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ON THE POSSIBILITIES OF SEGMENTING THE MARKETS OF THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT WITH POPULAR AND COMPETITIVE PRODUCTS BY CONSUMERS OF THESE REGIONS

Abstract: *in the article, the authors paid special attention to the question of what role these or those positions of the assortment play for the results of the work of enterprises in the production of the entire assortment of footwear for consumers. For successful work, all products must be classified into the following groups:*

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

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

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

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

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

E - goods leaving the market (which do not bring profit and must be removed from production, withdrawn from the market).

When implementing it, it is necessary to determine the share of each group in the total volume of products sold. For a stable financial position of the enterprise in the assortment structure, the group of goods A and B must be at least 70%.

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

The implementation of the measures proposed by the authors will lead to the elimination of the deficit in domestic children's shoes, making them not only and not so much competitive and in demand, but, most importantly, safe and comfortable for the child's foot, guaranteeing the foot protection from the formation of pathological abnormalities.

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.*

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Introduction

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Assortment formation is a problemspecific goods, their separate series, determination of the relationship between "old" and "new" goods, goods of single and serial production, "high technology" and "conventional" goods, materialized goods, or licenses and know-how. When forming the assortment, problems of prices, quality, guarantees, service arise, whether the manufacturer is going to play the role of a leader in creating fundamentally new types of products or is forced to follow other manufacturers.

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

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

The assortment formation system includes the following main points:

– determination of current and future needs of buyers, analysis of the ways and use of shoes and the characteristics of purchasing behavior in the relevant market;

– assessment of existing competitors' analogues;

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

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

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

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

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

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

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

– assessment and revision of the entire range.

Assortment planning and management is an integral part of marketing. Even well-thought-out sales and advertising plans will not be able to neutralize the consequences of mistakes made earlier in assortment planning.

The optimal assortment structure should ensure maximum profitability on the one hand and sufficient stability of economic and marketing indicators (in particular, sales volume), on the other hand.

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

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

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

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

Here it will be appropriate to recall the psychology of human perception of information. The reality is that the average person is able to perceive no more than 5–7 (rarely up to 9) semantic constructs at a time. Thus, a person, making a choice, first chooses these same 5-7 options based on the same number of criteria. If the seller offers a larger number of selection criteria, the buyer begins to feel discomfort and independently weeds out criteria that are insignificant from his point of view. The same happens when choosing the actual product. Now imagine what happens if there is a hundred practically indistinguishable (for him) goods in front of a person, and he needs to buy one. People in such a situation

behave as follows: either they refuse to buy at all, since they are not able to compare such a number of options, or prefer what they have already taken (or what seems familiar). There is another category of people (about 7%), lovers of new products, who, on the contrary, will choose something that they have not tried yet.

Thus, from the point of view of the buyer (to ensure a calm choice from the perceivable options) the assortment should consist of no more than 5-7 groups of 5-7 items, ie. from the point of view of perception, the entire assortment should ideally consist of 25-50 items. If there are objectively more names, then the only way out is additional classification.

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

And thus, the consumer does not need a wide assortment at all, but the variety he needs.

Main part

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

Of particular importance in such a situation is the role played by certain positions of the assortment.

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

In addition, an increase in the volume of goods of groups that generate the main income will not always contribute to an increase in the company's profits. Here it is important to pay attention to the remainder of unsold goods (what increase it will give and the possibility of its further sale).

Production planning is one of the important problems of assortment policy. In economics, forecasting of future expenses and income is widely used on the basis of calculating the cost of production at variable costs. The essence of this method lies in the fact that the costs of the enterprise are divided into fixed and variable, depending on the degree of their response to changes in the scale of production.

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

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

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

When applying the method of calculating the amount of coverage, it is advisable to use indicators such as the amount of coverage (marginal income) and the coverage ratio. The amount of coverage (marginal income) is the difference between sales revenue and the total amount of variable costs. The amount of coverage can be calculated in another way - as the sum of fixed costs and profit. Calculation of the amount of coverage allows you to determine the funds of the enterprise, received by it in the sale of manufactured products in order to reimburse fixed costs and make a profit. Thus, the amount of coverage shows the overall level of profitability, both of the entire production and of individual products: the higher the difference between the selling price of a product and the sum of variable costs, the higher the amount of coverage and the level of profitability.

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

It is also important to determine at what volume of sales the gross costs of the enterprise will be

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

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

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

– among the data on the production volumes of various types of footwear and the costs of its production, the maximum and minimum values are selected;

– the differences between the maximum and minimum values of the volume of production and costs are found;

– the rate of variable costs for one product is determined by referring the difference in cost levels for a period to the difference in levels of production for the same period;

– the total value of variable costs for the maximum and minimum volume of production is determined by multiplying the rate of variable costs for the corresponding volume of production;

– the total amount of fixed costs is determined as the difference between all costs and the amount of variable costs (example 1).

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

The developed methodology for assessing and analyzing the competitiveness of an enterprise, in contrast to the existing ones -

firstly, it takes into account the specifics of the light industry;

secondly, it reduces the subjective factor in the assessment;

thirdly, it allows for an in-depth analysis, thanks to the proposed indicators for analyzing the competitiveness of enterprises, namely, on the basis of innovative technological solutions in combination with an assortment policy, these very enterprises always have a message to ensure effective work results, guaranteeing themselves and their employees from bankruptcy ... In the traditional for our case scheme of assortment formation, differentiation based on the classification

– purpose (household; special);

– gender and age (basis - GOST 3927-88. Shoe pads - booties, for toddlers, little children, preschool, for school girls, girls, for school boys, boys, women, men);

– operating conditions (type of professional activity, seasonality, climatic zone).

Relying on other sources, footwear, according to its purpose, can be divided into household (everyday, model, home) and special (industrial, sports, orthopedic, medical).

However, such a division of the assortment has a number of significant disadvantages. It does not allow identifying groups of the population with different styles, standards of living and taste preferences. The division by age and sex implied different anthropometric characteristics of consumers depending on age and gender, but did not take into account age differences in lifestyle and priorities of needs.

The needs of the population for goods are laid down historically. They are determined by the level of development of social production, welfare and culture of society and can change over time.

The characteristic of the assortment includes such a concept as mobility. By the definition of marketing, mobility is the urgent implementation of decisions made, conducting research in a strictly specified time frame.

The use of the term "mobility" in relation to the footwear assortment consists in the rapid change of assortment models depending on the market conditions and consumer requirements for footwear.

Each era is characterized by adherence to certain tectonic forms, color, scale, proportions, etc. This stable character of the formal means of artistic expression is called the style of the era. Style in art is understood as a historically established stable commonality of the figurative system of means and techniques of artistic expression, due to the unity of the ideological content of the art of the era. The main condition for the formation of style is the unity of the perception of the world and the means of its expression. The factors influencing the formation of style include:

– socio-economic relations,

– prevailing philosophical ideas,

– worldview,

– the aesthetic ideal of the era,

– way of life,

– natural and climatic conditions,
– customs, etc.

