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## ON A NEW METHODOLOGY FOR ASSESSING THE COMPETITIVENESS OF INNOVATIVE TECHNOLOGICAL PROCESSES FOR THE MANUFACTURE OF PRODUCTS THAT HAVE PRIORITY AND PREFERENCES AMONG CONSUMERS IN THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT

**Abstract:** In the article, the authors consider the role of quality as a tool for promoting the philosophy of production quality of competitive and in-demand products at light industry enterprises located in the regions of the Southern Federal District and the North Caucasus Federal District. At the same time, the authors absolutely justifiably confirm the possibility of such an implementation. If innovation centers are implemented, saturated with universal and multifunctional equipment, creating the preconditions for the production of the entire assortment of footwear, namely: men's, women's and, most importantly, children's shoes, the demand for which in the regions of the Southern Federal District and the North Caucasus Federal District is quite high. And the use of software will provoke a significant reduction in production costs and guarantee its stable implementation in domestic markets with unstable demand. And here it is important not to admit a serious methodological mistake - to reduce economic policy to economic analysis, and to maintain the spirit of solidarity in the team - one for all and all for one - and success will surely find the seeker.

**Key words:** quality, import substitution, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TPP, attractiveness, assortment, assortment policy, demand, sales, paradigm, economic policy, economic analysis, team, success.

**Language:** English

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### Introduction

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The nature of the new competition in the modern world economy, caused by 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 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. An 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.

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.

### Main part

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 implies 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.

The systemic concept of the enterprise can be considered as a starting point for the strategic description of enterprises at the present time, since none of the above concepts "in its pure form represents a scheme for analysis, relevant to the real situation and role of the enterprise in any economy."

Insufficient adequacy of the concept of partnership relations of an enterprise follows from the fact that the behavior of industrial enterprises is determined to the greatest extent by the interests of only the internal top management and large owners.

However, it should be noted that this situation was typical for the 90s of the last century, but recent years have been characterized by changes in this area. Evidence of this is the gradual development and spread of the corporate governance system in the country, one of the principles of which directly emphasizes the role of stakeholders in enterprise management. One cannot fail to note the recent increase in attention to the concept of social responsibility of business.

The simultaneous coexistence of several concepts that describe the decision-making mechanism in enterprise management is due to the fact that different enterprises have specific tasks at different stages of their activities.

In particular, not all enterprises are the main consumers of stakeholder theory, but only those with an interest in maintaining and managing relationships with a wide range of partners. For such enterprises, stakeholder theory can offer non-standard approaches to address their specific challenges.

There are certain relationships between the company and partners, they can be different, both competitive and collaborative. Partners can exist independently of each other, or they can interact. The set of partners, which the adherents of this theory call "a coalition of business participants" or "a coalition of influence", is a force that continuously influences an organization, forcing it to evolve, change and adjust.

In the modern interpretation of stakeholder theory, partners are considered not just as groups and individuals affected by the organization's activities, but as contributors of a certain type of resource. Stakeholders provide the enterprise with the resources

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necessary for its activities, because its activities allow satisfying its needs. At the same time, the satisfaction of the partner's requests is nothing more than the receipt by him of resources from the organization. Thus, the relationship between the enterprise and its partners is built around the resource exchange, since each seeks to create its own resource base that would best suit the goals of the partners.

The partners of the enterprise can be divided into two groups: external and internal. External partners include: buyers, suppliers, competitors, government agencies and organizations, municipal, regional and federal authorities, financial intermediaries.

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

**Suppliers.** Many businesses involve strategically important suppliers in the product development and manufacturing process. Most businesses that use the "just-in-time" method, where components produced by suppliers are delivered directly to assembly shops, bypassing the warehouse, include suppliers in their internal processes.

**Competitors.** Competitors are a difficult problem because it is often in the best interest of one competitor to flinch another. However, competitors are joining forces to tackle the threat of innovative third-party products, to successfully navigate life cycles, and to leap ahead with new technologies. Competing organizations form alliances to accelerate technological progress and new product development, to enter new or foreign markets, to seek a wide range of new opportunities. Sometimes cooperation is determined by the need to develop common standards, create a common service system, etc.

**Government agencies and organizations.** Innovation centers, public-private enterprises and government bodies have many common goals, including the creation of favorable conditions for international trade, stable market conditions, inflation control, a successful economy, and the production of necessary goods and services. Government-business partnerships (public-private partnerships) are widely practiced in foreign countries, where governments often play a more active role in the country's economic development.

**Regional and municipal authorities.** Good relationships with local and regional branches of government can lead to beneficial local regulations for businesses or reduced local taxes. Therefore, the most far-sighted business leaders spend some funds to help regional and municipal branches of government in their efforts to solve local problems. Sponsorship to support local social programs, assistance to general education schools, cultural institutions, health care,

law enforcement, etc. allow reaching mutual understanding and support from such influential partners for small and medium-sized businesses as regional and municipal authorities.

Financial intermediaries are a collection of many organizations, which include, but are not limited to, banks, law firms, brokerage firms, investment advisors, pension funds, mutual fund companies, and other organizations or individuals who may be interested in investing. to the enterprise. Trust is especially important when dealing with creditors. Financial disclosure helps build trust, as does timely payments. In an effort to build relationships with creditors and establish relationships of trust, many businesses invite their representatives to their boards of directors.

Currently, there is no generally accepted methodology for assessing the competitiveness of an enterprise. A review of existing approaches to assessing the competitiveness of an enterprise made it possible to combine them into the following groups.

The first group of academic economists includes an approach to determining the competitiveness of enterprises based on identifying competitive advantages. This approach arose with the emergence of strategic planning and the development of competition theory. It allows you to analyze the achieved competitive advantages of an enterprise, but does not provide an accurate quantitative expression of the assessment results and therefore cannot be used for a comparative analysis of the competitiveness of enterprises, analysis of the implementation of the plan to increase competitiveness, the dynamics of the competitiveness of enterprises.

The second group of economists proposes an assessment of competitiveness using polygonal profiles. It is based on the construction of vectors of competitiveness by factors: concept, quality, price, finance, trade, after-sales service, foreign policy, pre-sales preparation. However, the authors do not specify how such factors as concept, foreign policy, pre-sale preparation, etc. can be assessed by combining them into one whole.

The third group of economists - offer a rating assessment of the competitiveness of an enterprise based on the following factors: product, assortment, price, image, service, packaging (design), sales volumes, market segment, supply and sales policy, advertising and demand stimulation, then there is with the calculation of the coefficient of efficiency of innovative technological solutions. The advantage of this approach is that it, in fact, evaluates not only the marketing activities of the enterprise, but also takes into account other important resources of the enterprise's potential (innovation, management, finance, etc.). In the approach proposed by the authors, a more significant sum of factors is obtained, the mutual weight of which is taken into account in partnership.

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The fourth group of economists proposes to assess the competitiveness of an enterprise on the basis of the product of an index for the mass of goods and an index of the efficiency of an object. The advantage of this approach is the fact that it is a more weighty approach to assessment, since it takes into account such important factors that determine the competitive advantages of an enterprise as the level of organization and implementation of marketing at the enterprise, finance, and export potential. In addition, most authors consider it important to develop a methodology for determining a manufacturer's efficiency factor, its competitiveness, which will form the effectiveness of these very partnerships.

The fourth approach can be attributed to the method proposed by R.A. Fatkhudinov, which proposes to assess the competitiveness of an enterprise as a weighted sum of the competitiveness of the main products of an enterprise in various markets, taking into account the importance of markets. But this approach is not entirely fair, since firstly, the competitiveness of an organization is identified with the competitiveness of a product (these are different concepts); secondly, he proposes to introduce the importance of foreign markets twice as large as the importance of national markets. Thirdly, the assessment method of Fatkhudinov R.A. does not take into account other important factors influencing competitiveness - marketing, finance, innovation, management, personnel.

