somewhat easier for light industry enterprises to act in such a situation. Firstly, replacing equipment is not that expensive. For example: equipping a physical laboratory with elementary modern equipment costs \$ 5 million. Secondly, you can get by with "short" money, which aligns 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 meanings are distinguished. In the context of our research, three are relevant: "Diversification of production" as the expansion of economic activity into new areas, branching of production, expansion of the range of products; kind of marketing strategy,

Diversification is currently "working" in the "most favored nation" regime, of course, with a creative approach, balanced risks and skillful 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 documents, from which the consumer must choose the most suitable for him, is replaced by the task of manufacturing exactly such a product that is needed by this consumer and exactly in the required volume and at a certain time.

The new type of organization of mass production shifts planning optimization research to the study of the uniqueness of market demand as a summary expression of individually different 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 respond adequately and quickly 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 planning the activities of enterprises has long been necessary. And it began, perhaps so far in the minds of production workers and owners, but this is a natural introduction to practice. The study of the mosaic of market demand was complicated by the search for new sales markets. The desire to capture the

market in 2016 is unreasonable, as well as the dream of overtaking 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 is to get ahead, to squeeze into the structure of the market, where its density is not so great. Director General of the Novosibirsk enterprise "Clothes Factory" N. Treshchev is sure that that it is really possible to squeeze into the ranks of products "sewn with high quality" from fairly expensive fabrics, interesting designs. In the 1990s, Russia was overwhelmed with Bush's legs, and it seemed that nothing could oust them from the market. At the present time, 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 WTO, SCO, but in principle they are not the essence of the matter. The movement is productive because of its independence from external factors. Sustainable development is a consequence of self-movement. If cash 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 WTO, SCO, but in principle they are not the essence of the matter. The movement is productive because of its independence from external factors. Sustainable development is a consequence of self-movement. If cash 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 WTO, SCO, but in principle they are not the essence of the matter. The movement is productive because of its independence from external factors. Sustainable development is a consequence of self-movement. If cash 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 turning point in the decline in the prestige of professions associated with the light industry, to create an attraction for those who decided to devote themselves to this interesting business. The owners are looking for reserves to raise wages. In 2019, it did not exceed 14 thousand rubles for VAT, which is half of the average salary in the regions. The director of the group of footwear companies A. Titov sees a way out in the transition of production to automated complexes. Last year, the companies spent 350 million rubles on the purchase of Italian and Taiwanese equipment, which made it possible to attract qualified specialists, retrain the personnel backbone and raise salaries to an average of 28 thousand rubles. A. Titov associates the production

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development forecast with the increase in the production of footwear in the mid-price segment. In favor of A.

It should also be borne in mind 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 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, thanks to the development of professional sports, an increase in the demand for those who choose sports as a path to a healthy lifestyle. At the end of 2015, the Sportexpress newspaper published an interview with the Chairman of the Board of the Russian Outdoor Group A. Grebtsov. "The outdoor market serves mountaineering, tourism, extreme sports, special forces, rescue teams, polar services and troops. These are areas that require heavy-duty, frost-resistant, waterproof equipment that meets the latest world standards of safety and comfort." Grebtsov gave interesting details, in particular, he compared the technological base for the production of quality products in the Russian Federation, Europe and Asia. We are "somewhat behind", according to him, from the Asian potential, but with Europe "We can definitely compete ... in Russia there are about 30 companies 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 member countries of the Customs Union supplied to the country's law enforcement agencies increased from 30% in 2018 to 83% in 2019. In 2020, the tendency for an increase in the share of materials produced by the KPES countries used for the production of clothing should be about 85 - 90%. The turn of the state order towards domestic production will open up opportunities for the subcontractors of the chemical industry (raw materials for thread, accessories, membranes, insulation). Will increase the production of fabrics, sewing clothes, which will pull the development of equipment. A. Grebnev believes that to consolidate the achieved results it is important: but with Europe "We can definitely compete ... in Russia there are about 30 companies 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 member countries of the Customs Union supplied to the country's law enforcement agencies increased from 30% in 2018 to 83% in 2019. In 2020, the tendency for an increase in the share of materials produced by the KPES countries used for the production of clothing should be about 85 - 90%. The turn of the state order towards domestic production

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- make it clear to large retail chains the importance of purchasing and placing 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;
- to assist companies in obtaining European certification of materials, otherwise foreign companies will not be interested in them, and the

goods produced in our country will not get to the West;

- actively support companies with collective stands at international exhibitions;
- provide such enterprises with subsidies for loans for the purchase of raw materials and supplies. The share of these loans in the total volume of lending should be from 50 to 85%;
- to exempt modern imported equipment from import duties and VAT. The equipment used in the sewing shops is 90% imported;
- introduce preferential leasing.

As you can see, A. Grebnev's program systematizes the main and primary steps in the direction of the light industry to regain its former importance. However, Heraclitus was right in saying that you cannot enter the same river twice. The rise of the light industry should be carried out on a new technological, economic and legal basis.

4. In modern times, it is necessary to thoroughly work on the culture of consumer demand - to educate the buyer. We have repeatedly emphasized in our publications that the understanding of the quality of natural and artificial phenomena is not the same. The consumer product is man-made and for man. It alienates the human essence, including the socio-cultural status of the individual. Consequently, the understanding of quality should also include the subjective perception of the properties of the product through feelings and reflection. The perception of quality should not be allowed to "drift", be given to the sensual element or simplified thinking. It is important to learn not only the art of modern design, to sew shoes and clothes with high quality, 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 to implement 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 fight for the world market, especially with the Chinese. The Chinese rightfully want to shoe and dress the whole world. One fifth of the world's population lives in the PRC. Our task is completely

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different. We need to make sure that the Chinese do not put shoes or clothe us. To transfer purchasing demand to our own Russian production, to interest in goods produced in the country. We are quite capable of such a task, as the manufacturers say.

But first, it is necessary to name this team the problems themselves that are typical today, but what is especially important, tomorrow, for light industry and shown in Fig. one.

In fig. 1 shows the systemic problems of the industry, the reasons for their occurrence and the result of the impact of problems on the main indicators of the light industry. The emergence of systemic problems in the industry is due to intra-industry and external-industry reasons. They are associated both with the activities of the industry itself and with ongoing institutional transformations and changes in the national economy, in the field of legislative and foreign economic policy of the country, as well as with changes in the world economy.

This is mainly due to structural imbalances in the light industry - the current inconsistency in the scale and capabilities of the industry to qualitatively meet the growing demand for products, to stop the critical drop in the share of domestic goods in the domestic market and to prevent the emerging 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 the equipment installed in the industry, most of which is morally and physically obsolete. The share of equipment in the machine tool park of the industry (according to Rosstat) operated up to 5 years was only 1.2% at the beginning of 2020, 6-10 years already 39.6%, 11-20 years already 45.4% and more than 20 years - 13.8%.

Worn out and obsolete equipment is not only incapable of producing 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 redistribution and automated production control systems;
- lower, in comparison with the accepted in the world standards, rates 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 companies this figure is 16 - 19%, which is largely due to investment support from their states interested in the development of light industry. A low level of equipment renewal leads to a reduction in production capacity (due to a significant excess of the withdrawal of moral and physically worn-out equipment over the commissioning of new equipment).

Over the past 5 years, production capacity has decreased:

- for rough cotton fabrics by 14 percent;
- on linen fabrics by a third, and on woolen fabrics by almost 4 times;
- for knitwear - 1.8 times, hosiery - 10 percent;
- on 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 operational control over the technological process, in the efficiency of the marketing services of enterprises and a 2 - 2.5 times large duration of orders for the manufacture of products.

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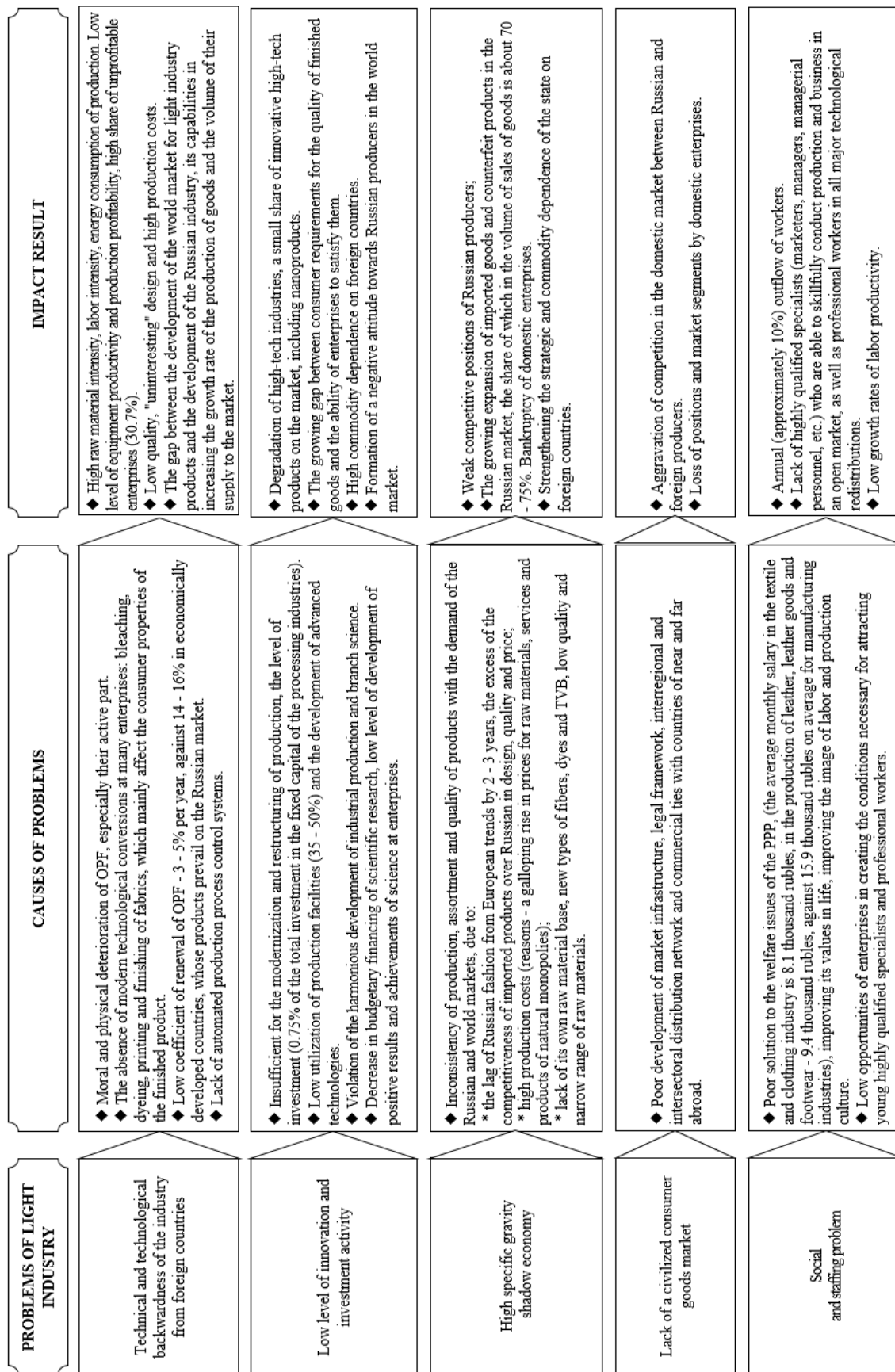