For a long time, used, there was a clear division into four main styles: romantic, classical, sports, folklore. In recent years, these four styles have been supplemented by an independently existing fifth style in footwear - ethno.

In marketing practice, there is also a principle that takes into account the degree of extravagance or conservatism of consumers. According to their reaction to new phenomena, consumers are divided into five categories:

– super innovators (2.5%);
– innovators (13.5%);
– ordinary (34%);
– conservatives (34%);
– super conservatives (16%).

According to domestic and foreign researchers, such differentiation must also be taken into account when forming the assortment structure.

According to the degree of loyalty to brands, consumers can be divided into the following groups:

– unconditional adherents are consumers who constantly buy goods from the same company;
– tolerant adherents are consumers who are committed to two or three product brands;
– fickle followers are consumers who transfer their preferences from one brand to another;
– wanderers are consumers with no commitment to any firm.

This separation of consumers is advisable to use when the product is purchased with a short-term frequency, for example, once a week or a month.

The principle of economic differentiation of consumers is practically recommended to be carried out according to the level of income, and the presence of this or that property (car, real estate, etc.). One of the most common methods of such product differentiation, used in foreign markets, is the division of the assortment by price points. For stable markets, economic differentiation presupposes a combination of economic and semantic properties of products, and in quantitative terms it has established segment shares. Such a close combination of properties is not typical for our regions, where the level of income does not imply a single cultural basis and consumer psychology. Therefore, it is obvious that borrowing from the Western consumer structure is not possible.

The method of dividing groups of people according to their belonging to a particular consumer type is known as the Values and Lifestyle Scale (VALStm). This classification was originally developed in 1978 by Arnold Mitchell of SRI International (formerly Stanford Research Institute).

Within the framework of the VALStm system, resources are allocated that include the full range of psychological, physical and demographic potential on which the consumer relies. Resources include education, income, self-confidence, health, buying drive, intelligence, and energy.

Summarizing the information obtained as a result of the study, a structural diagram of the formation of the mentality is drawn up, shown in the figure. The proposed structuring can be used when planning an 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 formation of a range of footwear, taking into account its competitiveness, is a complex process carried out taking into account the action of a number of factors, the study of which should be based on an analysis of the existing footwear market, as well as on forecasting trends in the social, economic and industrial areas.

The formation of the assortment is preceded by the development of the assortment concept by the enterprise. It is a directed construction of the optimal structure of high-quality footwear products, while taking as a basis, on the one hand, the need to ensure the most efficient use of raw materials, technological, financial and other resources by the enterprise in order to produce products with low costs, and on the other hand, meeting the requirements of certain groups of consumers, taking into account their characteristics and capabilities.

To create competitive high-quality products, footwear enterprises need to expand and update their assortment, ensure high dynamics of model turnover, increase volumes and improve the efficiency of model design studies, the quality and satisfaction of the population with footwear.

When developing or updating the assortment, a shoe company must take into account not only its capabilities, but also the presence of competing firms on the footwear market for a similar purpose, as well as the preferences of buyers in certain market segments.

It is impossible to talk about the quality or competitiveness of footwear in general without taking into account the needs of buyers of a certain group in the markets of the corresponding type. Shoe markets are a diverse collection of buyers with different tastes and preferences.

The activity of identifying potential groups of consumers for specific types of goods is called market segmentation. Segmentation focuses on differences in the behavior of different types of buyers (consumers) in their respective markets. For shoe companies, customer segmentation is the basis for adjusting the existing structure of the shoe assortment or for the development of new models.

Thus, the segmentation of footwear markets is an important component and the beginning of work to ensure the competitiveness of modern footwear. Its practical significance lies in the fact that the specification of the types of consumers creates the prerequisites for adjusting and updating the structure and assortment of shoes, improving technology and organizing production.

The footwear market is an integral element of economic relations, the main participants of which are, on the one hand, shoe manufacturers, and on the other, consumers. As a product in this market, footwear is one of the most complex groups of non-food products with a very diverse assortment.

Footwear is one of the most important goods produced by the light industry of the Russian Federation and imported from abroad. The degree of satisfaction of consumer demand, the profitability and profitability of organizations depend on the correct determination of the quantity and quality of models produced by shoe enterprises, on the competitiveness of the assortment. The result of the interaction of the constituent parts of the market (demand, supply, prices for shoes) is the possibility of supply to satisfy the demand for products at a specific price to the maximum extent possible.

Thus, the importance of the footwear market lies in meeting the needs of the population. Accordingly, the development of the market leads to an increase in the level of security of an individual member of society. Markets are made up of buyers, and buyers differ from each other in a variety of ways: according to their needs, financial and other capabilities, location, buying attitudes and buying habits. In this sense, the South and North Caucasian Federal Districts are of the greatest interest for market segmentation due to the homogeneity of the aggregate consumer, who responds in the same way to a product and how to evaluate it for purchase. The characteristics of the regions with market segmentation are presented in Tables 1 and 2, and their geographic location is shown in Figure 1. Taking into account the climatic features of the two districts, namely, a relatively mild and humid climate in winter, high temperatures in summer and comfortable conditions in autumn and spring, it is necessary, taking into account these features, to form an assortment policy for the manufacture of such an assortment of shoes in order to guarantee its demand and demand not only due to pricing policy, but also providing consumers, especially children, with comfort and prevention of the occurrence of pathological abnormalities of the feet. Unfortunately, today filling the market with imported products does not ensure the elimination of these problems, which provokes import substitution of footwear in order to satisfy the demand of consumers of these entities in such footwear that would satisfy them in all aspects.

When segmenting a market, businesses divide large, heterogeneous markets into smaller (and more homogeneous) segments that can be served more efficiently, according to the specific needs of those segments. In order to successfully sell their products, shoe enterprises first of all need to segment the consumer market and determine the target segment of this market.

In a general sense, market segmentation refers to the process of dividing the market into groups of consumers according to predetermined criteria, which allows you to concentrate funds on the most effective market segment. A market segment is a homogeneous set of consumers who react in the same way to a product and the way it is presented.

Target segment (market) - a segment selected as a result of market research for a particular product or service, characterized by minimal costs for means of promoting goods and providing the enterprise with the main share of the result of its activities (profit or other criteria for the purpose of entering this market).

Segmentation of the footwear market in the Southern Federal District and the North Caucasus Federal District can be carried out both on the basis of one or with the sequential application of several indicators, clearly shown in Figure 1.

Subject of segmentation	Segment object	Segmentation by size	Segmentationby profitability	Segmentationby the size of the average salary
All enterprises producing or intending to produce footwear in the territories of the Southern and North Caucasian Federal Districts	Southern and North Caucasian Federal Districts of the Russian Federation	The larger the population of the segment, the more profitable for the enterprise	The higher the profitability of each resident, the greater the chance of purchasing the company's products	The higher the salary of a resident, the more chances that he will spend it on shoes

Figure 1 - Criteria for segmenting the footwear market for the subjects of the Southern Federal District and the North Caucasus Federal District

The results of the segmentation of the analyzed basic footwear market of the South and North Caucasian Federal Districts can be presented in the form of a table of ratings. The segment with the lowest total seats is the most attractive.