The fifth group of economists proposes an approach based on a balanced assessment of the factors of enterprise competitiveness. The integral indicator of the competitiveness of the enterprise is determined according to the rules of linear convolution (the assessment of the factors of the competitiveness of individual aspects of the activity of the enterprise is multiplied by the weight of individual factors in the total amount), that is, something close to what is proposed by the authors of this article, namely, the calculation of the coefficient of efficiency of innovative technological solutions ...

So, the analysis of the theoretical and methodological aspects of the competitiveness of enterprises revealed many methods for assessing this very competitiveness of enterprises.

In this regard, the successful activity of the enterprise will be determined by the degree of satisfaction of the interests of stakeholders, therefore, in order to increase the competitiveness and efficiency

of the enterprise, the enterprise must take into account not only its interests, but also the interests of interested parties, its business partners.

In the theory of stakeholders, the term partnership is used, which forms the conditions for ensuring the effectiveness of the results of the enterprise's activities.

A developing small and medium-sized enterprise, as a tool of competition, needs to form a system of marketing relationships with partners, a system based on mutually beneficial long-term cooperation, which allows to reduce the time for making effective commercial decisions.

Therefore, taking into account the considered methodological foundations of the enterprise competitiveness, a method is proposed for assessing and analyzing the competitiveness of shoe enterprises operating in the regions of the Southern Federal District and the North Caucasus Federal District, based on the theory of stakeholders, namely, Donobuv CJSC (Rostov-on-Don) and LLC "Leonov" (Rostov-on-Don), which are competitors in the production of men's shoes.

Taking into account the analysis of the system of indicators for assessing the competitive potential of an enterprise, we will give an assessment of these enterprises according to the system of indicators for assessing the factors of competitiveness of enterprises proposed above. The first important factor in the competitiveness of an enterprise is the competitiveness of a product.

All calculations are reduced to the implementation of successive stages.

1 stage. Calculation of the significance of consumer properties in assessing the competitiveness of women's outerwear. The significance of consumer properties is proposed to be calculated using the direct assessment method. To do this, a questionnaire is proposed, in which each respondent needs to determine the importance, in his opinion, of each consumer property of a product within the scale used. The weighting factor is calculated separately for each analyzed segment.

At this stage, the significance of consumer properties in assessing the competitiveness of men's shoes is calculated. 50 respondents were interviewed who rated all consumer properties in points.

To do this, we will segment the market and select target segments (Table 1).

**Table 1. Characteristics of target segments of men's shoes**

Criteria name	Quantity		Segment characteristics
	%	human	
Attitude to fashion	fourteen	7	"Avant-garde"
	76	38	"Moderate"
	ten	5	"Conservatives"

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Age	62	31	"Youth group"
	26	13	"average age"
	ten	5	"Older age"
	2	1	"Venerable age"
Income level	38	19	"below the average"
	50	25	"average"
	12	6	"above the average"
Social status	38	19	"Low social status"
	38	19	"Average social status"
	24	12	"High social status"

The largest number of consumers (76%) are ordinary buyers ("moderate"). Half of the respondents have an average income (50%), although the income level is "below average" (38%) more than three times higher than the number of those with an income "above average" (38% and 12%, respectively).

We group the questionnaires according to the

criterion "attitude to fashion", since this criterion is decisive in consumer preferences (segment-forming). All other criteria (age, income level, social status) are expressed in it.

Based on the results of grouping questionnaires, we build segment profiles (Table 2).

**Table 2. Segment profiles of consumers of men's footwear**

Segmentation signs	Segments		
	"Avant-garde"	"Moderate"	"Conservatives"
attitude to fashion	Younger - 5 Average - 2	Youngest - 26 Average - 10 Senior - 2	Senior - 3 Venerable - 2
age group	Medium - 3 Above average - 4	Below average - 16 Average - 20 Above average - 2	Below average - 4 Average - 1
income level	Individuality - 6 High quality goods - 1	Individuality - 13 High quality goods - 17 Low price - 8	Low price - 4 High quality product - 1
sought benefits			

Based on the compiled table 2, it can be seen that fashionable products are preferred by respondents who are among ordinary buyers ("moderate") of the younger group, as this emphasizes their individuality, although their income level is below average.

Based on the above data, it is possible to calculate the importance of consumer properties in assessing the competitiveness of a product based on the answers of the "avant-garde" (table 3).

**Table 3. Calculation of the significance of consumer properties in assessing the competitiveness of men's shoes based on the answers of the "avant-garde"**

Properties	Correspondence fashion direction	Arts. registration	Workmanship	Comfort	Strength	Appearance and quality of the material	Price	Total
	34	32	thirty	31	22	28	29	206
	0.165	0.155	0.146	0.15	0.107	0.136	0.141	1

...  
Let us calculate the importance of consumer

properties in assessing the competitiveness of a product based on the answers "moderate" (Table 4).

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**Table 4. Calculation of the significance of consumer properties in assessing the competitiveness of men's shoes based on the responses of "moderate"**

Properties	Correspondence fashion direction	Arts. registration	Workmanship	Comfort	Strength	Appearance and quality of the material	Price	Total
	154	171	149	169	130	159	167	1099
	0.14	0.156	0.136	0.154	0.118	0.145	0.152	1

Let's calculate the importance of consumer properties in assessing the competitiveness of a

product based on the answers of the "conservatives" (Table 5).

**Table 5. Calculation of the significance of consumer properties in assessing the competitiveness of men's shoes based on answers from "conservatives"**

Properties	Correspondence fashion direction	Arts. registration	Workmanship	Comfort	Strength	Appearance and quality of the material	Price	Total
	ten	17	19	eighteen	21	twenty	23	128
	0.08	0.133	0.148	0.141	0.162	0.156	0.18	1

2 stage. Selection of experts. The formation of an expert group is carried out on the basis of their self-assessment, by filling out a questionnaire. Trade workers (commodity experts, sellers) act as experts. A total of 10 experts were interviewed. Of these, 5-7 people are selected into the group who have received the maximum amount of marks in all areas. They were asked three questions each. In total, five experts were interviewed, of which four experts received the highest marks in three areas (9 points). They were brought in to study the competitiveness of men's shoes. Then the experts were asked to rate the properties of men's shoes on a five-point scale.

3 stage. Selection of competing products

(assortment) for comparison of competitiveness, the products of those manufacturers are selected that, firstly, serve similar segments, and secondly, are in steady demand in the market.

4 stage. Evaluation of consumer properties of men's footwear (assortment) by target segments.

To compare the consumer properties of assortment groups of different manufacturers, it is also necessary to use a questionnaire. The respondents are asked to give an assessment in points on a five-point scale for each consumer property of the compared groups of goods. The rating scale is indicated in the questionnaire. The results are summarized in the final table 6.

**Table 6. Evaluation of consumer properties of men's shoes**

Properties	Correspondence fashion direction	Arts. registration	Workmanship	Comfortness	Othersness	External look and quality material	Price
Dono shoes	3.33	3.17	3.67	3.42	3.75	3.83	3.33
Leonov	3.27	2.49	3.37	2.84	3.29	3.31	2.96
Mean	3.3	2.83	3.52	3.13	3.52	3.57	3.145

5 stage. Determination of the average rating for consumer properties for each segment. The questionnaires grouped by target segments are processed as follows.

For each consumer property, the average value of the assessment in points is found as the arithmetic mean for all respondents of this target group. The data are summarized in Table 7.