Fig. 1. Problems of light industry, the reasons for their occurrence

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As a result of the impact of these reasons, high dependence of textile enterprises on the quality of raw materials, dyes and textile auxiliaries (TWS) and, as a result, high production costs due to the high cost of raw materials, dyes, TVA and accessories (a large proportion of which are imported from abroad), and high costs of energy, the prices of which are unreasonably growing at an ultra-fast pace; and weak competitiveness in the domestic and European markets of Russian goods in comparison with imported ones, both in quality, design and price, and in 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 to modernize the industry and introduce breakthrough innovation and investment projects that will remove the structural constraints 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 increases, its own 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 output of high-quality products is the only possible way to solve the problem of production potential, the growth of which, starting in the public

sector, will move to the market as a whole;

- a decrease in the volume and effectiveness of research and development due to a decrease in the volume of budgetary funding for R&D (in 2019, at the expense of the budget, R&D was carried out by 22.7 million rubles, in 2020 - by 25.0 million rubles). To the greatest extent, this has 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 development. Scientific organizations are not allocated funds for the development of their experimental base, which reduces the effectiveness of scientific developments. And this is 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. The importance of industrial science is evidenced by the fact that for 2015 - 2020 six scientific works were awarded the Prize of the Government of the Russian Federation in the field of science and technology.

In foreign countries traveling to the development of science and its experimental base invest 6 - 9% of the funds from the turnover of products, which allows them to consistently achieve high achievements in science, increase the technological level of production

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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 lead to the inevitability of the appearance 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 to 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 development in the industry of the positive results of scientific research and innovation (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 nanotechnology.

Without taking effective measures to improve the current situation in the industry, its state 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 (ineffective 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 intensified, one of which is the union of commodity producers and the state.

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

The concept of partnerships, or stakeholder theory, examines the dependence of a firm's actions on the interests of a wide variety of stakeholders, including consumers, suppliers, shareholders, managers, employees, etc. Moreover, each of the partners has certain rights to control the enterprise. therefore, the concept assumes the need to make decisions taking into account their interests.

The theory of strategic management is one of the most difficult areas of management science. For a fairly short period of its 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 theory must answer is the identification of 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 versatility are signs of the quality of knowledge. Reliability allows you to minimize risks, versatility relieves stress from the search for new solutions to the problem - "they do not seek good from good". Quality comes at a price. Fees are generally considered to be financially dependent, but this does not always look straightforward. In the history of civilization, there are two outstanding achievements at the level of revolutions that clearly did not receive an equivalent assessment, namely:

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

- awareness of the special significance of theoretical knowledge in the form of concepts and related forms of abstract thinking - judgments, inferences. This naturally led to the need to develop a specific technology for their production - a methodology for understanding the essence of the relationship of existing phenomena. The visible part of the world is "designed" for the consumer, the invisible part for the manufacturer. Competition between manufacturers can be formalized in the form of a simple technical problem - to penetrate through the chaotic multitude of phenomena of the visible part of the world into its hidden part, to understand it, so that, upon returning, we can understand chaos as an order of coexistence and development of phenomena. Orderliness is regularity. Laws only in textbooks exist by themselves, separately. In reality, the law is stability, community and the necessity of the order of

Economics in the XX century found itself in a difficult position, which by the end of the century became critical. The theory of A. Smith and the method of K. Marx did not fit into the contours of the ideology of developed capitalism. In Europe and North America, the very idea of the historicity of capitalism was perceived as heresy. The history of capitalism has a beginning, but the presence of a beginning cannot be the basis for the conclusion about finitude. 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 calculus and statistics.

We will stop immersion in the philosophical, or, more correctly, in the methodological foundations of science, but not because it is necessary to plunge into practical matters more quickly, but because of the importance for the successful understanding of the production of a commodity of the understanding that all production involves the reproduction, along with a commodity, of relations. Production begins with the achievement of certain relationships and leads to the development of these relationships - between producers, producers and consumers. It is possible to understand such a complexly structured production

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only with the involvement of scientific analysis based on conceptual thinking.

We further 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 thermoregulatory 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 according to the requirements. Of the 30 shirts manufacturers, 28 had violations."

It is unlikely that anyone who was initiated into the state of the domestic light industry expected other results. It is not so much depressing statistics that amazes as the comments of a specialist addressed to the consumer of garment production. A specialist advises through a journalist: "If the label does not contain information about the manufacturer - its name and location, the composition of the fabric, the date of issue - this is a reason to think."

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

- mastering modern production technologies;

- the developed high professional culture, the system-forming factor of which is the personal form of responsibility.

Of course, non-state control over production, a kind of people's control, must be added to the basic conditions. The ONF may be the center of such popular oversight, but there is a danger of its party formation. The real strength of the ONF lies precisely in the status of an organization independent of inter-party relations, directly subordinate to the President. Top management, unfortunately, has gained experience in taming those who are self-sufficient.

In the USSR in the 50s - 80s, a quality management system was formed, which was not much inferior to foreign experience. This system was constantly improved taking into account the positive and negative experience gained until the end of the 1980s. Everything began to crumble in waves born of the "new political thinking." Finally, the systemic policy regarding the organization of quality management was swept over by the democratic tsunami of the nineties. The crisis and "shock therapy" removed the urgency of the problem for the next decades. The reasons for the de-actualization of interest in quality are obvious, namely:

- the achievements of the quality management policy of the Soviet period were associated with the peculiarities 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 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 cost of producing a barrel of oil in Qatar and Saudi Arabia is significantly less than in the Russian Federation. Having renounced 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 cost of its maintenance increased by an order of magnitude. The very concept of "quality management" was downgraded to the level of "quality control", after which each manufacturer could manage the quality himself.

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After all, quality was simplified to technical regulation;

- the quality of production and the product of production is functionally related to the quality of the market, while the quality of the market, in turn, depends on the customer's willingness to purchase products marked with the quality mark. A high-quality product is in demand under two mandatory conditions: effective demand of the mass buyer and the seller's honesty. There is neither one nor the other on the domestic market. Even in boutiques and luxury 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 is guided by the state of the market. For him, the barometer is not national interest, but market opportunities. The market is the driving force behind production. If market culture truly outpaced production culture, objections to the consumerist approach to production would be reduced to a minimum. In fact, the culture of the market in Russia was laid not by manufacturers, and even less so by consumers with their skinny wallet. Our market has been dominated by intermediaries and speculators from the very beginning. 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 become a manipulation of quality in the interests of the market owners.

The manufacturer is currently not interested in producing a high-quality product, the costs are high, the cost of goods 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 stricken with the fatal disease No. 1 according to E. Deming. On a limited - obviously scanty scale for Russia, quality things are guaranteed to be done, manufactured, but this practice has nothing to do with the situation in production, it is exclusive.

Attempts by the executive branch in the zero years to activate interest in TQM were again local and temporary. In Soviet times, the commands from above

looked logical and forced to reckon with them. The reality that changed from socialist to capitalist reacted to these initiatives sluggishly, without any enthusiasm, one might say purely educational, but not practically. Not surprisingly, faulty rockets, unable to ascend into space, were added to the unstuck shoe soles.

To the above causal factors, let us add an old illness that Russian management inherited from the socialist period. "The creation of a quality system in Russia runs into one more problem, typical for our country, write B.S. Alyoshin et al. It consists in the fact that instructions are written for someone, and not for a specific employee. Therefore, it became common practice to simply violate instructions. This is fundamentally unacceptable in enterprises using a quality management system. " Not trusting top management to solve this problem, B.S. Alyoshin seeks 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. Alyoshin is a well-known expert in the field of management, has 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 the USSR SOAN. He did it 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 must be built as a superstructure over a production-oriented foundation, i.e. first vocational education, only then economic education. There was a formal solution to the problem in departmental universities,

Discussion with A.G. Aganbegyan ended as expected - the majority considered it expedient to associate economic training with production specifics. This is the only way to give it the necessary level of concreteness. The reforms of the 1990s canceled the developed scheme, brought the training of managers in our country in accordance with the procedure established by them, whose economy was determined as a standard. The logic of economic policy was not hidden, on the contrary, it was extolled. Absolutization in science is not permissible 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 the history books, knew what to do during the transition. At the expense of "one or two" they wanted to find themselves in a post-industrial economy, bypassing a developed industrial one. With all the defects of socialist industrialization, it became an objective historical fact in two five-year plans, and in five "five-

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year plans" they did not even manage to carry out re-industrialization. As a result, they returned to the previous logic of development. The military-industrial complex and Roskosmos have made the locomotives of industrial progress, hoping that they will pull the development of the rest of the industry along with them. But, not being confident in the ability of the others to cope with the 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 consumption in order to meet the household needs of the population. hoping that they will pull the development of the rest of the industry with them. But, not being confident in the ability of the others to cope with the new tasks, because they do not fulfill the old ones either, the authorities called on the military-industrial complex to expand the production of an assortment of mass consumer consumption in order to meet the household needs of the population. hoping that they will pull the development of the rest of the industry with them. But, not being confident in the ability of the others to cope with the 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 consumption in order to meet the household needs of the population.