As a result of the analysis of tables 1 and 2, one republic, a federal city, two territories and three regions, where the highest segmentation of the consumer market is observed out of two districts, was revealed in the Southern Federal District: Republic of Crimea - 2.25. Sevastopol - 2.4. Rostov Region - 2.5%, Krasnodar Region - 2.65%, Astrakhan Region - 2.7%, Volgograd Region - 3.25%, Stavropol Territory - 5.4%.

However, when performing segmentation, you need to consider the goals of the segmentation.

When creating new enterprises in the regions of the Southern Federal District and the North Caucasus Federal District for the production of footwear, it is necessary to proceed from the demand for the entire assortment of footwear in order to provide consumers in these regions with demanded and competitive products.

Table 1. Results of segmentation of the consumer market of the Southern Federal District by the method of the sum of places, taking into account the weight coefficients

Territorial unit name	Population, thousand people	Square,km2	Ranking positions			
			profitability, score × 0.45	the salary, score × 0.30	number, score × 0.25	Sum points,%
Southern Federal District, v. including:						
Republic of Adygea	451.5	7792	3.6	2.1	2.75	8.45
Astrakhan region	1018.6	49024	0.9	0.3	1.5	2.7
Volgograd region	2545.9	112877	1.35	0.9	1.0	3.25
Republic of Kalmykia	278.8	74731	4.95	2.4	3.25	10.6
Krasnodar region	5513.8	75485	1.8	0.6	0.25	2.65
Republic of Crimea	1907.1	26100	1,3	0.5	0.45	2.25
Rostov region	4236.0	100967	0.65	1.25	0.6	2.5
Federal city Sevastopol meanings	416.3	864	1.65	0.55	0.2	2.4
Total	16368.0	447821				

Table 2. Results of segmenting the consumer market of the North Caucasus Federal District by the method of the sum of places, taking into account the weighting factors

Name of the territorial units	Population, thousand people	Square,km2	Ranking positions			
			profitability, score × 0.45	the salary, score × 0.30	number, score × 0.25	Sum points,%
North Caucasian Federal District, incl.						
The Republic of Dagestan	3015.7	50270	4.5	3.9	1.25	9.65
The Republic of Ingushetia	0.473	3628	5.4	1.8	2.5	9,7
Kabardino-BalkarianRepublic	0.862	12470	2.7	3.6	1.75	8.05
Karachay-Cherkess Republic	0.468	14277	4.05	3.3	3	10.35
Republic North Ossetia Alania	0.704	7987	2.25	3.0	2.0	7.25
Stavropol region	2.802	66160	3.15	1.5	0.75	5.4
Chechen Republic	1,394	15647	5.85	2.7	2.25	10.8
Total	9718	170439				

As a result of segmentation, it was determined that the population of the two districts is unevenly distributed over the territory. The income of the population is much lower than the average in Russia. When forming the range of footwear, one should also take into account the fact that a large share of the population is rural residents. In addition, it is necessary to take into account the national characteristics of the inhabitants of these subjects, their traditions.

For the effective operation of domestic enterprises for the production of competitive children's shoes, it is advisable to provide for the use of innovative flexible technological processes, the use of universal and multifunctional equipment, various methods of fastening the bottom of the shoes, to expand the shoe production, the production of technical equipment, accessories, the production of auxiliary materials, which will significantly reduce the cost of it production and increase competitiveness not only in the markets of the South and North Caucasian Federal Districts (Figures 2-6), but also in the domestic markets of other regions of Russia, guaranteeing its stable demand and sales, thereby providing a less painful and more effective replacement of one shoe model to another,guaranteeing the formation of new jobs within small and medium-sized enterprises, that is, their social protection.

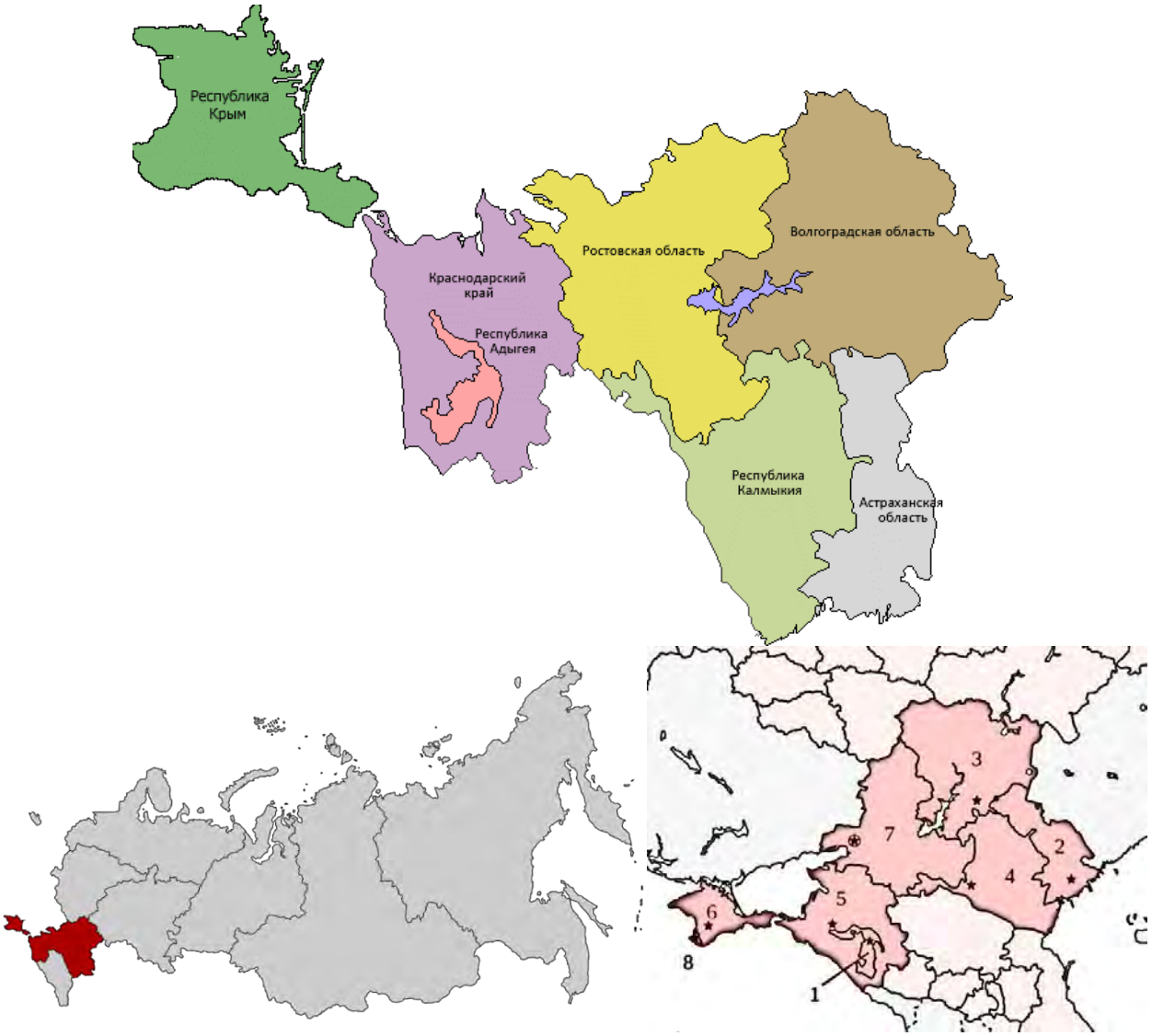


Figure 2 - Southern Federal District (SFD)