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**Table 7. Average rating of men's footwear by consumer properties of "avant-garde", "conservative"**

Properties	Correspondence fashion direction	Arts. registration	Workmanship	Fit on the figure	Strength	Appearance and quality of the material	Price
"Vanguardists"							
Dono shoes	3.33	3.17	3.67	3.42	3.75	3.83	3.33
"Conservatives"							
Leonov	3.27	2.49	3.37	2.84	3.29	3.31	2.96
Mean	3.3	2.83	3.52	3.13	3.52	3.57	3.145

6 stage. Calculation of the total assessment of the competitiveness of the product.

Thus, the total assessment of the competitiveness of the same product, given by representatives of different segments, will differ. To make managerial decisions on competitiveness, the analysis uses the results of assessing the competitiveness of men's shoes, which were put down by representatives of the target segment.

The maximum score for the product coefficient is 5 points.

In fact, the level of competitiveness may be below the maximum mark.

Let's calculate the competitiveness of enterprises, taking into account the significance defined above. We will enter the obtained data into table 8.

**Table 8. Analysis of the competitiveness of men's shoes**

Properties	Compliance with the direction of fashion	Arts. registration	Manufacturing quality	Comfort-fortitude	Otherness	Appearance and quality of the material	Price	Competitive wayness	Place order
The significance of ai	0.138	0.154	0.138	0.15	0.12	0.145	0.153		
Dono shoes	0.46	0.49	0.51	0.51	0.45	0.56	0.51	3.49	1
Leonov	0.45	0.38	0.47	0.43	0.39	0.48	0.45	3.05	2

According to Table 8, it can be seen that men's footwear of Donobuv CJSC are more competitive than the same range of Leonov LLC.

The rest of the indicators for assessing the competitiveness of enterprises will be taken from the technical and economic indicators of enterprises, data from the balance sheet.

Let us calculate the dimensionless estimates of the indicators of the competitiveness of enterprises and summarize everything in Table 9.

To convert the dimensional estimates of indicators into dimensionless, it is proposed to use the index method. Which was discussed above.

**Table 9. Evaluation of the competitiveness of the enterprises of Leonov LLC and Donobuv CJSC specializing in the production of men's shoes**

Enterprise competitiveness factors	Indicators	Significance bridge, %	The values		Dimensionless estimates of enterprise competitiveness indicators		Weighted estimates of competitiveness indicators	
			Leonov LLC	Donobuv CJSC	Leonov LLC	Donobuv CJSC	Leonov LLC	Donobuv CJSC
I. Competitiveness of goods	Weighted average for the product range of competitiveness of the goods, score	40	3.05	3.49	0.61	0.69	24.4	27.92

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2.Efficiency marketing	Assessment of the level of partnerships with stakeholders of the enterprise, score	10	2.85	3.05	0.71	0.76	7.10	7.60
	Exceeding the permissible level of Goth stocks. products,%	3	66.50	28.80	0.34	1.00	1.02	3.00
	Market share of the enterprise,%	3	3.00	7.30	0.08	0.20	0.24	0.60
	Sales growth rate,%	3	221.00	198,00	0.89	0.80	2.67	2.40
3. Quality management	Return on investment	3	0.85	4.02	0.08	0.39	0.24	1.17
	Return on total assets,%	3	10.90	43.90	0.17	0.53	0.51	1.59
4. The financial condition of the enterprise	Coefficient of provision Own werewolves. by means (0.2)	3	0.19	0.76	0.95	3.80	2.85	11.40
	Current liquidity ratio (□1.3)	3	1.46	4.16	0.26	0.79	0.78	2.37
	Costs per 1 rub. realiz. products	3	0.69	0.53	0.86	1.00	2.58	3.00
5.Level of organization productions	Capacity utilization rate	2	0.83	0.95	0.87	1.00	1.74	2.00
	Labor productivity	2	48.19	60.22	0.64	0.80	1.28	1.60
	Wear of mains funds,%	2	26.00	47,00	0.38	0.21	0.76	0.42
6.Efficiency MTO	Assessment of relationships with suppliers, score	3	7.28	7.99	0.73	0.80	2.18	2.40
	Material efficiency, RUB / RUB	3	20.45	13.48	0.13	0.12	0.39	0.36
7. Activity of innovators. activities	Share of innovative products,%	8	1.30	0.13	1.00	0.10	8.00	0.80
8. Competitiveness of staff	The coefficient of the outstripping growth of labor productivity in relation to the growth of wages	3	2.06	1.56	0.95	0.72	2.85	2.16
	Personnel turnover rate,%	3	7.00	6.00	0.02	0.03	0.06	0.09
	Total maximum significance score	100	-	-	-	-	59.65	70.88

So, on the basis of the presented data, the generalizing indicators of the competitiveness of the studied enterprises are equal:

for - LLC Leonov:

$$KP = 59.65\%$$

for JSC "Donobuv":

$$KP = 70.88\%$$

As can be seen from the scale for assessing the qualitative level of competitiveness, LLC Leonov and CJSC Donobuv have an average level of competitiveness in the market of footwear enterprises in the Southern Federal District and the North Caucasus Federal District.

Let us analyze the second most important

potential of enterprise competitiveness - marketing efficiency. We will present the data on this potential in Table 9, where we will indicate the weighted estimates at the surveyed enterprises and the maximum estimate for these indicators.

As can be seen from the table 10 below, the deviation in the potential of marketing efficiency in Leonov LLC is -7.97, in Donobuv CJSC -5.4. The greatest influence on this deviation is exerted by the indicator of the level and quality of partnerships with stakeholders, therefore, in order to increase the effectiveness of marketing activities, the studied enterprises should establish and develop relationships with partners.



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**Table 10. Analysis of the effectiveness of using marketing potential**

Indicators for evaluating the effectiveness of marketing	Significance, %	Weighted estimates of competitiveness indicators		Maximum weighted score	Deviation of the weighted estimate from the maximum	
		OOO Leonov	Company Dono shoes		OOO Leonov	Company Dono shoes
Assessment of the level of partnerships with stakeholders of the enterprise, score	10	7.1	7.6	10	-2.9	-2.4
Exceeding the permissible level of stocks Goth. products,%	3	1.02	3	3	-1.98	0
Market share of the enterprise,%	3	0.24	0.6	3	-2.76	-2.4
Sales growth rate,%	3	2.67	2.4	3	-0.33	-0.6
Total	9	11.03	13.6	19	-7.97	-5.4

So, when assessing the competitiveness of the studied enterprises, it was revealed that the level of competitiveness of LLC Leonov, CJSC Donobuv is average (59.65% and 70.88%, respectively). One of the important factors that influences the assessment of competitiveness is the effectiveness of marketing. The analysis shows that the deviation for this potential is 7.97 in Leonov LLC, and 5.4 in Donobuv CJSC. To improve marketing effectiveness, businesses should implement a stakeholder framework that will foster relationships with partners.

So, in order to increase the competitiveness of the studied enterprises on the basis of the theory of partnership relations, it is proposed to introduce a mechanism for the formation of interaction with stakeholders.

Thus, the theory of partnerships is becoming relevant today, therefore, taking into account the importance of this factor, a methodology for assessing the competitiveness of an enterprise has been developed, taking into account a new paradigm - the theory of partnerships. The developed methodology for assessing and analyzing the competitiveness of an enterprise based on the theory of partnerships allows an in-depth analysis of the competitiveness of enterprises, taking into account an important factor of competitive advantages in a networked economy - the quality and level of development of partnerships.