Experts consider one of the basic rules of quality management to return to the starting position if the process has not started. Therefore, the restoration of the previous model of economic growth should be included in the assets of the authorities. To this I would also apply the principle of consistency in the implementation of the socialist imperative of the unity of theory and practice. Soviet vippers 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 USSR Academy of Sciences and the most successful production managers. A random person in the industrial departments of the regional party committees, the Central Committee of the CPSU, could only get into Stirlitz. Party and people's control was established. Naturally not perfect, but effective. Decomposition started when, with the arrival of M. Gorbachev's henchmen declared themselves scientists, 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 degeneration of dialectical thinking, built on the basis of the historical concreteness of true knowledge, into the primitive eclecticism of E. Gaidar and Co.

On the natural desire of A. Aganbegyan and his associates to combine scientific knowledge of economics with common sense and practically verified experience, liberal abstract fantasy was 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. To manage competently, you need theoretical, therefore, general scientific knowledge produced by economic science, but you almost always have to manage a separate enterprise that closes the economic chain. In this sense, economic management is already an art, it is akin to medicine, the principle of which is also outwardly simple: we define the disease, but treat the patient, therefore 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. Haute couture determines the style, color preference, the specific shape of the product, the nature of its combination with decoration and accessories, the type of material. As for a single product, then its specificity is approved by the customer, based on the constitution and financial capabilities. They usually think that fashion enslaves, do not agree. Fashion provides just enough freedom of action in the given parameters. She experiences the cultural development of the consumer's personality. The manager of the enterprise also has freedom, including in determining the attitude towards product quality. The manager's dream to get quality by reducing costs is understandable, because otherwise the sales price will have to be raised, which is wrong from the point of view of the theory of quality management. The authoritative Japanese specialist in management I. Ishikawa has repeatedly said that it is immoral to talk about an increase in prices while improving the quality of products, since an increase in quality is associated with 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 the price increase only when the consumer receives a product of a new technical level.

In the conditions of 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 products. Morality was born before commodity production, but then economic development put morality under its control, consolidating the new correlation ideologically. Moral development only in novels is controlled by the inner forces of the characters. In economics, morality exists like a gem in the grip of a ring. Why are ISO standards emphasized on three points of application of forces - the responsibility of the leader, cost reduction and personnel policy? There are three "golden truths" of quality policy in quality management:

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- ignorance is the root cause of all troubles in management, in the economy, first of all;

- quality is a source of income, since it is associated with a reduction in production losses, in addition, it guarantees economic stability, contributes to an increase in the image;

- a careful policy in relation to professionally trained personnel, such people are the main wealth of any production.

The rules apply when there is no reason not to abide by them - every violation is dear to yourself. In our country, under the conditions of selective control over the rules, rare producers follow the rules, 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 disconnected from politics, political economy was neutralized in economic science. To God - what is divine, to Caesar - what is Caesar's. Gaidar and the oligarchs really liked American economic liberalism, and they reflected it in a specific way. They took the freedom of enterprise 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 about the redistribution of the products of privatization.

In an effort to clear the economic theory from the political burden, a practical, managerial component was hidden. Economic management was separated from the subject specificity of production, so that it would be like in theoretical mechanics, physics, 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 lawmakers in the development of production. A lot of economic advisers and consultants came to Russia in the 1990s, and perhaps the main financial speculator Soros became more active. The question is, why was all this necessary and who benefits from it? The answer is not so difficult - these changes provided a cover for the transition from a policy of managing production quality to a policy of manipulating quality. Quality parameters began to be determined by economic managers, naturally, proceeding from managerial interests. K. Marx indicatively called the attempt of the economist Proudhon to understand the philosophical foundations of poverty "poverty of philosophy." Liberal economists have 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. Economic science is called upon to reconstruct an objective, objectively defined reality, and not to be a producer of knowledge that is convenient for calculating. This is how theologians interpreted the functions of science and philosophy in the Middle Ages. However, apparently, it is in such a status of science that there is a special interest, otherwise how to explain the departure from the objectification of the criteria of scientific assessments. This is how theologians interpreted the functions of science and philosophy in the Middle Ages. However, apparently, it is in this status of science that there is a special interest, otherwise how to explain the departure from the objectification of the criteria of scientific assessments. This is how theologians interpreted the functions of science and philosophy in the Middle Ages. However, apparently, it is in this status of science that there is a special interest, otherwise how to explain the departure from the objectification of the criteria of 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 signs of "quality":

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

"Quality management" is a concept of political economy, it allows for variability in design, but within the objectivity of quality characteristics. Manipulation of quality is a definition of quality attributes, free from actual characteristics, on a general - theoretical and particular - practical scale. In economic theory, until the 1950s, there was no specific procedure for estimating quality costs. Dominated by the "traditional approach to determining the" optimal "cost of quality." 100% compliance of the product with the TU was considered unattainable, therefore the price of quality was laid in the after-purchase perspective. It was believed that the consumer's cost

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of operating the product is inversely proportional to the quality of the product. They decrease with the quality of the goods, tending to zero. The concept of "optimal quality level" has appeared. It corresponded to the minimum cost of quality for the supplier and the consumer. Total costs were defined as the sum of the costs of the producer and the consumer.

The new economic reality took shape 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 have forced to abandon the simplified model for determining the cost of quality. The concept of the cost of quality was born, based on the reduction through more rational financing of the cost of quality and a decrease in the total cost of manufacturing a product. They tried to make the economy economical. The emphasis in quality management has shifted towards solving general problems of production development, 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 its service. The laundry costs are 20,000 yen. If they can sew a shirt crumpled and fouled at half the rate, the savings for the consumer reach 10,000 yen. Suppose a new shirt will cost the manufacturer 1,000 yen more and sales increase by 2,000 yen, then the manufacturer will receive 1,000 yen in income, and the consumer will gain 8,000 yen. The community will have a savings of 9,000 yen plus a reduction in environmental costs, as there will be less waste from laundry.

We are not against quality manipulation. Within certain limits, this is a forced measure, testifying to the limitations of cognitive and other possibilities. Theory should not be conservative, but quality manipulation is a tactical level of management as opposed to the strategic value and relevance of quality management. Manipulation is one of the management tools, and it must remain a private, changing business in the quality management system.

The second thing to keep in mind when looking at the perspective of private quality self-control. Private initiative is conditioned by the general political and economic situation. Socialism could have been built in a single country; it was impossible to ensure the competitiveness of socialism at this historical time. Capitalism is still strong. The same situation awaits private producers. He will release a quality product. Will it be able to work steadily 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 a mass buyer, and this alignment is already a socio-economic policy. Everyone always wants to have quality products. Only - this is an abstract desire. It exists as a dream, a fairy tale. Only as abstract wishes acquire the status of concreteness of real opportunities, favorable

conditions will develop for the priority of "good taste", and the buyer will look for a quality product, and not look enviously at the basket of a rich, but obvious minority. In addition, the relationship between the manufacturer and the buyer has its own Higgs fields. In nature, passing through them, the particles are endowed with mass and are transformed from energy particles into "material" particles. In the market of goods, the product passes through the fields of sellers of various ranks and acquires an unrealistic price, which is advertised as real, corresponding to the quality. Until the domestic market is brought to a normal market state, which will have to wait for a very long time, there will be no interest in the production of quality goods. It is quite acceptable to believe that among Russian manufacturers there are many honest entrepreneurs who have a sincere desire to feed, dress and shoe their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "convention-breakers". Legislators will pass laws in accordance with the order 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 quality goods. It is quite acceptable to believe that there are many honest entrepreneurs among Russian manufacturers who have a sincere desire to feed, dress and shoe their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "convention-breakers". Legislators will pass laws in accordance with the order 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 quality goods. It is quite acceptable to believe that there are many honest entrepreneurs among Russian manufacturers who have a sincere desire to feed, dress and shoe their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "convention-breakers". Legislators will pass laws in accordance with the order 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 quality goods. It is quite acceptable to believe that there are many honest entrepreneurs among Russian manufacturers who have a sincere desire to feed, dress and shoe their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "convention-breakers". Legislators will pass laws in accordance with the order 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 quality goods. It is quite acceptable to believe that there are many honest entrepreneurs among Russian manufacturers who have a sincere desire to feed, dress and shoe their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "convention-breakers". Legislators will pass laws in accordance with the order 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 quality goods. It is quite acceptable to believe that there are many honest entrepreneurs among Russian manufacturers who have a sincere desire to feed, dress and shoe their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "convention-breakers". Legislators will pass laws in accordance with the order 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 quality goods. It is quite acceptable to believe that there are many honest entrepreneurs among Russian manufacturers who have a sincere desire to feed, dress and shoe their fellow citizens as best as possible. Only who will allow them to do it. The market rejects them as "convention-breakers". Legislators will pass laws in accordance with the order and cost of lobbying - it exists legally; officials will make their comments through recommendations, instructions, etc.