Table 3. Structural characteristics of the Southern Federal District

No.	Flag	Subject of the federation	Square(km²)	Population (people)	Administrative center
1		**Republic of Adygea**	7 792	451 480	**Maykop**
2		**Astrakhan region**	49,024	1,018,626	**Astrakhan**
3		**Volgograd region**	112,877	2 545 937	**Volgograd**
4		**Republic of Kalmykia**	74731	278,733	**Elista**
5		**Krasnodar region**	75485	5 513 804	**Krasnodar**
6		**Republic of Crimea**	26100	1 907 106	**Simferopol**
7		**Rostov region**	100967	4,236,000	**Rostov-on-Don**
8		**the city of Sevastopol**	864	416 263	
		Southern Federal District	447840	16 367 949	**Rostov-on-Don**

The number of children in the cities of the Southern Federal District with a population of more than 100 thousand people is shown in tables 4 and 5.

Table 4. The number of children in the cities of the Southern Federal District

Town	Population	Children	Girls	Boys
Rostov-on-Don	1 119 875	223,975	134385	89590
Volgograd	1,016,137	203,227	121,936	81,291
Krasnodar	853 848	170,770	102 462	68308
Astrakhan	531,719	106344	63806	42538
Sevastopol	416 263	83,253	49952	33301
Sochi	401,291	80258	48155	32 103
Simferopol	336 460	67,292	40375	26917
Volzhsky	325,895	65179	39 107	26,072
Novorossiysk	266,977	53 395	32,037	21358
Taganrog	251,050	50210	30 126	20,084
Mines	236,749	47350	28410	18940
Armavir	191,007	38201	22921	15 280
Volgodonsk	170,558	34 112	20467	13645
Novocherkassk	170 233	34,047	20,428	13 619
Kerch	148,932	29786	17872	11,914
Maykop	144 055	28811	17287	11 524
Bataysk	122,247	24449	14669	9780
Kamyshin	112501	22,500	13,500	9,000
Novoshakhtinsk	109,020	21804	13 082	8 722
Evpatoria	106202	21240	12 744	8496
Elista	104,005	20801	12481	8 320
Total	7 135 024	1,427,004	856 202	570 802

Table 5. The number of children in the regions of the Southern Federal District

Subject of the federation	Population	Children	Girls	Boys
Krasnodar region	5 513 804	1 102 761	661 657	441 104
Rostov region	4,236,000	847200	508 320	338 880
Volgograd region	2 545 937	509187	305 512	203675
Republic of Crimea	1 907 106	381,421	228 853	152,568
Astrakhan region	1,018,626	203725	122,235	81,490
Republic of Adygea	451 480	90 296	54,178	36118
Sevastopol city	416 263	83,253	49952	33301
Republic of Kalmykia	278,733	55747	33 448	22299
Southern Federal District	16 367 949	3 273 590	1 964 154	1,309,436

Figure 3 - The ratio of the number of children in medium, large and largest cities of the Southern Federal District

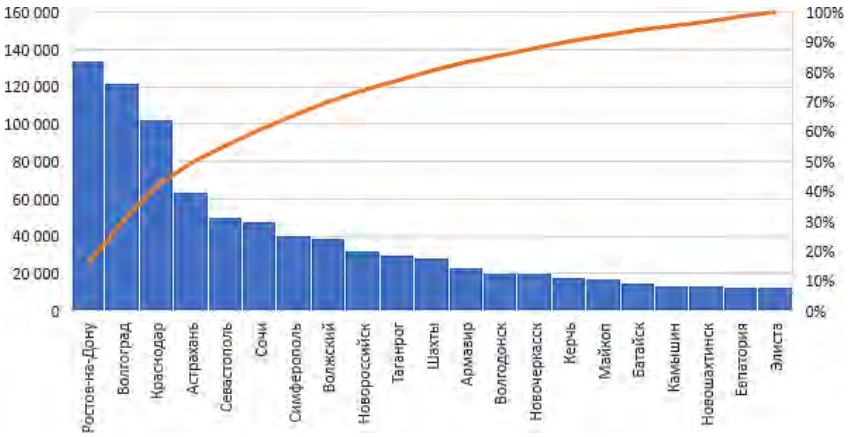


Figure 4 - The accumulated percentage of the number of children in medium, large and largest cities of the Southern Federal District

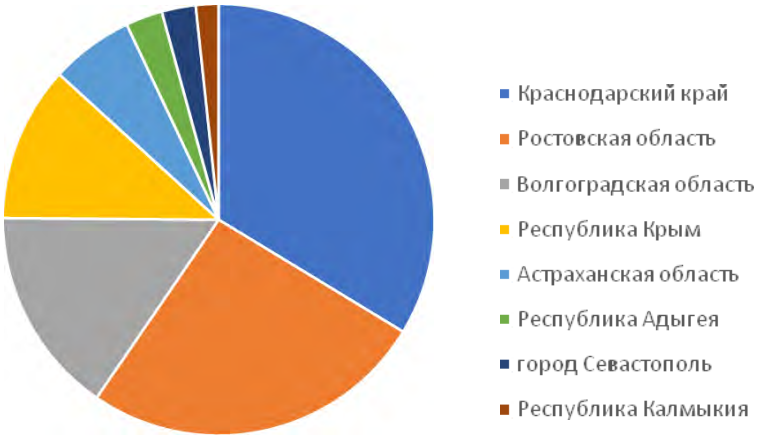


Figure 5 - The ratio of the number of children by regions of the Southern Federal District

Thus, about half of the children from twenty large cities in the regions of the Southern Federal District (Figure 5) live in four of them - Rostov-on-Don, Volgograd, Krasnodar and Astrakhan.