As the main unique aspects of the formation of the competitive advantage of enterprises on the basis of a theory-oriented partnership, one can single out:

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

managing relationships with partners in the context of assessing the following indicators:

- ❖ the number of meetings with partners, the number of prepared commercial proposals, the number of contracts concluded, the dynamics of the volume of supplies of products attributable to each partner;
- ❖ regular marketing research within the framework of partnerships in order to identify changes in the structure and nature of preferences when choosing partners.

Thus, the above aspects, with the proper level of their elaboration, can allow an enterprise to form a unique competitive advantage - a system of relationships with stakeholders.

Filling technological processes for the production of competitive and popular footwear for consumers in the regions of the Southern Federal District and the North Caucasus Federal District is costly. The use of universal and multifunctional equipment forms the technological process in such a way that it makes it possible to produce the entire assortment of high quality footwear with different price niches, creating priorities for its implementation.

I would like to note one more undoubted merit of the studies carried out by the authors is the fact that, in addition to proposals for manufacturers to use universal and multifunctional equipment for assembling shoe upper blanks and molding upper blanks on a shoe, it is proposed to use the technology of direct casting of the bottom on shoes and such equipment that is capable of both once to ensure the production of the demanded assortment of footwear, both by type and by type, and create the prerequisites for high efficiency of the production itself and satisfy the demand not only of consumers in the regions of the Southern Federal District and the North Caucasus Federal District, but also of domestic and foreign buyers.

Partnerships can be divided into two groups: external and internal. External include: buyers, suppliers, competitors, government agencies and

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organizations, regional and municipal authorities, financial intermediaries.

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

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

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

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

Stage 1. The choice of indicators for assessing the factors of competitiveness of the enterprise. For each factor, a system of indicators can be determined based on the analysis of scientific literature.

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

The proposed methodology for assessing and analyzing the competitiveness of an enterprise, in contrast to the existing ones, firstly, takes into account the specifics of the "light industry" industry, secondly, reduces the subjective factor in the assessment, and thirdly, allows for an in-depth analysis, thanks to the proposed directions and indicators of analysis competitiveness of enterprises. To conduct a survey to assess the competitive potential, we developed a questionnaire and offered it to respondents - students, masters, graduate students, teachers and specialists - university graduates working at light industry enterprises in the regions of the Southern Federal District and the North Caucasus Federal District. In addition, the questionnaire was accompanied by an explanation and examples of its filling, which are given below.

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

- creation and permanent expansion of the stakeholder database;
- formation of the necessary innovation base (computers, peripherals and software);
- organization of the activities of the unit and

individual managers for managing relationships with stakeholders;

- development and adjustment of plans for interaction with key stakeholders of stakeholders, taking into account their business and personal characteristics;

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

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

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

Analysis of the questionnaire survey on the impact of the competitive potential of enterprises in the regions of the Southern Federal District and the North Caucasus Federal District with regret confirmed the lack of consistency of respondents on the criteria for the quality of light industry products formulated in the questionnaires. So, for example, the basic answer, the first expert (table 5), expressed by competent experts, received, according to the survey results, the value of the concordance coefficient equal to (W) 0.34, i.e. less than 0.5. That is, in our case, the fact is confirmed that the survey participants are respondents who are not competent in the problem proposed to them. In this regard, the authors were forced to develop additional changes to the software product, with the help of which the competence of the survey participants - respondents will be additionally assessed and weeding out those who do not have the same opinion with the reference answers,

Tables 11-16 show the calculations of the optimal power for the range from 300 to 900 pairs for the manufacture of men's and women's shoes of the entire assortment. The analysis of the obtained characteristics for the calculated three variants of innovative technological processes for the manufacture of the entire assortment of footwear confirmed the effectiveness of the software product for evaluating the proposed innovative technological process using universal and multifunctional equipment. So, for example, in the range of 300 - 900 pairs, the best according to the given criteria is the production volume of 889 pairs for men's shoes and 847 pairs for women's shoes. If the production areas proposed by the regional and municipal authorities of these districts - the Southern Federal District and the North

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Caucasus Federal District - according to the normative indicators, do not allow the calculated production volumes to be realized, then in this case they have the opportunity to choose the option of the optimal capacity that is acceptable, for example, the production volume of 556 pairs, which will correspond to the normative indicators for the proposed production areas and be characterized by the best values of the indicated criteria,

To confirm the assessment of the effectiveness of the production activities of the created shoe enterprises, we analyzed the annual results of the enterprise for the production of both men's and children's and women's footwear assortment.

These calculations indicate that with 100% of the sale of shoes in the specified period of time, not only the costs of production and sales of products are covered, but also a profit of 3697.4 thousand rubles remains. This confirms the efficient operation of the company, as well as the correct choice of marketing and assortment policies. Since the product profitability is 14.9%.

To prove our proposals, they were confirmed by the results of calculating the technical and economic indicators of their activities using the software developed by us, which made it possible to choose not only production volumes that would guarantee the manufacturer an economic effect, in which the integrated efficiency indicator (K) evaluating his / her would tend to its maximum value, namely, to one, but also to ensure its implementation in the markets of the regions of the Southern Federal District and the North Caucasus Federal District.

Of greatest interest is the fact that the technology of direct casting of the bottom for shoes today, but what is especially important, and tomorrow will be the most effective for the manufacture of the entire range of products. This is possible because today the chemical industry offers manufacturers for direct molding of the bottom of shoes polymer compositions that create conditions to use the entire possible list of materials for the upper of shoes and at the same time guarantee consumers high quality, conformity to fashion trends, functionality and affordability and ensure its competitiveness with similar footwear from leading foreign companies, pushing them out of our markets and creating such footwear priorities, that is, import substitution.

The world footwear market is estimated at 260 billion, the growth rate over the past 5 years was 3.5%. China, USA and India are the largest footwear markets. The specific consumption of footwear in Russia is much lower than the level of developed countries. China is the largest footwear exporter and serves all major global markets.

The main growth drivers of the Russian footwear market are an increase in the specific consumption of footwear per person and a decrease in the average cost of a pair. Russia lags far behind in consumption of

footwear from developed countries (3 pairs per year in Russia against 5-6 in Europe and 7-8 in the USA). By 2025, this figure may increase to 4 couples per person. The average price of a pair by 2025 may increase from 1200 to 1500 rubles at current prices. In 2020, the consumption of footwear in Russia was estimated at 0.81 trillion. rub.

By analogy with garment production, the main factors determining the competitive advantage of a manufacturer are the availability and increase in the volume of domestic raw hides, access to a cheap and productive labor force, access to materials and functional components of shoes (insoles, pads, accessories, etc.), as well as access to sales markets.

The share of labor costs in shoe production is slightly lower than in sewing, but the main problem today and tomorrow for Russian shoe manufacturers is the difficulty in accessing materials and functional components.

The cost of manufacturing footwear in Russia is 1.5 times higher than in China, and the cost of components is 35% more expensive, since they are imported from China at inflated prices due to small order volumes, the cost of labor in Russia is 2 times more expensive than in China ...

Opportunities to reduce the effective cost by reducing the delivery time in footwear production are possible only if you provide quick access to materials and components, but the need to import them from Asia does not allow Russian manufacturers to achieve advantages in terms of time. The use of natural leather made in Russia and an increase in the production of leather footwear will reduce delivery times and partly costly components. Another possible tool for solving the problem with components can also be the creation of purchasing alliances - the consolidation of orders for components can reduce their cost by 20%. By analogy with the segment of technical textiles, shoe production in the world is developing in the format of innovation centers / industrial parks, with a large number of highly specialized players.