Of course, there is a certain niche in our market, which is used by the most respectable part of the middle class. The niche is insignificant due to the lean social stratum and its instability in the face of volatile economic development. Nevertheless, this sector exists, and manufacturers of high-quality products, for example, sausages for 1,500 rubles per kilogram, shoes for 5 thousand or more, suits from 15 thousand, also exist for its requests. But what does this market

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exclusive have to do with the characteristics of our economy as a whole? Unless, it serves as an exception to the rules that only they are confirmed. The problem of the status of a manufacturer of quality goods - on a national scale and the potential of individual, relatively prosperous stratoes, refers to it as the fate of passengers fleeing 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, who often appear in one person. It is with them that corrupt officials are associated. Therefore, the proportions shown on the right side of the diagram look different in our market. Especially in terms of the cost of products sold. This part is a klondike for everyone on the market and a headache for real workers. No one has yet given up their advantages just like that. Without the regulation of the market, 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 interbranch distribution networks and commercial ties with countries of 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 problems of this group, cardinal measures are needed to solve them, including state support, as is done in foreign countries. So, for example, the recognition by the governments of China, Turkey and some other countries of light industry as a strategic industry allowed them to quite quickly turn outdated production into modern ones and contribute to the powerful development of raw materials, chemical and machine-building complexes in these countries.

In Russia, in recent years, the state has taken some steps to normalize the situation in the light industry. The government of the Russian Federation has provided a number of preferences to the enterprises of the industry. For the third year already, technological equipment has been imported into the country with zero import duties and without VAT. There is a mechanism for subsidizing interest rates on

loans for the purchase of raw materials and materials. Since 2018, this mechanism has been extended to loans received for technical re-equipment. Support and incentives are provided for exporters of industrial products by reimbursing from the federal budget part of the costs 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 extra-budgetary funds from 6 to 7 rubles, and for individual enterprises - from 20 to 30 rubles.

Operational and preventive measures "Counterfeit" were carried out to curb the illegal turnover of light industry goods. In particular, in 2016, as a result, more than 700 crimes were identified, for which material damage in the initiated 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 seized and the damage caused in the amount of more than 57.6 million rubles was voluntarily repaid.

To reduce counterfeit products, the government of the Russian Federation has provided for the introduction from January 1, 2017 of the identification of fur products or the so-called chapping (Appendix 1-4), in order to protect the consumer from poor quality and inappropriate value of fur products from June 1, 2018, the same action will be introduced for shoes. In the future, a regulatory framework is being developed for garments, and government officials, together with manufacturers, hope that the measures introduced will significantly reduce counterfeit products and allow consumers to buy high-quality products.

The process of marking all footwear imported and produced in the territory of the Russian Federation, launched by analogy with the marking of fur products, causes a reaction of, if not rejection, then at least apprehension in the majority of shoe-makers. The conference briefing of the representatives of the expert group at the Ministry of Industry and Trade of the Russian Federation, dedicated to the new law on labeling, which took place on September 6, 2020 as part of the business program of the "mosshoes" exhibition, gathered so many listeners that the hall could not accommodate everyone. Of course, all the participants in the preparation of the project - both the national footwear union, and the department for the development of domestic trade, light industry and legalization of the turnover of products of the Ministry of Industry and Trade of the Russian Federation, and even the largest market players tried to allay market fears.

Using the created labeling system, you can see the structure of the industry online, as well as track

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cases of understating customs value, tax evasion schemes and violations of the order of goods turnover. Using the example of the fur industry, where the marking was introduced in 2019: more than 9000 participants are registered (2500 business entities); retail sales increased by more than 51.7 billion rubles. (908 thousand pieces); legal entry (production / import) of fur products into circulation increased by 57% (the number of goods in legal circulation increased 5 times); 3.9 million items were marked (forecast - 2.5 million items); 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, on 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) to provide, when forming the draft federal budget for 2019 and for the planning period of 2020 and 2021, the provision of state support to light industry enterprises annually in volumes not lower than the level of 2020.

Report - by October 15, 2019 and by January 15, 2020;

b) provide, within the framework of the State Program for the Development of Agriculture and Regulation of the Markets of Agricultural Products, Raw Materials and Foods for 2020 - 2021, the formation of a subprogram aimed at providing light industry with high-quality agricultural raw materials, as well as the implementation of antiepidemiological measures in order to eliminate hypodermosis in cattle.

Deadline - February 1, 2020;

c) consider the issue of establishing at the federal level privileges on property tax of organizations in respect of movable property in order to stimulate the modernization of production and ensure the introduction of appropriate amendments 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 providing state support to agricultural producers engaged in the production of these products, and ensure the introduction of appropriate amendments 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 traceability of the turnover of light industry goods;

g) consider the feasibility of introducing a recycling fee for footwear;

h) jointly with the Russian Export Center joint-stock company, submit proposals for promoting 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 supposed to be implemented in full and on time, understanding the responsibility of the named persons and their motivation for action.

In many constituent entities of the Russian Federation, there is a wider list of benefits, including taxes on property, land and others. At the same time, the existing preferences and the problems of the industry being solved to one degree or another at the federal and regional levels are still insufficient 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 domestic producers to strengthen their positions on the domestic market and compete on an equal footing in the world market not only with the EU countries and the USA, but also with manufacturers from China, Turkey, India and a number of other countries. Hence, the key task is the accelerated qualitative modernization of the industry and its supporting infrastructures using cluster approaches,

Social and personnel problems are due to 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 behind them.

The deteriorating situation in the professional and qualification training of workers, low wages and prestige of work lead to an annual reduction in the number of mainly young and promising workers aged up to 30–40 years. Only over the decades (from 1990 to 2008) the number decreased by 3 times, and over the next nine years -2.8 times, which led to a drop in production volumes. At the same time, the measures taken for anti-crisis management of unprofitable enterprises on the part of government bodies and management could not affect the course of development of structural imbalances in the industry.

Failure to resolve the problems of this group will significantly affect the industry's ability to raise 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 a crisis, light industry, like no one else, begins to feel its effects on itself. 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 to reduce production volumes and abandon long-term investments in the coming years. This is due to the difficulties encountered, associated with the attraction of bank loans (the share of borrowed funds in working

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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 fall 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 began to arise from 2 weeks to 1.5 months, temporary work interruptions began and, according to experts, by the end of 2020, the number of employees may be reduced by 10-15%. This is especially true of three federal districts - Central FD, Volga FD, Southern FD, 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 from the point of view of the consequences of a deepening decline in production, which increases the significance of the social consequences resulting from the shutdown of production. The share of Russian goods on the domestic market will decrease even more and may be less than 20% in 2021.

The situation can be changed only by developing and implementing anti-crisis measures aimed at enhancing innovation, improving production efficiency at a new technical and technological level and creating favorable conditions that ensure a stable growth in the output of competitive goods over the years.

It is gratifying that the meeting held on August 24, 2017 in Ryazan "On measures for the development of light industry" with the participation of government officials, heads of trade enterprises and scientists with the personal participation of the President of the Russian Federation V.V. Putin forced them - the participants - to give the president answers to uncomfortable questions about the reasons for the unsatisfactory state of light industry and about the failure to fulfill the tasks that were formulated in 2013 in Vologda at a similar meeting and with practically the same participants. I would like to believe that the municipal, regional and federal branches of government will reduce the syndrome of deafness and the desire to boycott the fulfillment of the tasks they themselves have proposed, since the president will certainly check and ask about the reasons for their failure. In any case, such confidence appeared among the majority of the participants in this meeting, because the president at the Eastern Economic Forum, which took place on September 8-9, 2020 in Vladivostok at a closed meeting in a tough form, demanded that those responsible for disrupting similar events in the Far East, which provoked the dismissal and dismissal of those officials who most of all did not fulfill the tasks assigned to them. This confidence in our country is due to the fact that the situation in light industry is extremely bad and can lead to a catastrophe, not only economic, but also social. All experts objectively expressed their opinion on the questionnaires with factors offered by them in order to

answer the main question in the heading - "To be or not to be a light industry?" Another thing is that their vision on this issue can be subjective and, of course, has the right to be. But the researcher himself must make a decision on the obtained results of a priori ranking, guided by the opinion of other scientists-researchers about identical problems, comparing them with the obtained ones and deciding on the legality of including them in the object of research. Such a solution requires the competence not only of the responding experts themselves, but also a deep knowledge of the problems by the researchers themselves.

It is encouraging that all the responding experts are unanimous in assessing the role of the assortment policy and the need to use effective innovative technological solutions in order 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 indicators of results 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 has a long life. Such use of software is especially justified when assessing the competence of responding experts, invited by customs committees for their work in customs commissions. Heads of customs 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 obtained objective assessment of his competence, and the customs committees receive a methodology for their ranking, giving preference to the most qualified and objective experts in order to ensure that only high quality products enter the domestic markets, and guarantee the safety of the consumer.

I would like to warn the customs committees about the haste to make decisions on the competence of experts, if they do not have an objective characteristic obtained from highly qualified specialists. All this presupposes a correct attitude not only to one's duties, but also to invited specialists, creating a confidential atmosphere and an interest in obtaining positive results of examination. If we sum up the effectiveness of the software for assessing the competence of the respondents participating in the survey, then the researcher has a tool for selecting those respondents whose opinion has a high degree of confidence, confirmed by the value of the concordance coefficient (W), which tends to one. Thus, summing up the effectiveness of a priori ranking and the software developed by the authors,

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

Within the framework of the Strategy implementation plan, cross-cutting activities are provided for during the entire period of the Strategy:

- support for the creation and development of Russian brands of clothing and footwear;
 - fight against illegal and illegal circulation of light industry goods;
 - export promotion in competitive segments of light industry;
 - preservation of leather raw materials for own production of leather and footwear;
 - formation of the personnel potential of the industry;
 - stimulating research and development 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 implemented in the period 2015 - 2017:

- 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;
- stimulating demand for special and protective clothing and footwear;
- creation of preferential conditions for contract clothing and footwear production;
- reorientation of garment production towards competitive products with favorable access to materials and a low proportion of manual labor;
- support for the creation of industrial infrastructure within the shoe industry cluster;
- ensuring favorable access for manufacturers to 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 implemented in the period 2018 - 2022:

- ◆ formation of demand for chemical fibers;
- ◆ support of projects for the localization of the production of chemical fibers;
- ◆ stimulation of the processing of leather waste and the introduction of new technologies to improve the environmental safety of production.