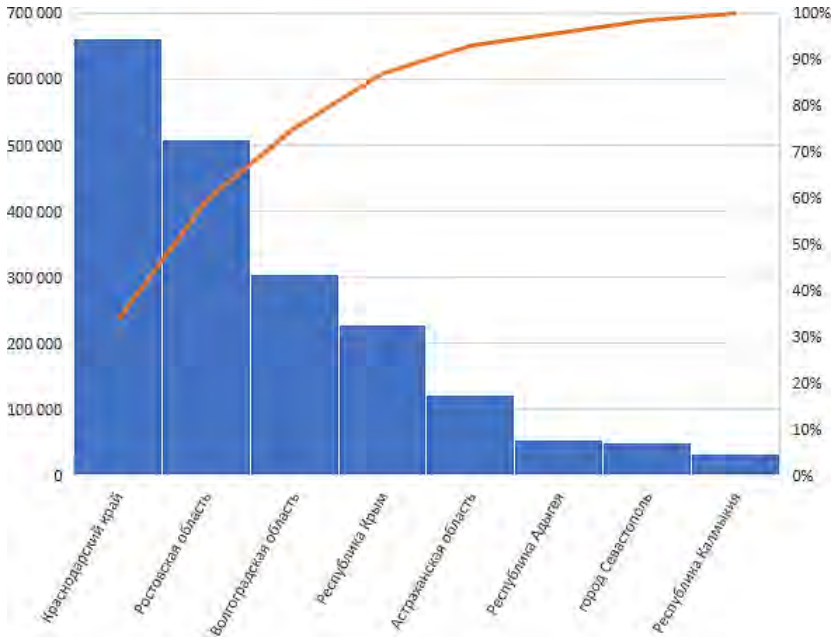


Figure 6 - Accumulated percentage of the number of children by regions of the Southern Federal District

Thus, Figure 6 shows that most of the children (76%) are concentrated in three regions of the Southern Federal District of eight - Krasnodar Territory, Rostov and Volgograd Regions, which also explains the leadership of these regions in the children's clothing market in the Southern Federal District.

Figure 7 - North Caucasian Federal District

Table 6. The number of children in the cities of the North Caucasus Federal District with a population of more than 100 thousand people

Town	Population	Children	Girls	Boys
Makhachkala	587,876	70545	47030	587,876
Stavropol	429,571	51,548	34366	429,571
Vladikavkaz	307,478	36898	24598	307,478
Grozny	287410	34489	22993	287410
Nalchik	239040	28685	19123	239040
Pyatigorsk	145,448	17454	11 636	145,448
Khasavyurt	138420	16610	11,074	138420
Kislovodsk	129,993	15 599	10 400	129,993
Cherkessk	123 128	14776	9 850	123 128
Derbent	122 354	14683	9 788	122 354
Nevinnomyssk	117891	14147	9 431	117891
Kaspiysk	110,080	13 210	8806	110,080
Nazran	113,288	13,595	9,063	113,288

Essentuki	105881	12706	8 470	105881
Total	591,573	354,945	236,628	2 957 858

Table 7. The number of children in the regions of the North Caucasus Federal District

Subject of the federation	Population	Children	Girls	Boys
The Republic of Dagestan	3,015,660	603,132	361,879	241 253
Stavropol region	2 801 597	560 319	336 191	224128
Chechen Republic	1,394,172	278 834	167,300	111,534
Kabardino-Balkar Republic	862 254	172,451	103 471	68980
Republic of North Ossetia - Alania	703,745	140749	84 449	56300
The Republic of Ingushetia	472,776	94555	56733	37822
Karachay-Cherkess Republic	467 797	93,559	56135	37 424
North Caucasus Federal District	9 718 001	1 943 599	1 166 158	777 441

Figure 8 - The ratio of the number of children in medium, large and largest cities of the North Caucasus Federal District

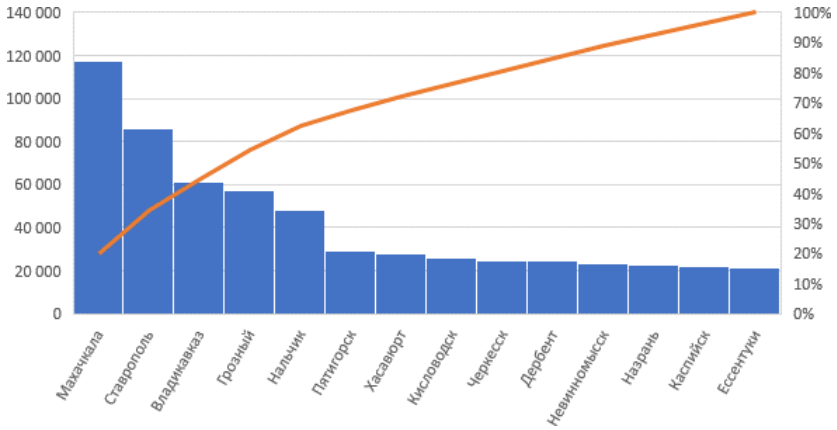


Figure 9 - Accumulated percentage of the number of children in medium, large and largest cities of the Southern Federal District

Thus, about half of the children from fourteen large cities in the North Caucasus Federal District live in four of them - Makhachkala, Stavropol, Vladikavkaz and Grozny (Figures 8-11).

Figure 10 - The ratio of the number of children by regions of the North Caucasus Federal District

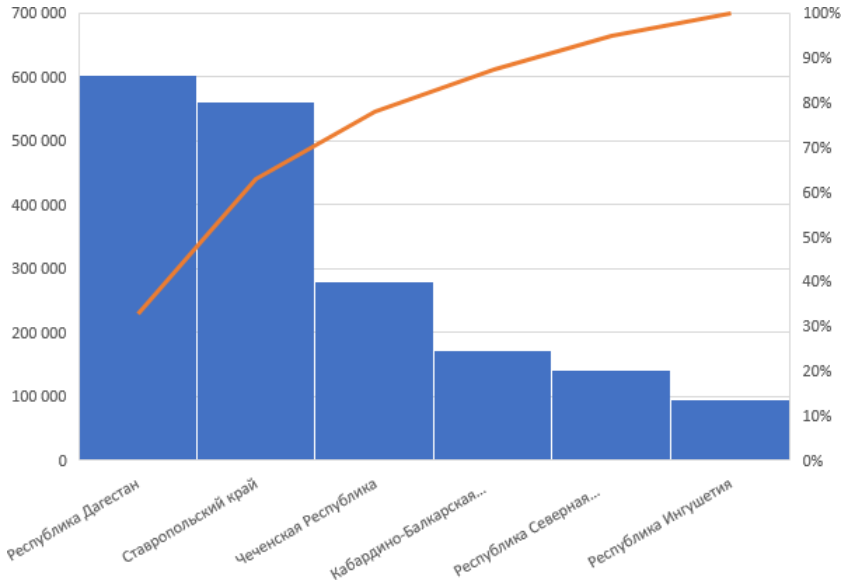


Figure 11 - Accumulated percentage of the number of children by region

Thus, most of the children (74%) are concentrated in three out of seven regions of the North Caucasus Federal District - the Republics of Dagestan and the Chechen Republic and in the Stavropol Territory.

Table 8 presents the criteria for assessing the profitability of shoe production.