Shoe production development strategy - consolidation and development within the framework of innovation centers. The main directions of state policy, in addition to those indicated above, to create equal competitive conditions in the footwear market:

- support for the creation of industrial infrastructure within innovation centers;
- support for the creation of industrial innovation centers by large shoe manufacturers and SMEs to achieve economies of scale and synergies;
- support for the modernization of production to increase labor productivity;
- ensuring favorable access for manufacturers to functional components;
- support for the creation of purchasing alliances for functional components;
- further, support for the partial localization of

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component manufacturers within the shoe innovation centers.

The total volume of domestic footwear production in the Russian Federation by 2017 may reach 310-340 billion rubles (in producer prices), which will correspond to 60% of localization. At the same time, up to 20% of the increase in footwear production will be provided by special and protective products. The estimated volume of required investments in the industry is 95-120 billion rubles, up to 30-50 thousand new jobs can be created. The development of the garment industry will add 0.05% to GDP and provide 36-58 billion rubles. tax revenues. The cumulative effect from the development of clothing and footwear production in the Russian Federation will amount to 0.11% of GDP (0.06% from the development of clothing production, 0.05% from footwear production). The total amount of required investments is 180-270 billion rubles. 160-200 thousand new jobs will be created. The expected volume of tax revenues by 2025 is 124-162 billion rubles.

For the strategic management of the production of products in demand, it is necessary: study the demand for manufactured footwear and, together with sales, production and supply specialists, develop solutions for the removal of models from production and renewal of the assortment; explore sales markets in different regions and various forms of sales organization, study potential buyers; study the reaction of buyers to experienced batches of shoes in specialized stores; jointly with the planning and economic department to develop regulations on their own pricing policy; study the impact of selling prices for different regions; develop a policy of motivating wholesale buyers for the volume of orders, the duration of contracts, etc.; predict possible changes in the situation and develop decisions on the strategy of behavior in new conditions; coordinate conflicting production and marketing requirements; organize and study the effectiveness of advertising activities. You can imagine yourself as a manager of the company "Donobuv", which opened a new shop and chose a new strategy for the production and promotion of footwear in the regions of the Southern Federal District and the North Caucasus Federal District. Here's what can happen. The main markets for the sale of products of JSC "Donobuv" today are Moscow and the Moscow region. The initial data, which is formed by the manager of the enterprise for the board of directors of the enterprise, is to prepare a draft future strategy for choosing a certain type of footwear, namely:

- produce expensive shoes for a high-income target audience (item A);
- specialize in the production of inexpensive shoes for a target audience with earnings above the subsistence level (product B);

- to produce cheap footwear for socially unprotected strata with earnings below the subsistence level (product C).

In the future, the following scenarios of the development of the external environment are possible, the likelihood of which is assessed by the management of the enterprise as follows: an increase in purchasing power (scenario S1, probability of occurrence - 0.2); the invariability of the purchasing power of the population and the influence of foreign competitors (scenario S2, probability of occurrence - 0.5); decrease in purchasing power due to rising inflation with constant competition (scenario S3, probability of occurrence - 0.3).

Additional information for making the necessary calculations:

- living wage - 12691 rubles.
- daily release - 576 pairs of shoes;
- number - 100 people, who are engaged in the production of 576 pairs of shoes per day;
- with a working week of 5 days, the total number of working days in a year is 250 days;
- monthly production of shoes - 12,000 pairs;
- annual production of shoes 144,000 pairs.

We will assume that the average cost of one pair of shoes with unchanged purchasing power (scenario S2) will be characterized by the following values: the price of a pair of expensive shoes for a target audience with high earnings is 5 thousand rubles; the price of a pair of shoes for the target audience with earnings above the subsistence level - 2 thousand rubles; the price of a pair of cheap shoes for socially unprotected strata with earnings below the subsistence level - 1 thousand rubles.

The total volume of shoe sales, given the unchanged purchasing power (scenario S2) for the audience in question, will be:

- when selling expensive shoes for a target audience with high earnings - 60 million rubles. per month;
- when selling footwear to a target audience with earnings above the subsistence level - 24 million rubles. month;
- when selling cheap footwear for socially unprotected strata with earnings below the subsistence level - 12 million rubles. per month.

For the target audience with an increase in purchasing power (scenario S1), the price of one pair of expensive shoes will be 5 thousand rubles, the price of one pair of shoes for the target audience with earnings above the subsistence level will be 3 thousand rubles, the price of one pair of shoes for non protected layers - 1 thousand rubles, with a reduced purchasing power (scenario S3), the price of one pair of expensive shoes will be 2.5 thousand rubles, the price of one pair of shoes for the target audience with earnings above the subsistence level - 1 thousand

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rubles, the price of one pair of shoes for unprotected layers is 500 rubles.

For each of the considered scenarios, the volume of shoe sales per month was calculated. We calculated the sum of the mathematical expectations of the sales volume, taking into account the probability of three scenarios. Enterprise managers, based on the analysis or their experience (intuitively), assess the likelihood of a particular situation.

Separately for each strategy, the sum of the mathematical expectations of the volume of sales is determined as the product of the volume of shoe sales per month in the implementation of each scenario by its probability.

By calculating the amount of mathematical expectation, the sales volume, the maximum sales volume was gained by the strategy of producing expensive shoes for a target audience with high earnings.

Summarizing the information obtained as a result of the study, a structural diagram of the formation of the mentality has been drawn up. The proposed structuring can be used when planning the industrial assortment for the regions of the Southern Federal District and the North Caucasus Federal District. And only in the interconnection of all the factors considered above, it will be possible to assert the high stability of the financial results of the activities of shoe enterprises in the regions of the Southern Federal District and the North Caucasus Federal District, united into an innovation center.

The assortment of children's shoes should target buyers with different income levels, for this, in the manufacture of shoes, it is necessary to use leather for the upper of different quality: expensive, such as chevro, or cheaper chrome-tanned pork leather, from which shoes can be worn out, and coming home to take pictures so that the child's legs would rest.

Also, when developing the assortment, it is necessary to take into account the fact that more girls are born in the Southern Federal District and the North Caucasus Federal District than boys, so shoes for girls should be produced in a larger volume than shoes for boys.

If manufacturers of footwear for children are guided by all of the above recommendations of the authors, then buyers will have the opportunity, depending on their financial situation, to give preference to products of a particular price category, made taking into account the climatic characteristics of the Southern Federal District and the generic characteristics of its population.

The main place among the attributes of any enterprise is occupied by the name with which the enterprise goes public. We know the company not by the legal phrase that is recorded in the corresponding registration documents (and it happens to be unfamiliar to a wide range of consumers), but by the trademark of its products. So, a rare consumer knows

that the shoes of the Belka Trading House are Ralf Ringer. Most manufacturers of the Southern Federal District do not have a name (trade mark).

There are several ways to form a name, a logo and a trademark.

The most common way is to choose a proper name. Typical for fashion houses (luxury goods) - the name of the company founder CHRISTIAN DIOR, CHANEL, GIVENCHY, YVES SAINT LORAN etc. The unique taste, bright style expressed the personality of the artists in their creations, subsequently giving the things released under this name a high status. This technique has become necessary if an individual or family company is being created and it is required to emphasize the personal role of the owner, and build the reputation and policy of the company on his reputation. With this approach, the role of the individual is invaluable. The surname should become a guarantor of product quality and business conduct. Accordingly, if there is an owner's image, it is not only directly related to the company's image, but also carries the main emotional load.

Another way is that the commercial name of the enterprise is based on an abbreviation formed from the first letters of the official name. This achieves the conciseness of the name and ease of pronunciation and memorization, respectively. It can be clearly traced that the abbreviation is an excellent means of obtaining a logo - the LVMH / Louis Vuitton Moet Hennessy / company. The same method is used by companies positioning their products in the "Bridge better" class, representing the second line of well-known houses; the title contains a reference to the artist's name associated with his luxury line "couture" and "preta - porte de lux" and an abbreviation. For example, Mani (Armani), DKNY (Donna Karan New Your), CK Jeans (Calvin Klein).