Phase 3. Monitoring results and implementation of cross-cutting initiatives in the period 2023 - 2025.

A detailed plan for the implementation of the Strategy with an indication of the list of activities, expected results, timing and responsible persons is presented in table. one.

If customer satisfaction is formed at the expense of the manufacturer's level, i.e. its test level is formed by the price availability of the product, which is offered by the assortment range, of course, by quality, and at the expense of the consumer's level, i.e. its test level assumes the presence 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 customer satisfaction will be provided with the reliability of the product, its affordability, and the availability of the opportunity for buyers make purchases, i.e. their solvency. Natural product quality, variety of assortment range, attractiveness by design decision, i.e. correspond to 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 make a purchase of the products of these enterprises, i.e. the brand and image are always in demand, which together solves the main task - provides consumers with domestic products within the framework of import substitution.

The criteria for assessing the competitiveness of a light industry enterprise using the software developed by the authors made it possible for the first time to formalize the role of experts - respondents on the basis of their competence to the problem under consideration. The need for such an approach is due to the desire to have an objective assessment of competence, taking into account not only the opinion of the invited party of expert respondents to participate in the survey, but also with the help of an assessment

Table 1. Russian light industry development strategy for the period up to 2025

Strategy name:	Light industry development strategy Russia for the period up to 2025
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Name, date and number of the normative act on the preparation of the Strategy	Instruction of the President of the Russian Federation of July 3, 2008 No. Pr-1369 and instruction of the Government of the Russian Federation of July 15, 2008 No. VP-P9-4244. and taking into account the new instructions of the President of the Russian Federation following the meeting "On measures for the development of light industry in the Russian Federation", held on August 24, 2017 in Ryazan
Strategy name:	Light industry development strategy Russia for the period up to 2025
Strategy Developer	Ministry of Industry and Trade Russian Federation
Systemic socio-economic problems solved by the Strategy	Technical and technological backwardness of light industry from foreign countries, expressed in high energy intensity, raw materials and labor intensity of production. The low level of innovation and investment in the industry, expressed in the weak competitiveness of domestic goods, in a low share of innovative products. The high proportion of the shadow economy, which has become the reason for the strengthening of the strategic and commodity dependence of the state on foreign countries. Lack of a civilized market for consumer goods, expressed in the intensification of competition in the domestic market between Russian and foreign producers. Social and personnel problem, manifested in the annual (about 10%) outflow of workers
Objectives and tasks Strategies	Objectives: intensification of innovative development and technological breakthroughs in the textile and light industry of Russia, ensuring the effective correspondence of production volumes, quality and range of products to the aggregate demand of the Russian and world markets, increasing the national importance of the industry and its image in the world community. Main goals: - increasing the competitive level of the material and technical base on the basis of technical re-equipment and modernization of production, the introduction of breakthrough technologies and the creation of new high-performance industries that provide a solution to the problems of technological and commodity dependence of the industry on foreign countries; - increasing competitiveness and increasing the volume of production of high technology products; - strengthening the fight against shadow production and unauthorized imports in order to increase the share of Russian goods in the domestic market by 2020 to at least 50%, and increase the economic and strategic security of the state. - ensuring by 2020 the growth of exports of products by 4.2 times, the volume of which may exceed 3.5 billion US dollars, the involvement of light industry organizations in the international division of labor; - development of effective mechanisms to stimulate investment and innovation activity, increase the efficiency of R&D and the development of science-intensive industries; - creation of a basis for deepening the processes of cooperation, integration and development of inter-territorial and inter-sectoral organization of interaction between subjects of science, industry and small business; - the formation of a civilized consumer market and market infrastructure, the development of an interregional and intersectoral distribution network, commercial relations with countries of near and far abroad; - development of a system for the reproduction of labor resources, training and retraining of workers, managers and administrative personnel capable of skillfully conducting production and business in an open market.

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	Indicators	2014	2016	2020	2025
	Target indicators and indicators	1. Growth rates of marketable products in% to the previous period	107.4	111.3	111.7
in% to 2008		107.4	136.6	193.9	314.8
2. The number of newly developed technologies, incl. world class		five	eight	fifteen	24
3. Number of patents certifying novelty of technological solutions		7	13	twenty	37
4. The share of innovative products in the total output,%		eight	sixteen	29	46
5. The share of domestic products in the volume of sales of light industry goods in the domestic market,%		19.8	24.2	33.4	50.5
6. Share of shadow turnover,%		41.6	31.0	21.6	10
* Data on the innovative scenario of the industry development					
Strategy name:	Light industry development strategy Russia for the period up to 2025				
Measures to ensure the implementation of the strategy	<p>Increasing the competitive advantages of light industry, demand and consumer preferences, technical regulation.</p> <p>Technical re-equipment and modernization of production, institutional transformations.</p> <p>Development of innovative activity in light industry.</p> <p>Protection of the domestic market and the Russian manufacturer from illegal shadow circulation of goods, the formation of a civilized market for consumer goods, the creation of fair conditions for competition between Russian and imported products.</p> <p>Improving the system of providing light industry with raw materials.</p> <p>Development of labor resources, retention of existing personnel, attraction of young specialists and workers.</p> <p>Legislative aspects related to improving customs and tariff regulation, credit, financial and tax policy; institutional transformations, regulatory legal acts necessary for the development of inter-territorial and inter-sectoral cooperation</p>				
Timing and main stages of implementation	First stage: (2014 - 2016)	Realization of the competitive advantages that the light industry possesses, as well as of quickly implemented innovative projects created on the basis of the existing scientific and technical groundwork. At this stage, it is planned to continue the validity of the adopted regulatory legal acts and economic measures, flexible application of customs and tariff policy. At the same time, institutional conditions and technological groundwork will be created, ensuring at the next stage a systematic transfer of the industry economy to the mode of innovative development.			
	Second phase: (2016 - 2020)	The transition of the industry economy to a new technological base based on the development of low-waste and non-waste technological processes, improving the organization of production and management. During this period, a large-scale implementation of pilot and mega-projects related to the inflow of foreign and state investments will be carried out, including through the development of public-private partnerships. It is planned to create competitive production systems, develop sustainable cooperation ties, inter-territorial and inter-sectoral cooperation			

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	Stage three: (2021 - 2025)	The phase of the industry reaching the given dynamics of investment and innovation activity, achieving the goals and economic indicators of the Strategy. The foundations will be created to reduce the gap in the industry in technological development from foreign countries, to increase its contribution to GDP by at least 2.0 times by 2020, to increase the national importance and image of the industry in the world community.
Amounts and sources of funding	Costs for the implementation of the Strategy, total	145.63 RUB bln
	including:	
	- own funds	65.22 billion rubles
	- involved funds	62.91 billion rubles
	- federal budget funds	10.96 billion rubles
	- funds of the subjects of the federation	6.54 billion rubles
Distribution of funds	Subsidies, total,	8.92 billion rubles
	incl. to reimburse interest rates on attracted loans for:	
	purchase of raw materials	4.44 billion rubles
	technical re-equipment	3.52 billion rubles
	incentives for exporters of goods	0.96 billion rubles
	funds for the implementation of pilot investment projects	44.32 billion rubles
	funds for technical re-equipment	89.05 billion rubles
funds for the implementation of VIP projects	RUB 1.58 billion	
R&D costs	1.75 billion rubles	
Strategy name:	Light industry development strategy Russia for the period up to 2025	

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Expected results	<ul style="list-style-type: none"> * creation of a high-tech sector of the Russian economy and innovative foundations for increasing the rates of economic growth of light industry, increasing its share in the total volume of industrial production to 2.5% in 2025; * an annual increase in the productivity of the machine tool park by at least 15%, output per employee by an average of 18%, an increase in the number of profitable organizations - by 10%; * growth in the production of competitive high-tech products in volumes that maximally satisfy the needs of various strata and categories of the population, departmental structures and business entities; * reducing the technological backwardness and commodity dependence of the domestic industry on advanced countries, increasing the national security of the state; * an increase in the share of Russian goods (clothing, knitwear and footwear) in the domestic market by 2025 to 50.5%, the share of innovative products in the total volume to 46%; * Growth of exports of competitive science-intensive products by 4.0 times, involvement of light industry organizations in the international division of labor, expansion of opportunities for equal international cooperation in the field of high technologies; * increasing the degree of reliability of protecting the population from the influence of negative factors (man-made and natural accidents and disasters, rapidly spreading infections and bioterrorism, possible terrorist attacks, industrial injuries, harmful emissions into the environment) * improving the ecology of the environment; * provision of receipts (taxes from profit, VAT) to the budgets of all levels for the period 2014 - 2025 in the amount of 523.4 billion rubles. (which will be 3.6 times higher than the cost of implementing the Strategy); * the profitability index of product sales in 2025 will be 8.3% in the textile and clothing industry, 13.5% in the production of leather, leather goods and footwear versus 4.7% and 8% in 2014, respectively, by production, the payback period of financial costs for the implementation of the Strategy (return period) from all sources - 1.86 years; * reproduction of labor resources, raising the level of vocational education, preservation and creation of new, including innovative jobs in the light industry and in related industries of about 1 million people; * an increase in the average monthly wage by 2025 against the level of 2014 by 3.6 times, improvement of working conditions and production culture; * creation of a civilized market for consumer goods, equal competitive conditions in the domestic market for products manufactured in Russia and imported products, discipline in foreign trade (at customs) and with illegal production within the country (counterfeit). * improving the image of light industry in the foreign economic activity of Russia and on world markets
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The results of a survey of experts on assessing the competitiveness of an enterprise and the competitiveness of a light industry product (Table 2), although they received the value of the concordance coefficient (W) in the range of 0.4 - 0.6, but excluding heretics, that is, those respondents whose opinions do not coincide with opinion of the majority of other experts, we found a pleasant fact that the opinion of those respondents, whose authority is beyond doubt, and those whom the program classified as heretics, have an unambiguous or close opinion that the factors characterizing their influence on the competitiveness of the enterprise and the competitiveness of the goods are identical, and they can be used in further studies to assess this very competitiveness of enterprises, assuming that he is able to manufacture import-substituting products for consumers in the regions of the Southern Federal District and the North Caucasus Federal District. Wherein, manufacturers have all the grounds for these criteria, namely: the ratio of the

quality of the product and the costs of its production and marketing; sales growth rates; costs of innovation; labor productivity; the level of partnerships with interested participants in the production of import-substituting products; costs per ruble of products sold, and the main criterion; the competitiveness of the goods weighted average for the assortment of goods should be considered in demand.