Table 8. Criteria for evaluating the profitability of shoe production

Type of footwear	Output covering production costs, %/steam		Profit from sales, thousand rubles	Loss from sales, thousand rubles
Men's footwear				
Winterboots (model A)	100	15752	2825.44	-
	80	12601	2260.23	-
	60	9451	1695.22	-
Spring low shoes (model B)	100	15426	2730.7	-
	80	12340.8	1727.51	-
	60	9255.6	724.44	-
Summershoes (model B)	100	15512	1713.77	-
	80	12409	943.54	-
	60	9307	123.47	-
Autumn low shoes (model D)	100	13433	2068.81	-

	80	10746.4	1161.72	-
	60	8059.8	254.64	-
Children's shoes				
Winter shoes (model A)	100	31020	2962.09	-
	80	24816	800.84	-
Autumn shoes (model B)	100	34844	2068	-
	80	27875.2	104.54	-
Spring shoes (model B)	100	30810	1422	-
	80	24648	-	340.72
Summershoes (model D)	100	26488	1537.63	-
	80	21190	-	1324.72
Women's shoes				
Summershoes (model A)	100	12656	1648.68	-
	80	10125	739.69	-
	60	7594	-	169.31
Autumn boots (model B)	100	11925	2490.13	-
	80	9540	1329.09	-
	60	7155	168.05	-
Winter boots (B)	100	10362	4508.29	-
	80	8290	2913.36	-
	60	6217	1317.64	-
Springshoes (model D)	100	14235	14235	-
	80	11388	11388	-
	60	8541	8541	268.84

When developing a strategy for the production of competitive leather goods, the production of footwear will be organized using not only mechanized innovative technological processes using nanotechnology, but, which is especially in demand for the regions of the Southern Federal District and the North Caucasus Federal District, the use of manual labor, which is due to the desire of manufacturers to satisfy the demand for exclusive products not only for the elite, but also for the mass consumer.

The assortment formation system includes the following main points:

- identification of current and future needsbuyers, analysis of the ways to use shoes and the peculiarities of purchasing behavior in the relevant market;
- assessment of existing competitors' analogues;
- a critical assessment of the products manufactured by the enterprise in the same assortment, but from the point of view of the buyer;
- deciding which products should be added to the range, and which ones should be excluded from it due to changes in the level of competitiveness; whether it is necessary to diversify products at the expense of other areas of production of the enterprise that go beyond its established profile;
- consideration of proposals for the creation of new models of footwear, improvement of existing ones;
- development of specifications for new or improved models in accordance with the requirements of buyers;
- exploring the possibilities of producing new or improved models, including questions of prices, costs and profitability;
- testing (testing) footwear, taking into account potential consumers in order to find out their acceptability in terms of key indicators;
- development of special recommendations for the production departments of the enterprise regarding quality, style, price, name, packaging, service, etc. in accordance with the results of the tests carried out, confirming the acceptability of the characteristics of the product or predetermining the need to change them.

Assortment planning and management is an integral part of marketing. Even well-thought-out sales and advertising plans will not be able to neutralize the consequences of mistakes made earlier in assortment planning. The optimal assortment structure should ensure maximum profitability on the one hand and sufficient stability of economic and marketing indicators (in particular, sales volume), on the other hand. For the strategic management of the production of in-demand products, it is necessary: to study the demand for manufactured footwear and, together with sales, production and supply specialists, develop solutions for removing models from production and updating 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; together with the planning and economic department, develop regulations on its 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. Achieving the highest possible profitability is ensured through constant monitoring of economic indicators and timely decision-making on adjusting the assortment. The stability of marketing indicators is ensured, first of all, due to constant monitoring of the market situation and timely response to changes, and even better - taking proactive actions. In addition, it is important that there are not too many product names. For the majority of Russian enterprises, the main reserve for assortment optimization still lies in a significant reduction in the assortment range. Too large assortment has a bad effect on economic indicators - there are many positions that cannot even reach the break-even level in terms of sales. As a result, the overall profitability drops dramatically. Only the exclusion of unprofitable and marginal items from the assortment can give the company an increase in overall profitability by 30-50%. so that there are not too many product names. For the majority of Russian enterprises, the main reserve for assortment optimization still lies in a significant reduction in the assortment range. Too large assortment has a bad effect on economic indicators - there are many positions that cannot even reach the break-even level in terms of sales. As a result, the overall profitability drops dramatically. Only the exclusion of unprofitable and marginal items from the assortment can give the company an increase in overall profitability by 30-50%. so that there are not too many product names. For the majority of Russian enterprises, the main reserve for assortment optimization still lies in a significant reduction in the assortment range. Too large assortment has a bad effect on economic indicators - there are many positions that cannot even reach the break-even level in terms of sales. As a result, the overall profitability drops dramatically. Only the exclusion of unprofitable and marginal items from the assortment can give the company an increase in overall profitability by 30-50%. which, in terms of sales volumes, cannot even reach the break-even level. As a result, the overall profitability drops dramatically. Only the exclusion of unprofitable and marginal items from the assortment can give the company an increase in overall profitability by 30-50%. which, in terms of sales volumes, cannot even reach the break-even level. As a result, the overall profitability drops dramatically. Only the exclusion of unprofitable and marginal items from the assortment can give the company an increase in overall profitability by 30-50%.

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

Here it will be appropriate to recall the psychology of human perception of information. The reality is that the average person is able to perceive no more than 5–7 (rarely up to 9) semantic constructions at a time. Thus, a person, making a choice, first chooses these same 5-7 options based on the same number of criteria. If the seller offers a larger number of selection criteria, the buyer begins to feel discomfort and independently weeds out criteria that are insignificant from his point of view. The same thing happens when choosing a product itself. If in front of a person there are a hundred practically indistinguishable (for him) goods, and he needs to buy one, he either refuses to buy, since he is not able to compare so many options, or he prefers what he has already taken (or that seems familiar).

Thus, from the point of view of the buyer (to ensure a calm choice from the perceivable options) the assortment should consist of no more than 5-7 groups of 5-7 items, ie. from the point of view of perception, the entire assortment should ideally consist of 25-50 items. If there are objectively more names, then the only way out is additional classification. It is generally accepted that the customer wants a wide range of products. This widest assortment is often referred to even as a competitive advantage. But in fact, it turns out that for a manufacturer a wide assortment is hundreds of product names, and for a consumer - 7 items is already more than enough. Thus, the consumer does not need a wide assortment at all, but the variety he needs. If the company is aimed at a wide range of products, it is enough to conduct a sales analysis to make sure that the sales leaders are 5-10%. All other positions are sold very little, the demand for them is low, although the costs differ little from the costs of the sales leaders. It turns out a situation when several items "feed" the entire wide assortment of the enterprise. And this is far from always justified from the point of view of ensuring the completeness of the assortment (favorite argument of sellers), i.e. presenting various items to cover the maximum possible options for customer needs. In practice, it turns out that completeness is fully ensured, even if the existing assortment is reduced by half or even three times. The main thing in this case is to correctly classify all the goods and to ensure that the assortment includes goods from each possible group of this classification. Moreover, the more grounds a company can identify for classification, the more balanced the decision will be. So, the classification of goods can be

according to the satisfied needs of customers, according to the functional purpose of the goods, according to the profit from sales.

The theoretical and methodological basis for the formation of criteria for assessing the competitiveness of enterprises is the content of the concept of "enterprise competitiveness", which means its advantages over other enterprises in ensuring the economic development of the region, as well as in the innovative and investment potential of international cooperation. The content of the concept has been transformed into a general economic and mathematical model for determining the competitiveness of an enterprise:

$$KP = f(Zreg; Pinw; Pinnov), \quad (1)$$

where KPK is an assessment of the competitiveness of the enterprise;

Zreg- criterion for assessing the importance of an enterprise for the economic development of the region;

Pinw- evaluation criterion investment potential of the enterprise;

Pinnov- criterion assessing the innovative potential of the enterprise.