The second - much less common in the fashion industry - is the formation of a name by connecting the root fragments of several words, which are not necessarily present in the name of the company. But in this case, associations with the profile of the firm are desirable. The requirement, like any other group of names, is unusual and euphonious.

The third way is the formation of a new word, not similar to existing meaningful words, but associated with positive concepts. Most often, the positioning of these companies is associated with the bridge middle class, bridge low class and moderate and buget class mass clothes.

For example, the name of the company "Skorokhod" is the production of children's shoes. Saying "Skorokhod", you can provoke an association with fast movement, and children love to run, they need high-quality and strong shoes.

Another example is the name of the company MEXX. There are no close associations, but the name is modern and laconic. It agrees well with the positioning of the company - clothes for young people

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according to the ideal combination of "style, price and quality".

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

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

The logo serves as an identification mark for the uninitiated crowd, who by these letters will know how much a particular item cost. This is a cheat sheet for those who cannot define the silhouette of Dolce and Gabanna, Christian Dior or Ferre. With the general trend towards more and more visualization, font graphics are all kinds of pointers. Plates and labels - began to play an increasing role. The logo, as an image replacing the text, becomes an ideal solution if you need to combine decorative and informative content.

In addition to its primary function - a trademark - it plays a decorative role.

This is a natural result of the interweaving of the fashion industry and advertising.

Here are the reasons: the first - industrial - fashion for text as a decorative element. The second is the fashion for democratic clothing, i.e. a crisis in the recognition of styles, the binding of an object to a specific brand. The third is pro-advertising. This shift in the "expensive - cheap" framework: it is the design of the product, and not the quality of the materials used or the amount of manual labor, that increasingly determines the consumer value. The oversaturation of advertising information makes it possible for logos to become an element of decor.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

And the price should not "bite" very much, which is also an important argument in favor of the purchase. These fantasies of ours, spied on in life and working very effectively on demand, are justified and have the right to be, since the ability to present our products, work with our consumers, a competent marketing approach form the popularity of this boutique, store or salon among buyers and provide them with sustainable consumer demand ... Ultimately, well-thought-out principles of presenting the properties of the goods, the choice of your consumer, the correct design of boutiques and their windows - all this will significantly influence the effective results of their work. The same fully applies to the children's assortment.

In a market economy, in order to survive in a constantly changing economic environment, shoe enterprises need to focus on the target audience:

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

In order to get the desired profit in conditions when the prices for shoes and production volumes are dictated by the market, the company always faces the choice of what products and how much to produce in terms of the costs of manufacturing them and taking into account the solvency of potential buyers.

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

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

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

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

An important factor affecting the level of costs for the production of footwear is a change in the assortment and technological process (tables 11-15)

**Table 11. Calculation components for the entire range of footwear**

Indicators	Type of footwear	Types of shoes			
		Spring	Summer	Autumn	Winter
Cost price units of production, rub.	Mens	856.77	643.72	998.5	1007.07
	Womens	933.51	844.31	1062.37	2107.29
	Children	551.05	503.89	586.15	795.41
Costs for basic materials, rub.	Mens	541.61	378.64	623.16	660.42
	Womens	523.71	511.6	618.52	1503.57

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Expenses for auxiliary materials, rub.	Children	235.78	200.05	280.76	415.5
	Mens	23.82	17.57	28.16	30.4
	Womens	22.65	17.05	24.31	43.16
Wage	Children	11.78	7.92	12.16	15.26
	Mens	141.02	108.28	161.1	150.71
	Womens	148.92	84.62	139.09	220.58
Unit profitability, rub.	Children	58.44	55.42	68.95	95.77
	Mens	10.75	14.65	13.36	15.12
	Womens	11.88	13.37	16.42	17.11
Costs per 1 rub. marketable products, rub.	Children	9.53	8.39	9.19	10.72
	Mens	82.88	85.35	86.64	84.88
	Womens	88.12	86.63	83.57	82.89
	Children	90.47	91.62	90.8	89.28

**Table 12. Financial results of the activity of the enterprise selling children's shoes**

Month	Release, steam	Costs, rub.			Cost, rub.	Commercial products (at wholesale price), rub.	Profit, rub.
		The main and subsidiary materials	The main and additional salary with SVVF	Overheads			
I quarter - spring (56) - (15 + 19 + 22)							
January 3909699.75	7095	1756438.2	414631.8	1,738,629.75	3909699.75	4321564.5	411864.75
February 4976286.35	8987	2,248,821.72	525200.28	2202264.35	4976286.35	5473981.7	497695.35
March 5734226.3	10406	2576109.36	608,126.64	2549990.3	5734226.3	6338294.6	604068.3
I quarter 14620212.4	26488	6581369.28	1547958.72	6490884.4	14620212.4	16133840.8	1513628.4
II quarter - summer (62) - (21 + 20 + 21)							
April 5587132.32	11088	2305971.36	614496.96	2666664.0	5587132.32	6098400.0	511267.68
May 5321078.4	10560	2196163.2	585235.2	2539680.0	5321078.4	5808000.0	486921.6
June 5587132.32	11088	2305971.36	614496.96	2666664.0	5587132.32	6098400.0	511267.68
II quarter 16495343.04	32736	6808 105.92	1814229.12	7873008	16495343.04	18004800.0	1509457
III quarter - autumn (66) - (24 + 23 + 22)							
July 5933010.3	10122	2964936.24	697911.9	2270162.16	5933010.3	6533751.0	600740.7
August 6498058.9	11086	3247311.12	764379.7	2486368.08	6498058.9	7156013.0	657954.1
September 6215534.6	10604	3106123.68	731145.8	2378265.12	6215534.6	6844882.0	629347.4
III quarter 18646603.8	31812	9318371.04	2193437.4	7134795.36	18646603.8	20534646.0	1888042.2
IV quarter - winter (64) - (21 + 21 + 22)							
October 7266070.35	9135	3934992.6	874858.95	2456218.6	7266070.35	8138371.5	872301.15
November 7266070.35	9135	3934992.6	874858.95	2456218.6	7266070.35	8138371.5	872301.15
December 7612073.7	9570	4122373.2	916518.9	2573181.6	7612073.7	8525913.0	913839.3
IV quarter 22144214.4	2740	11992358.4	2666236.8	7485618.8	22144214.4	24802656.0	2658441.6



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In a year 71906373.64	188876	34700204.64	8221862.04	28984306.56	71906373.64	79475942.8	7569569.16
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**Table 13. Financial results of the enterprise for the sale of women's shoes**