But at the same time, all the responding experts were unanimous that the competitiveness of the enterprise will be more stable over time if the enterprise's share in the demand market is stable. In any case, it will not decrease over time if it is guaranteed a return on investment and, of course, a stable profitability of the total assets of the light industry, engaged in the production of import-substituting products, is ensured. The opinion of all experts is justified that a stable trade turnover on the basis of direct contractual relations with the sellers of

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the products of these same enterprises also affects the competitiveness of an enterprise.

We agree with them on the role of highly qualified personnel, which, of course, although it was reflected in the questionnaire in the form of one criterion - the staff turnover rate - did not, unfortunately, cause the experts to worry about the liquidation of lyceums and colleges. , on the basis of which they trained highly qualified workers and middle managers - foremen, technicians, mechanics, technologists, engaged in servicing not only an innovative technological process, but also innovative equipment. The training of engineering and technical personnel was practically stopped, all this was motivated by the lack of their demand, although the

heads of the enterprises themselves are at a loss. There is also a downside to this situation, namely, that the leaders have withdrawn from the training of these highly qualified specialists through targeted training in colleges and universities, not wanting to bear the costs of this very training, forgetting the Russian proverb: "A miser pays twice." It is also disappointing that the majority of enterprise managers believe that everything will be resolved by itself, but if a shoemaker, a seamstress-minder, a furrier can be trained in the workplace, then a leading engineer - a manager and production organizer for filled technological processes with an effective innovative solution, can be trained, unlikely.

Table 2. Results of a survey of respondents on the influence of factors on the competitiveness of an enterprise and the competitiveness of a product

Factors	Characteristics of survey participants							
	Opinion of survey participants with heretics				The opinion of the survey participants is without heretics, i.e. whose opinion does not coincide with the majority of survey participants			
	Students	Specialists	All survey participants	Consensus opinion of respondents	Students	Specialists	All survey participants	Consensus opinion of respondents
1	1	1	1	1	3	1	3	3
2	2	4	2	2	1	6	1	1
3	4	6	4	4	4	11	4	4
4	3	3	3	3	2	7	2	2
5	6	23	7	6	10	16	10	10
6	7	8	6	7	12	3	12	12
7	9	13	9	9	6	26	6	6
8	12	22	14	8	11	8	11	11
9	5	15	5	5	7	27	7	7
10	13	16	19	16	5	13	5	5
11	16	17	18	17	8	18	8	8
12	26	28	27	10	13	28	13	13
13	10	11	11	1	16	9	16	16
14	20	27	25	27	15	23	15	15
15	8	26	13	13	17	20	17	17
16	31	21	31	31	21	19	21	21
17	11	15	12	12	18	2	18	18
18	13	5	8	14	19	4	19	19
19	21	31	26	15	20	31	20	20
20	15	20	20	18	22	29	22	23
21	14	18	16	20	24	10	24	24

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Factors	Characteristics of survey participants							
	Opinion of survey participants with heretics				The opinion of the survey participants is without heretics, i.e. whose opinion does not coincide with the majority of survey participants			
	Students	Specialists	All survey participants	Consensus opinion of respondents	Students	Specialists	All survey participants	Consensus opinion of respondents
22	29	24	28	28	26	22	26	25
23	27	29	30	21	25	21	25	26
24	19	25	22	19	23	25	23	22
25	23	10	21	23	27	5	27	27
26	18	14	15	24	14	17	14	14
27	24	9	17	25	28	24	28	28
28	25	19	24	26	29	30	29	29
29	30	12	29	29	30	15	30	30
30	28	7	23	30	31	12	31	31
31	22	2	10	22	9	14	9	9

The most significant factors were identified by the respondents:

X1 - The ratio of the quality of the product and the costs of its production and marketing

X2 - Labor productivity

X4 - Costs per 1 ruble of products sold

X3 - Coefficient of advancing labor productivity in relation to the growth of wages

X9 - Profit per unit of goods sold

X5 - Weighted average for the product range of competitiveness of the goods

X6 - Number of assortment groups at the enterprise

X8 - Degree of satisfaction for each product group

X7 - The share of the assortment group in the total production volume

X13 - Break-even unit of sold products

X17 - Assessment of the level of partnerships with stakeholders of the enterprise

Significant factors identified by experts:

X10 - Conditionally variable costs per unit of products sold

X11 - Conditionally fixed costs per unit of products sold

X12 - Weight of the total price per unit of products sold

X15 - Growth rate of sales

X18 - The share of the enterprise in the market

X19 - Return on investment

X20 - Return on Total Assets

X21 - Cost of innovation

X24 - Material return

The respondents named the following factors as insignificant:

X14 - The margin of financial strength from the volume of products sold

X16 - Exceeding the permissible level of stocks of finished goods

X22 - Equity ratio

X23 - Production capacity utilization factor

X25 - The share of certified products in accordance with international standards of the ISO series

X26 - Reducing the level of material consumption

X27 - Share of innovative products

X28 - Trade turnover allowing direct links

X29 - Coefficient of uniform supply of goods to sales markets

X30 - Depreciation of fixed assets

X31 - Personnel turnover rate

There is not a single enterprise that does not have an external environment and is not in a state of constant interaction with it. Any enterprise needs regular receipt of initial products from the external environment to ensure its life. Moreover, each enterprise must give something to the external environment as compensation for its existence. As soon as connections with the external environment are broken, the enterprise dies. Recently, due to the intensification and complication of competition, as well as a sharp acceleration of the processes of change in the environment, enterprises are increasingly forced to pay attention to the issues of interaction with the environment, to increasingly develop the ability to adapt to changes in the external environment.

Management, especially its upper level, plays a key role in the development and implementation of the policy of interaction between the enterprise and the environment. The issues of long-term strategy of interaction of the enterprise with the environment are becoming the cornerstone of the construction of all management processes. The management no longer

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deals only with the internal issues of the enterprise. Equally, and perhaps to a greater extent, his gaze is directed outside the enterprise. Management is trying to build effective interaction between the enterprise and the environment, not only by influencing the processes occurring in the enterprise, but also by impacting the environment. Strategic management that solves these problems is highlighted in the complex of enterprise management processes. The external environment of the enterprise, the state of interaction with which is determined mainly by the quality of its management,

The first area is the general external environment of the enterprise. This external environment reflects the state of society, its economy, natural environment and is not directly related to a specific, enterprise. The general external environment is more or less the same for the vast majority of enterprises.

The second area is the so-called direct business environment of the enterprise. This environment is formed by such environmental subjects that are directly connected or directly affect the activities of this particular enterprise. It is important to emphasize that the enterprise, in turn, can directly influence them.

The general external environment is formed under the influence of political, legal, socio-cultural, economic, technological, national and international processes, as well as environmental management processes.

The direct business environment of the enterprise is created by buyers, suppliers, competitors, business partners, as well as regulatory agencies and organizations such as administrative bodies, business associations and associations, trade unions, etc.

Managing the processes of interaction of the enterprise with the environment, management is faced with a number of serious problems generated by uncertainty in the state of the environment. In this regard, one of the most difficult tasks facing management is to reduce the uncertainty of the company's position in the environment. This is achieved by developing its adaptability to the external environment and establishing broad connections with the environment, allowing the company to organically fit into the environment.

Depending on how adaptive the enterprise is to changes in the environment, there are two types of enterprise management:

1) mechanistic type of management; 2) organic type of management.

The mechanistic type of enterprise management is characterized by a set of the following characteristics:

- conservative, inflexible structure;
- clearly defined, standardized and sustainable objectives;
- resistance to change;
- power comes from hierarchical levels in the organization and from position in the organization;
- hierarchical control system;
- command type of communications going from top to bottom;
- the content of communications is mainly orders, instructions and decisions made by the management.

Organic management is characterized by:

- flexible structure;
- dynamic, not rigidly defined tasks;
- willingness to change;
- power is based on knowledge and experience;
- self-control and control of colleagues;
- multidirectional communications (vertical, horizontal, diagonal, etc.);
- the content of communications is information and advice.

Each of these types has certain advantages. Accordingly, each of these types can be given a certain preference depending on the nature of the environment and the level of uncertainty. In the event that the environment is dynamic, if the level of uncertainty is high, the organic type of enterprise management is more effective. If the environment is stable and the uncertainty is at a low level, preference can be given to the mechanistic type of control.

Development of views on management: "one-dimensional" and "synthetic" teachings:

When starting to analyze the development of the doctrine of management, it should be remembered that the main task of management is to coordinate the efforts of all elements of the enterprise in the implementation of the success of its functioning.