Thus, based on this evidence, a system of indicators for assessing the importance of a cluster for the development of a region is proposed, which is presented in Table 9.

Table 9. Indicators for assessing the importance of the enterprise for the development of the region

Directions for assessing the value of an enterprise for the regional economy	Indicators
1. Promoting the growth of budget revenues	Added value created by the enterprise
2. Promoting general employment	Number of employees at the enterprise
3. Promoting the formation of a positive foreign trade balance	The volume of export of products by the enterprise
4. The contribution of the enterprise to the economy of the region	The share of the enterprise in the production structure of the region

Assessment of the innovation and investment potential of the enterprise. The innovative potential is determined by the number of branches included in the enterprise. The larger the number of branches, the higher the level of competition, and competition is an incentive for innovation. In addition, the more innovatively active branches within an enterprise, the higher the innovative potential of the enterprise itself.

Investment potential characterized by the number of levels of product processing in the value chain. The level of processing is the number of types of products that are created at the enterprise along the production chain, determined on the basis of the OKONKh code in accordance with the Classifier of the branches of the national economy. The higher the degree of processing of the product, the more investment is required in such an enterprise.

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

Previously, the calculations of the optimal power for the range from 300 to 900 pairs for men and women shoes for the entire range of footwear are given. The analysis of the characteristics obtained for three variants of a given technological process in the manufacture of the entire assortment of shoes has confirmed the effectiveness of the software product given below for evaluating the proposed innovative technological process using universal and multifunctional equipment. So, with a range of 300 - 900 pairs, the best according to the given criteria is the volume of production of 889 pairs (for men) and 847 pairs (for women). If the production areas proposed by the regional and municipal authorities of these districts - the Southern Federal District and the North Caucasus Federal District - according to the normative indicators, will not allow the calculated production volumes to be realized,

The maximum values of indicators for assessing the competitiveness of an enterprise are determined on the basis of their comparison between enterprises in the region. If only one enterprise of this direction operates in the region, then to assess its competitiveness, the maximum values of the indicators for evaluating an identical enterprise in other regions of the Southern Federal District and the

North Caucasus Federal District can be used. The values of the coefficients for assessing the competitiveness of an enterprise can theoretically vary from 0 to 1:

$$KP = 0 \div 1.$$

Consequently, enterprises that have received a comprehensive assessment, the value of which is close to one, will be competitive. In fact, the value of the coefficient will be less than one. To select the most promising enterprise for government incentives within the framework of PPP projects, attract foreign investment or receive donor assistance, it is advisable to use the selection criterion, which is determined by the function:

$$KP = \max.$$

The value of increasing the competitiveness of an enterprise lies in the mutual influence of the enterprise and the competitiveness of its branches: on the one hand, competitive enterprises also contribute to increasing the competitiveness of all enterprisesin general (cumulative effect), and on the other hand, a competitive enterprise creates conditions for the development of competitive advantages of its participants (synergistic effect).

The methodology is designed to identify promising potential enterprises for foreign investment within the framework of programs for creating innovation centers, as well as for organizing state support for the organization of identical enterprises identified in the region within the framework of public-private programs, which makes it possible to compare the results of the work of diverse enterprises.

To identify the prerequisites for determining its effectiveness, it is necessary to assess the level of competitiveness of enterprises - subjects of the regions of the Southern Federal District and the North Caucasus Federal District, therefore the next task of the study is to develop a methodology for analyzing and assessing the competitiveness of enterprises in the regions of the Southern Federal District and the North Caucasus Federal District.

The methodology for researching the competitiveness of an enterprise made it possible to formulate the following system-forming features of the concept of "enterprise competitiveness":

1) comparison with competitors;

2) a combination of consumer interests (product competitiveness) and producer interests (effective use of the enterprise's competitive potential).

Competitive potential of the enterprise is a set of internal factors of the competitive advantages of enterprises that ensure its competitive position in the market. The elements of competitive potential are defined on the basis of M. Porter's value chain concept, which he considers from the point of view of the source of competitive advantages of enterprises. The value chain allows you to divide all activities of the enterprise into several categories: primary types (logistics, operations, outbound logistics (MTO), marketing and sales, after-sales service) and supporting types (infrastructure, human resource management, technology development, logistics supply). Following this theoretical foundation, the competitive potential of an enterprise includes such components as marketing, management, finance, logistics,

On the basis of the theoretical study, the competitiveness of an enterprise can be defined as the property of an object to produce competitive products due to a more efficient use of its competitive potential in comparison with competitors.

The development of a methodology for analyzing and assessing the competitiveness of enterprises involves solving the following methodological problems.

The most adequate to the content of the concept of enterprise competitiveness is the method of the total weighted assessment of the factors of competitiveness, which consists in calculating the sum of the products of the assessments of the factors by their significance. Its advantages are that it allows:

• *get a comprehensive assessment and compare it with the assessment of competitors;*

• *quantify key factors competitive advantages of the enterprise and, on the basis of it, identify the competitive advantages and competitive problems of the enterprise in order to develop an effective strategy for increasing competitiveness;*

• *monitor the competitiveness plan and take proactive control measures, flexibly responding to changes in the factors of the external and internal environment of the enterprise.*

Since in the work the competitiveness of an enterprise is considered as the property of an object to produce competitive products due to a more efficient use of its competitive potential in comparison with competitors, the following are proposed as factors for assessing competitiveness: the competitiveness of a product (considered as a result) and competitive potential (considered as a resource of an enterprise). The competitiveness of an enterprise is assessed in a specific market. The environmental factors for the regions of the same market will be the same, therefore they are not involved in the assessment. However, in planning the competitiveness of enterprises, environmental factors must be taken into account.

The third problem is the choice of a method for reducing dimensional indicators to dimensionless ones. To assess the competitiveness of an enterprise, researchers propose a system of dimensional (with different units of measurement) indicators. In order to reduce them to comparable (dimensionless) units of measurement, we use the index method.

Index (Aleksandrovich Ya.M., NK Moiseeva, MV Konysheva) - to convert the dimensional units of measurement of competitiveness indicators into dimensionless, the index is calculated as the ratio of the dimensional indicator of the competitiveness

factor assessment to the maximum value of the indicator in the given market. It seems that this method of comparing indicators for assessing the competitiveness of an enterprise has the following advantages: firstly, it allows you to compare the analyzed indicators with the indicators of the industry leader, which corresponds to the essence of the category "competitiveness" as a comparison with a competitor; secondly, it is less laborious and easily algorithmic; third, it is more suitable for comparing quantitative rather than qualitative indicators.

Thus, a methodology for analyzing and assessing the competitiveness of an enterprise is proposed on the basis of measuring the competitive potential, which includes the following stages.