Month	Release, steam	Costs, rub.			Cost, rub.	Commercial products (at wholesale price), rub.	Profit, rub.
		Basic and auxiliary materials	Main and complementary Naya ZP with SVVF	Overhead expenses			
<b>I quarter - spring (56) - (15 + 19 + 22)</b>							
January 2856754.8	3060	1,671,861.6	455695.2	729198	2856754.8	3241519.2	384764.4
February 3618556.08	3876	2117691.36	577 213.92	923650.8	3618556.08	4105924.32	487368.24
March 4205419.04	4488	2,447,575.68	688352.96	1069490.4	4205419.04	4754228.16	548809.12
I quarter 10680729.92	11424	6237128.64	1721262.08	2722339.2	10680729.92	12101671.68	1,420,941.76
<b>II quarter - summer (62) - (21 + 20 + 21)</b>							
April 4503549.54	5334	2819819.1	451363.08	1232367.36	4503549.54	5198409.72	694860.18
May 4289094.8	5080	2685542.0	429869.6	1173683.2	4289094.8	4950866.4	661771.6
June 4503549.54	5334	2819819.1	451363.08	1232367.36	4503549.54	5198409.72	694860.18
II quarter 13296193.88	15748	8325180.1	1,332,595.76	3638417.92	13296193.88	15347685.84	2051491.96
<b>III quarter - autumn (66) - (24 + 23 + 22)</b>							
July 4038068.37	3801	2,461,033.47	528681.09	1048353.81	4038068.37	4831793.19	793724.82
August 4422646.31	4163	2,695,417.61	579031.67	1148197.03	4422646.31	5304452.97	881806.66
September 4230357.34	3982	2578225.54	553856.38	1,098,275.42	4230357.34	5061878.58	831521.24
III quarter 12691072.02	11946	7734676.62	1,661,569.14	3294826.26	12691072.02	15185635.74	2494563.72
<b>IV quarter - winter (64) - (21 + 21 + 22)</b>							
October 7169000	3402	5261975.46	750413.16	1156611.96	7169000.58	8649 142.74	1480 142.16
November 7169000	3402	5261975.46	750413.16	1156611.96	7169000.58	8649 142.74	1480 142.16
December 7510381	3564	5512545.72	786 147.12	1211688.72	7510381.56	9061006.68	1550625.12
IV quarter 21848382	10368	16036496.64	2,286,973.44	3524912.64	21848382.72	26359292.16	4510909.44
In a year 58516378	49489	38333482.0	7002400.42	13180496.02	58516378.54	68994285.42	10477906.88

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**Table 14. Financial results of the enterprise for the sale of men's shoes**

Month	Release, steam	Costs, rub.			Cost price, rub.	Commercial products (at wholesale price), rub.	Profit, rub.
		Basic and auxiliary materials	The main and additional bodily ZP with SVVF	Overhead expenses			
<b>I quarter - spring (56) - (15 + 19 + 22)</b>							
January 3,662,091.75	4275	2417213.25	602860.5	642618.0	3662691.75	4419495	756803.23
February 4639409.55	5415	3061803.45	763,623.3	813982.8	4639409.55	5598027	958617.45
March 5371947.9	6270	3545246.1	884195.4	942506.4	5371947.9	6481926	1109978.1
I quarter 13674049.2	15960	9024262.8	2250679.2	2399107.2	13674049.2	16499448	2825398.8
<b>II quarter - summer (62) - (21 + 20 + 21)</b>							
April 3794943.0	5901	2338035.21	638,960.28	817347.51	3794343.0	4450711.23	656368.23
May 3613660.0	5620	2226700.2	608533.6	778426.2	3613660.0	4238772.6	625112.6
June 3794343.0	5901	2338035.21	638,960.28	817347.51	3794343.0	4450711.23	656368.23
II quarter 11202346	17422	6902770.62	1886454.16	2413121.22	11202346	13140195.06	1937849.06
<b>III quarter - autumn (66) - (24 + 23 + 22)</b>							
July 4792159.49	5292	3219403.02	429542.11	1143214.35	4792159.49	6099030	1,306,870.51
August 5249555.63	5796	3526012.83	470450.89	1252091.91	5249555.63	6679890	1430334.37
September 5020357.56	5544	3372707.92	449996.5	1197653.14	5020357.56	6389460	1369102.44
III quarter 15061072.68	16632	10118123.77	1349989.5	3592959.4	15061072.68	19168380	4107307.32
<b>IV quarter - winter (64) - (21 + 21 + 22)</b>							
October 4419723.0	4389	3032008.98	661466.19	726247.83	4419723.0	5207109.6	787386.6
November 4419723.0	4389	3032008.98	661466.19	726247.83	4419723.0	5207109.6	787386.6
December 4630186.0	4598	3176390.36	692964.58	760831.06	4630186.0	5455067.2	824881.2
IV quarter 13469632.0	13376	9240408.32	2015896.96	2213326.72	13469632.0	15869286.4	2399654.4
In a year 53407099.87	63390	35285565.51	7503019.82	10618514.54	53407099.87	64677309.46	11270209.59

**Table 15. Impact of the sale of footwear on the financial condition of the enterprise**

Volume of sales, %	Men's footwear				
	100%	80%	60%	48%	40%
Profit / Loss per month, rub.	824881.2	207739.04	190596.51	0	- 126545.78
Income tax, 20%	164976.22	41547.8	38119.3	-	-
Property tax, 2.2%	3483.3	3483.3	3483.3	3483.3	3483.3
Net Profit / Losses per month, rub.	656421.7	162708	148994	- 3483.3	- 3483.3
Profit / Losses for the year, rub.	9898574.4	2,492,868.48	2287158.12	0	- 1518549.36

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Net Profit / Losses per year, rub.	7877060.4	1952496	1787928	-41799.6	- 41799.6
Women's shoes					
Volume of sales, %	100%	80%	60%	44%	40%
Profit / Loss per month, rub.	1550625.12	998162.35	445699.56	0	-106763.19
Income tax, 20%	310 125.02	199632.47	89139,912	-	-
Property tax, 2.2%	3483.3	3483.3	3483.3	3483.3	3483.3
Net profit / loss per month, rub.	1237017	795046.6	353076.3	-3483.3	- 3483.3
Profit / Losses for the year, rub.	18607501	11977948	5348395	0	-1281158.28
Net Profit / Losses per year, rub.	14844204	9540559	4236916	-41799.6	- 41799.6
Children's shoes					
Volume of sales, %	100%	90%	83%	80%	-
Profit / Loss per month, rub.	511267.68	495905.15	0	-416365.49	-
Income tax, 20%	102253.54	9918103	-	-	-
Property tax, 2.2%	3483.3	3483.3	3483.3	3483.3	-
Net Profit / Losses per month, rubles	405,530.84	39668929	- 3483.3	- 3483.3	-
Profit / Losses for the year, rub.	6135212	49590515	0	- 4996385.88	-
Net Profit / Losses per year, rub.	4866370	39668929	- 41799.6	- 41799.6	-

The data in tables 11-15 indicate that with 100% of the sale of footwear, compensation of costs is provided not only for the production and sale of footwear, but also a net profit remains, which indicates the effective operation of the enterprise for the analyzed month, as well as the correct marketing assortment policy of the enterprise ... This result of work will allow the company to distribute net profit for the formation of a financial reserve, payment of dividends, development of production, financing of social programs, etc.

When the sale of this type of footwear is not in full, then such a result negatively affects the performance of the enterprise. In this case, the presence of leftovers of non-salable footwear reduces the total amount of revenue, increases costs and leads to additional costs for storing goods.

In addition, from tables 11-15 it can be seen that if men's shoes are sold below 48%, women's - 44%, and children's shoes - 83%, then the enterprise suffers losses, which leads to the need to reduce the volume of production, delay the payment of wages to workers, etc. ...

If such a situation arises, it is necessary to attract borrowed funds to cover costs and organize the subsequent production of products, which at the moment is associated with certain difficulties: interest on a loan has been significantly increased (up to 20%), loan repayment terms have been reduced, etc., leading to an even greater increase production costs.

In market conditions of management, an effective management system requires a rational

organization of sales activities, which largely determines the level of use of production means at the enterprise, an increase in labor productivity, a decrease in production costs, an increase in profits and profitability. This is due to the fact that sales activities are not only the sale of finished footwear, but also the orientation of production to meet the solvency of buyers' demand and active work in the market to maintain and generate demand for the company's products, and the organization of effective distribution and promotion channels.