It is useful to pay attention to the structure of the internal environment of the organization, highlighting

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such elements as goals, people, tasks, technologies and structures.

We must also remember about the presence of the external environment of the enterprise, clearly understanding that it is it that opens access to resources and, thereby, determines the possibility of its existence.

It is completely unacceptable to forget that "a person thinks because he does what he does." And, although thought itself is not subject to time, its materialization is carried out in time and space and, most importantly, requires the expenditure of energy. In other words, the development of thought is really possible only with the experience of its implementation.

The practice of management is as old as the enterprise. Clay tablets dating from the third millennium BC contain information about commercial transactions and the laws of ancient Sumeria.

Let's keep in mind: a task is a goal in specific conditions. A task (task) is a prescribed work, a series of works or a part of a work that must be performed in a predetermined manner within a predetermined time frame. Tasks are assigned to the position, not to the employee.

Views on management developed as social relations developed, production technology improved, and new means of communication and information processing appeared. However, management thought has always marked the milestones, starting from which there were broad transformations in management practice.

Managerial thought constantly turns to the sphere of the collective activity itself or the activity of management. If we single out the subjective and object plans in the first, then we get three areas of attention and searches: tasks, people and management activities. For the initial stage of development of the science of management, it was characteristic to focus on one of them (one-dimensional doctrines), subsequently the coverage of the number of studied factors increased (multidimensional, synthetic doctrines). To date, these two groups of the most important approaches are sufficiently developed and represent a jointly systemically defined science of management.

"One-dimensional" doctrine of management. The most notable teachings of this group include: scientific management, behavioral teachings, and organizational theories.

The founder and main developer of the ideas of scientific management is Frederick Taylor (1856 - 1915). Starting as a worker, he went through all levels of the hierarchy to the chief engineer in a steel company. Taylor was an engineer, so it was completely natural for him (within the paradigm of his time) to see human control as machine control. Based on a mechanistic understanding of the essence of the

work of a person of labor, his place in the organization, Taylor saw the solution to the problem of the success of an enterprise in the rationalization of labor operations. Therefore, the starting point for him was the study of the problem. At the same time, he believed that workers are lazy by nature and can work well, at best, with economic incentives. Therefore, managers must think, and workers must work.

The basic principles of Taylor's scientific management are as follows:

- development of optimal techniques and methods for carrying out work based on the scientific study of the time spent on individual operations;
- absolute adherence to scientifically based standards and norms;
- selection, training and placement of workers in those jobs and tasks where they, realizing their abilities, can give the greatest return;
- pay based on work results (the greater the specific result, the higher the pay);
- the use of functional administrators who exercise regulatory control in specialized areas;
- maintaining friendly relations between workers and managers, in order to implement scientific management.

Without weakening attention to the scientific organization of labor, in the 20-30s of the last century, they drew attention to the fact that labor productivity significantly depends on the social conditions in the organization, and can be significantly increased if special relations are created in the working groups in the process of joint activities - with signs of collectivism. The shift of the center of gravity in management from tasks to a person gave rise to the development of various behavioral theories of management.

Thus, Walter Dill Scott advocated that managers should look not only through the prism of their economic interests, but also social ones, recognizing their merits. Marie Parker Follett believed that a manager should abandon formal interactions with workers, be a leader recognized by workers, and not relying on official authority. Her interpretation of management as "the art of achieving results through the actions of others" prioritized flexibility and harmony in the relationship between managers and workers, based on the situation, rather than relying on functional prescriptions.

Abraham Maslow made a huge contribution to the development of the behavioral direction in management. According to Maslow's teaching, a person has a complex structure of hierarchically arranged needs, and management in accordance with this should be carried out on the basis of identifying the needs of the worker and using appropriate methods of motivation.

The specific opposition of the scientific direction and behaviorist concepts in the form of their

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theoretical generalization was reflected in the theories "X" and "Y" by Douglas McGrigor. There are two types of management, reflecting basically two diametrically opposed views of workers.

For enterprises of type "X" the following conceptual prerequisites are characteristic:

- the average person has an inherited dislike for work;
- due to the reluctance to work a person only by coercion, with the help of orders, control and threats of punishment, it is possible to induce him to take the necessary actions and expend the necessary efforts to achieve the goals of the enterprise;
- the average person prefers to be ruled, tries not to take responsibility, has relatively low ambitions, and wants to be in a safe situation.

For enterprises of the "Y" type, the following prerequisites are characteristic:

- the expression of physical and emotional efforts at work is as natural for a person as when playing or relaxing. External control and the threat of punishment are not the only means of motivating a person to act. A person in his activities is guided by a certain set of values, assimilated in the process of education, exercising self-control and self-motivation;
- responsibility and obligations in relation to the goals of the organization depend on the remuneration received for the results of work. The most important reward is that associated with satisfying the needs for self-expression and self-actualization;
- an ordinary person, brought up in a certain way, is not only ready to take responsibility, but even strives for it.

At the same time, McGrigor emphasized that many people are inherent in a willingness to use their experience, knowledge and imagination in solving the problems of the enterprise. However, the modern industrial society makes little use of the intellectual potential of an ordinary person.

If, caring about the success of the enterprise, Taylor focused on how to better perform tasks, exploring operations and functions, Mayo and behaviorists looked for answers to the same questions, turning to the nature of relationships in a team, to the motives of human activity, then Faol tried to approach to solve the problem from the position of improving the management activity itself.

Henri Fayol has spent almost his entire adult life (58 years) working for a French company for the processing of coal and iron ore. He believed, based on personal experience, that with the right organization of his work, every manager can achieve success.

Considering the enterprise as a single organism, Fayol believed that any business organization is characterized by the presence of six specific types of activities, or functions:

- technical activities (manufacturing);

- commercial activities (purchase. Sales and exchange);
- financial activity (search and optimal use of capital);
- security activities (protection of corporate property);
- accounting (analysis, accounting, statistics);
- management (planning, organizational function, management, coordination and control).

Separating management into an independent activity and endowing it with five specific functions (planning, organization, management, coordination and control), Fayolle developed fourteen principles of management, which he himself followed in his practice and on which, he believed, the success of management depends:

- Division of labor (improves qualifications and the level of work performance).
- Power (the right to give commands and be responsible for the results).
- Discipline (clear and clear understanding between workers and managers, based on respect for the rules and agreements existing in the enterprise, is mainly the result of leadership capabilities).
- Unity of management (orders from only one manager and accountability to only one manager).
- Unity of leadership (one leader and a single plan for each set of actions to achieve some common goals).
- Subordination of individual interests to common interests (the manager must achieve through personal example and tough but fair management so that the interests of individuals, groups and divisions do not prevail over the interests of the enterprise as a whole).
- Staff remuneration (payment should reflect the state of the enterprise and encourage people to work with efficiency).
- Centralization (the level of centralization and decentralization should depend on the situation and be chosen in such a way as to give the best results).
- Interaction chains (clear construction of command chains from management to subordinates).
- Order (everyone should know their place in the enterprise).
- Equality (workers should be treated fairly and kindly).
- Staff stability (cadres must be in a stable situation).
- Initiative (managers should encourage subordinates to come up with ideas).
- Corporate spirit (a spirit of unity and joint action should be created, a brigade form of work should be developed).

While affirming the universality of the formulated principles, Fayol nevertheless emphasized the need for their flexible application, taking into

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account the situation in which the management is carried out.

Undoubtedly, a huge contribution to the development of management thought was made by the German lawyer and sociologist Max Weber, who developed the theory of the bureaucratic structure of an enterprise and the management system in particular.

Weber believed that a bureaucratic system should ensure the operation of the enterprise as a machine, guaranteeing speed, accuracy, order, certainty, continuity and predictability.

According to Weber, the basic principles of building an enterprise that ensure these qualities should be as follows:

- division of labor based on functional specialization;
- a well-defined hierarchical system of power distribution;
- a system of rules and regulations that define the rights and obligations of employees;
- a system of rules and procedures for behavior in specific situations;
- lack of personality in interpersonal relationships;
- admission to the company based on the competence and needs of the company;
- career development based on the competence and broad knowledge of enterprises that come with seniority;
- Lifetime Employment Strategy;
- a clear career system that provides upward advancement for qualified workers;
- management of administrative activities consists in the development and establishment of detailed written instructions in enterprises.

"Synthetic" teachings about management. For "synthetic" doctrines, a view of management as a multidimensional, complex and changing phenomenon associated with many connections with the internal and external environment of the enterprise is characteristic. The first successes of this understanding of management took shape as a systematic approach to the enterprise. The opportunity has opened up for deep penetration into the system of internal and external relations and multifactorial analysis of both the object and the subject of management activity.

Undoubtedly, Peter Drucker should be considered one of the most prominent theorists of our time in the field of systems view of management. The center of Drucker's ideas about management is the systematic teaching about management as a professional activity and about manager as a profession. This made it possible to organize the study of management in educational institutions and open the training of managers.

One of the most famous theoretical positions put forward by Drucker is his concept of management by goals. Drucker's idea that management should begin with setting goals and then move on to the formation of functions, a system of interaction and a process, radically turned the logic of management.

Situational theories occupy a prominent place among the "synthetic" doctrines of management. Situational theories provide guidance on how to handle specific situations. In this case, a step-by-step algorithm for solving problems is recommended. First, it is necessary to carefully analyze a specific situation, highlighting what requirements the situation presents to the enterprise and what is typical for the situation. Second, an appropriate management approach must be chosen. Thirdly, management must create capacity in the enterprise and the necessary flexibility in order to be able to move to a new management style appropriate to the situation. Fourth, management must make appropriate changes to accommodate the situation.