In a dynamically changing market environment, the results of an enterprise, including a shoe, largely depend on the effective results of production, sales, financial and marketing policies of the enterprise itself, which creates the basis for bankruptcy protection and a stable position in the domestic market.

Thus, when developing an assortment policy, shoe enterprises should focus both on external (price and consumer niche, competing enterprises, market environment, etc.) and internal factors, such as sales volume, profitability, coverage of basic costs, etc. However, it is impossible take into account and provide for all situations that may arise when selling shoes, i.e. some shoe models are not in demand at a certain stage. In this case, another, usually not advertised side of marketing should appear: if the shoes, even without taking into account the requirements of the market, have already been produced, then they must be sold. For this purpose, in order to respond to the lower prices of competitors, it

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is necessary to reduce too large stocks, get rid of damaged, defective shoes, eliminate leftovers,

In addition to using discounts, an enterprise can initiate a price reduction in case of underutilization of production capacities, a reduction in market share under the onslaught of competition from competing enterprises, etc. In this case, the enterprise takes care of its costs, developing measures to reduce them by improving equipment and technology, introducing new types of materials into production, and constantly improving the quality of products. And all this requires large financial costs from enterprises, but, nevertheless, contributes to an increase in the competitiveness of certain types of leather goods and the enterprise as a whole. In addition, the greater the amount of footwear produced, the more production costs decrease, which leads to lower prices, and most importantly, creates such conditions for the functioning of the market,

The assortment policy is to develop the implementation of decisions regarding the range (names) of products, the variety of assortments of one name, the need to expand the assortment.

To determine the volumes of the expected demand by consumers for new products and to ensure a balance between supply and demand for shoe enterprises, it is advisable to use the method of expert assessments.

A survey of experts (trade and industry specialists) is carried out when samples of new products are ready for examination.

Based on the results of the expert survey, a final report is drawn up, where the expected volumes of demand for the company's products are determined. On the basis of these forecast recommendations, a survey of consumers and the production capabilities of the enterprise, an optimal assortment structure is drawn up.

One of the most difficult issues in the methodology of expert surveys is the selection of experts and the formation of a commission of experts with the highest degree of consistency of opinions and a high level of competence.

The level of competence is a key criterion for the selection of experts - a subjective concept, a unified methodology for assessing the competence of experts has not been developed.

To form an optimal assortment policy and demand for the products of a shoe company, it is proposed to use one of the methods for assessing the competence of experts, which is based on the calculation of the coefficient of competence  $K_j$ .

The values for assessing the competitiveness of an enterprise can theoretically vary from 0 to 100:

$$K_p = 0 \div 100 \quad (3)$$

When calculating dimensionless assessments of the indicators of the competitiveness of enterprises using software, it becomes necessary to formulate these very criteria as their evidence base. So, for

example, the profit per unit of production is calculated depending on the profitability of the product, that is, first the size of the profitability is formulated from 5% to 25%, and then the size of the profit per unit of production is laid down. The same feature exists with the definition of the labor productivity criterion, because at first they use innovative technological processes formed on the basis of universal and multifunctional equipment, the maintenance of which must be entrusted to highly qualified and responsible performers who empathize with the overall result of the entire technological cycle, guaranteeing them the production of demanded and competitive products, which are in high demand among consumers on domestic markets. Calculation of conditionally fixed costs for the production of a unit of product and conditionally variable costs for the production of a unit of production is interconnected with the peculiarities of organizing the production of competitive and demanded products, including for children. Analysis of the results of the activities of leading foreign manufacturers confirms the fact that if the conditionally fixed costs are 20% - 40% of the production cost, then, naturally, the conditionally variable costs are 60% - 80%. products for children, when and profit, profitability, conditionally fixed costs and conditionally variable costs are formed on the basis of the implementation of the requirements of technical regulations and normative documents and acts that guarantee the safety of life when using them. And if this is due to the need to produce them with such stringent characteristics, the state and manufacturers are obliged to be interested in each other and provide manufacturers with compensation for the additional costs of observing them and guarantee that the manufactured products will not harm the health of children.

Of course, if the criterion for the loss of wages per unit of production should tend to zero, and the volume of footwear production from 1 m<sup>2</sup> - to its maximum possible value, and the costs per 1 ruble of marketable products should tend to their minimum possible value and the cost of equipment per unit of flow assignment also strive for its minimum possible value, and other criteria - for their maximum possible value - in the aggregate, a dimensionless assessment of the effectiveness of the developed innovative technological processes ( $K$ ) should always strive for unity and thereby always confirm that the designed innovative technological process for the enterprise for the production of it import-substituting products will be successful in their activities for the benefit of the population of the regions where they will operate, being city-forming for these small medium-sized cities and in which all branches of government are interested - both federal and regional and municipal.

Thus, the software developed by the authors for assessing the effectiveness of the formed innovative

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technological processes for the production of an import-substituting assortment of shoes, taking into account the calculated calculation components for the production of the planned assortment, allows us to make a justified decision on its launch, a decision on its balance, guaranteed demand and ensuring the enterprise a stable financial position.

In addition, the developed software allows the regional and municipal branches of government, together with future manufacturers of the entire assortment of footwear in single-industry towns, to form the volume of footwear production not only taking into account their needs, but also to guarantee enterprises a stable financial condition by providing them with stable TPP, that is, they will the foundations have been created for the formation of new jobs with the simultaneous solution of all social problems, which, unfortunately, are characteristic today of most of such small and medium-sized cities of the Russian Federation.

The choice of technology that can effectively implement the intended goals in the conditions of fierce competition will provide a guarantee that the developed range of footwear will be chosen by the buyer and will allow the enterprise to get the maximum profit.

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

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

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

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

principle - the interests of all parties are legitimate and require their satisfaction and respect.

The production of footwear by the injection method is possible with the use of artificial and synthetic leather and textile materials, which will reduce the cost and get a large profit, because the assortment of these materials is cheaper and much more diverse, which means that the entire range of footwear will be more in demand, which, in the end, forms this very efficiency of the enterprise.

Making a profit is the main goal of any entrepreneurial activity. Currently, there is fierce competition in the field of business and entrepreneurship, it is necessary to be able to calculate future profits, calculate possible losses.

The net profit indicator reflects the final result of the firm's activities, shows how profitable the implementation of this type of activity is. Net profit is used by entrepreneurs to increase working capital, form various funds and reserves, as well as for reinvestment in production. The amount of net profit directly depends on the size of the gross profit, as well as on the amount of tax payments.

A number of taxes are related to the financial results of economic activities of enterprises: income tax, property tax.

The rules for taxation with income tax are defined in Chapter 25 of the Tax Code of the Russian Federation.

1) The corporate income tax rate (Federal tax) is 20%, of which: 2% is credited to the federal budget, and 18% to the regional one.

2) The tax on the property of organizations (Regional tax) is paid on the property that is "on the balance sheet" of the organization. Basically, these are fixed assets and intangible assets.

The maximum rate is set by the Tax Code of the Russian Federation (Chapter 30) and amounts to 2.2% of the tax base - the average annual value of the property.

## Conclusion

The results of studies to assess the competitive potential of shoe enterprises in the regions of the Southern Federal District and the North Caucasus Federal District with the participation of parents, children, buyers and manufacturers are presented in Tables 11-15. Their analysis confirmed the importance of marketing services in the formation of sustainable demand for domestic products within the framework of their import substitution. And the more often these services interact with producers and consumers, the more effective the results of these enterprises will be in ensuring a stable demand for their products, obtaining stable technical and economic indicators of their activities, shaping the image and social security of the population of small and medium-sized cities as city-forming enterprises, in the success of which both producers, and regional

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

and municipal branches of government are interested.

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