One of the most popular systemic management concepts is the 7-S theory, developed in the 80s. (USA). It was noted that an effective organization, as a rule, is formed on a meringue of seven interrelated components, changing each of which necessarily requires a corresponding change in the other six. These key ingredients are as follows:

- strategy - plans and directions of action, defining the allocation of resources, fixing the circumstances for the implementation of certain actions in time to achieve the set goals;
- structure - the internal composition of the enterprise, reflecting the mutual position of organizational units, the hierarchical subordination of these units and the distribution of power between them;
- systems - procedures and routine processes in the enterprise;
- state - key groups of personnel existing at the enterprise and characterized by age, gender, education, etc. ;
- style - the way in which managers manage the enterprise, including the organizational culture;
- qualification - the distinctive capabilities of key people in the enterprise;
- shared values - the meaning and content of the main activities that the company communicates to its members.

In 1981, the American Ulyam Ouchi, based on the Japanese management experience, put forward the theory "Z", as if supplementing and developing the ideas of McGrigor and leveling the provisions of situational theories. The starting point of Ouchi's concept is the position that a person is the basis of any enterprise and the success of the enterprise depends on him first of all. Based on this, Ouchi formulated the

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basic provisions and rules of effective people management.

The ideas of the theory "Z" in a condensed form are as follows:

- long-term recruitment of personnel;
- group decision making;
- individual responsibility;
- slow differentiated appraisal of personnel and their moderate step-by-step promotion;
- indirect, informal control by clear and formalized methods;
- non-specialized career;
- comprehensive care of employees.

This brief overview of the teachings on management shows that practice constantly highlights more and more problematic facets of managing joint activities that arise during its progressive development. Science, in turn, responds in a timely and effective manner to the requests of practice, while putting forward a kind of guidelines that are very useful for practitioners, so guided by a four-step model of achieving success, namely:

1. Decide what you want (formulate and set a goal for yourself).
2. Do something.
3. See what happens.
4. If necessary, change the approach until you achieve what you want.

Setting the right goals means being able to "correctly formulate the result."

Principles for Correct Result Formulation (RDTSS)

RRealistic Achievability Accuracy Timeliness Commensurability

The basic principles of the formation and selection of their goals:

1. Choose goals that deserve to be achieved.
2. Choose a goal that you can achieve on your own.
3. State your goal in affirmative terms.
4. Express your goal accurately, in sensory categories.
5. Match your goal with the context (situation).
6. Soberly assess the consequences of achieving your goal.

The subconscious mind plays an important role in everything we do. Business and organizational methods of achieving goals (formalized) usually omit this factor. The same applies to individual goals, chosen in a logical, systematic way, "left hemisphere".

Thinking in the affirmative is the principle of correctly formulating the result.

Many people tend to focus on trying to avoid the unwanted instead of thinking about what they want and getting what they want. They develop an "aggressive-defensive", "denying" character instead of a "affirming" one. In the end, the "denying person" experiences the scenario that he would like to avoid,

because it is he who is strategically fixed and implemented. You might call this "avoidance" system prudence, realism, prudence, and so on. It manifests itself most effectively when achieving internal goals, but when it comes to the perceived goals "?", It often leads to incomprehensible at first glance blunders.

Therefore, the first principle of a correctly formulated result reads: "I express my goal in affirmative terms."

Neuro-linguistic programming (NLP) settings:

By changing your thoughts, you begin to behave differently and achieve different results.

The map is not a territory.

What interests our thoughts the most (consciously or unconsciously) is usually reflected in behavior and becomes a reality.

What you see, hear and feel in your imagination gives you an idea of real events in the future.

Manage what you can manage and don't worry about the rest.

Everything around us that was created by man originally appeared in someone's mind.

Reaching a goal means reaching your goal.

Evaluate the total set of changes associated with the achievement of the intended result.

Man is not his behavior. People create their own experiences.

The meaning of communication is in the reaction of the interlocutor.

Experiences have their own structure.

We see not with our eyes, but with our brain.

Behind every act are good intentions.

By consciously changing submodalities, you change your experiences.

Mind and body are complementary to the same system.

Everyone chooses the best of what is available to him.

Everyone acts in their own way flawlessly.

There are no failures, there is only experience.

Resistance is a reaction to forced communication and a likely sign of unsuccessful joining.

Learning is life. We cannot help but learn.

There is no problem that does not have a solution.

If something is within the power of one, it is within the power of everyone.

The choice is better than no choice.

Changes can be instant.

The system is run by whoever is most flexible.

Everyone has everything they need to bring about change and achieve success.

Nobody can help but react.

Whoever you think you are, you are actually something more.

I am responsible for my thoughts - and therefore for the results I achieve.

The content of any event depends on the framework in which we perceive it.

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Conclusion

Perhaps we began to understand that if we want to change something, then we must start the change with ourselves. And in order to change ourselves effectively, we must first of all change our perception.

The principles of NLP involve taking into account all four dimensions. This means that we must develop them regularly and consistently in the most sensible and balanced way. Spending time on self-renewal requires initiative on our part.

Effective skills are well-learned principles and behaviors. To turn something in your life into a skill, you need three components: Knowledge, Skill, Desire.

Knowledge is a theoretical paradigm that determines what to do and why. Skill determines how to do it. And desire is motivation - I want to do it.

If one day we believe that from now on our behavior depends on our decisions, and not on the surrounding conditions, then the very first skill necessary for the beginning of personal self-development is proactivity. Proactivity should be understood, comprehending it as a fact that, initiating what is happening, subordinating our feelings to our values, we are responsible for our actions (and, above all, in front of ourselves). The behavior of a proactive person is a product of his own choice; he does not look for the "guilty" for his actions and for their results. In this case, he asks himself, and looks for the answer in himself. Stephen R. Covey believes that in order to achieve personal victory (victory over oneself), a person needs at least two more skills (except for "Be proactive" (1): "Begin by imagining the ultimate goal", and "First do that, what to do first. " If we have already quite clearly defined the meaning of the goal in our activities, then we still need to understand the third skill. In this case, we mean the need to manage your time, clearly understanding the degree of importance and urgency of those things that we are planning to do.

It is quite obvious that to master the skill "First, do what you need to do first", not urgent, but very important things to maintain your resource, so we will try to do them in the first place, and it is in this business that we will work out the first and second skills.

As we master the first three skills, we will more and more acquire independence from external factors and more and more open up the possibilities of consolidating personal victory, trying in a new way to interact with the world of our own kind around us, realizing objective interdependence. To do this, we need three more skills: "Think in the spirit of won / won", "First strive to understand, and then be understood", Achieve synergy. " Cooperation and trust are both the result and the condition for consolidating these skills, which are important in communication and collective activity.

Stephen R. Covey called the seventh skill Sharpen the Saw. He did not ambiguously believe that we can count on success, on efficiency only when we make constant efforts in the formation of all these skills, working on comprehensive self-development.

Finally it must be admitted that, working on your update alone, it is doubtful to succeed, even with all three ingredients to develop the necessary skills. Man is a social being. In reality, education is carried out only through an act. Three are involved in upbringing: - in addition to the educated, there should also be - an educator (do as I do) and a connoisseur (what they teach and how it turns out). In self-education - where to get two more missing ones? There is only one way out - to find an image that would be a teacher, to find an image that would be a connoisseur. We did not make a reservation, and you were not mistaken - it is the image or images. For this, literary heroes, friends, girlfriends, dads, mothers, grandmothers, grandfathers ... with your rich imagination can come up.

Despite the fundamental differences between the above concepts, they, nevertheless, have something in common at their core, which reflects a certain commonality in motivating a person to action.

These concepts allow us to conclude that there is no canonized teaching that explains what lies at the heart of a person's motivation and how motivation is determined. Each of the theories outlined has a certain fundamental difference. So, for example, in Maslow's concept, needs are arranged hierarchically, and the ascent along them is from the bottom up. Alderfer's theory also has a certain hierarchy. However, this theory, as one of the most important provisions, has the assertion that the movement along the hierarchy can be carried out both from the bottom up and back from top to bottom if the need of the upper level is not satisfied. McClelland introduced in relation to the needs he considered the idea of their acquisition: and development under the influence of learning and life experience. At the same time, he takes into account the relationship of individual groups of needs, moving away from considering the isolated influence of individual groups of needs on human behavior. In Herzberg's theory, needs are divided into two large groups: motivating and "health". Thus, it is indicated that not all needs constantly have a motivating effect on a person, but only those of them that lead to the development of a state of satisfaction.

As you can see, each of the theories has something special, distinctive, which gave it the opportunity to gain wide recognition from theorists and practitioners and make a significant contribution to the development of knowledge about motivation. However, despite the fundamental differences, all four of the above theories have something in common that allows us to establish certain parallels between them. A characteristic feature of all four theories is that they study needs and give a classification of needs that allows one to draw some conclusions about the mechanism of human motivation.

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Comparing the classifications of all four theories, it can be noted that the groups of needs identified in various theories quite definitely correspond to each other.

Table 3. Characteristics of human motivation and actions, formulated in their concepts by Maslow, Alderfer, McClelland and Herzberg

Theories	Needs groups				
Theory Maslow	The need for self-expression	The need for recognition and self-affirmation	The need for belonging and involvement	The need for security	Physiological needs
Theory Alderfer	Need for growth		Communication need	The need for existence	
Theory McClelland	The need to achieve		Need to rule	Need for complicity	
Theory Herzberg	Motivating factors			Health factors	

So, for example, the need for achievement in McClelland's theory is consonant with the need for self-expression in Maslow's pyramid, the need for growth in Alderfer's theory - a group of needs that are part of the set of motivating factors, Herzberg's theory. The same correspondence can be established for other groups of needs.

Table 3, a certain conditional correspondence of the groups of needs for motivating a person to action, identified in these four concepts, is given; success is guaranteed to the territories of socio - economic development for the production of products in demand for consumers in the regions of the Southern Federal District and the North Caucasus Federal District.

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