1. The choice of indicators for assessing the factors of competitiveness of the enterprise.
2. Determination of the importance of indicators in the overall assessment of competitiveness.
3. Calculation of dimensionless estimates of the indicators of enterprise competitiveness.
4. Assessment of the competitiveness of the product.
5. Calculation of the generalizing indicator of the competitiveness of the enterprise.
6. Analysis of the competitiveness of the enterprise.

Table 10 shows a system of indicators for assessing the competitive potential of enterprises.

Table 10. The system of indicators for assessing the competitive potential of an enterprise

Competitive potential factors	Assessment indicators
1. Marketing Effectiveness	The ratio of the quality of the product and the costs of its production and marketing
	Growth rate of marketable products
	Growth in sales and profits
	Profitability
	Market share, image
2. Management efficiency	Return on total assets, return on equity; return on investment
	Net profit for 1 rub. sales volume; profit from product sales for 1 rub. sales volume; profit ex. period for 1 rub. sales volume
3. The financial condition of the enterprise	Equity ratio; current liquidity ratio; coverage ratio, autonomy ratio, fixed asset index, total profitability of the enterprise, return on equity, profitability of products
4. The level of organization of production	Production capacity utilization rate; production and sales facilities; volume and directions of investments
	The share of certified products in accordance with international standards of the ISO 9000 series
	Depreciation of OPF, growth of labor productivity
5. Efficiency of MTO	The quality and prices of the supplied materials. Material return, turnover, allowing direct connections; the coefficient of uniformity of goods receipt; profitability of transaction costs; profitability of purchasing goods
6. Activity of innovative activity	Annual expenditure on R&D, number of patents for inventions
	The share of innovative products, the share of product exports, the number of advanced technologies created
	The volume of shipped innovative products (services), the number of patented technologies, the number of patented technologies, the cost of innovation, the number of acquired and transferred new technologies, software
7. Competitiveness of personnel	Personnel turnover rate, coefficient of advance of labor productivity in relation to wages, educational level of the labor force, level of professional qualifications of workers

For each factor of the competitive potential of enterprises, indicators of enterprise competitiveness and their significance were selected (Table 11).

Table 11. The system of indicators for assessing the competitiveness of the enterprise and their significance

Factorsenterprise competitiveness	Indicators	Significance, %
1.Competitiveness of goods	Weighted average for the product range of competitiveness of the goods	50
2. Marketing Effectiveness	Exceeding the permissible level of stocks of finished goods	5
	Sales growth rate	5
	Total	10
3. Efficiency of management	Return on investment	3
	Costs per 1 rub. products sold	3
	Total	6
4. The financial condition of the enterprise	Coefficient of provision with own circulating assets	3
	Current liquidity ratio	3
	Total	6
5.The level of organization of production	Capacity utilization rate	2
	Labor productivity	2
	Depreciation of fixed assets	2
	Total	6
6. Efficiency of MTO	Reducing the level of material consumption	3
	Material efficiency	3
	Total	6
7. Activity of innovation activity	Share of innovative products	5
	Cost of innovation	5
	Total	10
8. staff competitiveness	Coefficient of advancing labor productivity growth in relation to wage growth	3
	Employee turnover rate	3
	Total	6
	Total importance of competitive potential	50
	Total maximum significance score	100

Determination of the importance of indicators in the overall assessment of competitiveness. The economic meaning put into the content of the concept of "enterprise competitiveness" (as the ability of an enterprise to produce competitive goods due to the higher value of its competitive potential in comparison with competitors), the author came to the conclusion that the importance of the terms of enterprise competitiveness is equal, i.e. 50% is the “contribution” of the competitiveness of the goods and 50% is the “contribution” of the competitive potential, and then the economic and mathematical model for assessing the competitiveness of the enterprise will have the form

$$Kp \text{ f (50\% Kt, 50\% PC)},$$

where *Kp*- the competitiveness of the enterprise,

CT- the competitiveness of the product,

PC- the competitive potential of the enterprise.

The significance of particular indicators for assessing the competitive potential is determined as follows. The greatest importance (10%) in the assessment is occupied by such factors as the activity of innovation and marketing efficiency, which is justified by the specifics of the industry: high importance for consumers of such a property, a product as compliance with the direction of fashion; frequent changes in fashion and its impact on changing consumer preferences; the choice of "fashion products" is dictated by aesthetic considerations and public acceptance; high differentiation of consumer preferences by market segments; wide range and lack of a standard sample with which to compare to assess competitiveness.

The significance of the other five factors of competitive potential (management efficiency, financial condition of the enterprise, the level of production organization, the efficiency of material and technical equipment, the competitiveness of personnel) are taken equal to each other and are determined by mathematical calculations:

$$(50\% - 20\%) / 5 = 6\%.$$

The significance of particular indicators for assessing each factor of competitive potential is determined by dividing the significance for each factor by the number of indicators for assessing the factor. Another solution is possible, but to the authors

of the studies conducted, this approach seemed reasonable and effective.

As already mentioned, we use the index method to calculate dimensionless estimates of the indicators of enterprise competitiveness. Indices of dimensionless indicators are determined by formula (2) for positive indicators that have a positive trend - growth (for example, profitability of sold products, labor productivity) and by formula (3) for negative indicators that have a positive trend - decrease (for example, depreciation of fixed assets, excess of balances of finished products in the warehouse in comparison with the norm, staff turnover rate).

The maximum (minimum) value for each indicator is the value of the indicator of an enterprise-leader in the industry. The proposed methodological approach is a method for constructing a model of an industry “leader enterprise”. It is a conditional enterprise, which is formed according to the highest indicators of the analyzed enterprises of the industry. This approach to the formation of a model of an enterprise-leader is acceptable, since it allows one to take into account the desire of each enterprise to improve in a competitive environment.

We believe that the more effective way to translate indicators that have a "negative value", that is, the lower the level of material consumption, the more effective the competitiveness of the goods, consider it as "+1", and with an increase in the level of material consumption, the indicator of the competitiveness of the goods will decrease in this case. the level of material consumption will tend to zero. Thus, the value of the coefficient of efficiency of the technological process will always have a positive value and strive for unity, thus confirming the most reasonable choice of innovative technological solutions that guarantee the enterprise and products competitive advantages in demand markets.

Assessment of the competitiveness of the product. Light industry products, due to their diversified nature, are diverse in their consumer and technical properties and have a wide assortment. In order to reduce the complexity of calculations, it is proposed to assess the competitiveness of the assortment group of goods. An assortment group is understood as an assortment of goods, united by common characteristics into certain sets of goods. Light industry goods have different properties due to their industry affiliation (garments, knitwear, footwear, fabrics, etc.). The parameters for assessing the consumer properties of light industry goods are subdivided into the following groups: aesthetic, functional and cost. Each group of parameters is characterized by a system of single indicators. To determine them, it is proposed to use a sociological method using the developed questionnaires, in which the author has prepared a list of assessment indicators by type of goods (footwear, clothing). Respondents can supplement this list by including indicators that are important to them when evaluating a product. The developed questionnaires make it possible to assess the significance of individual consumer parameters of goods for various market segments, for which they include questions characterizing the signs of customer segmentation.

For the qualitative characteristics of the obtained assessments of competitiveness, a scale for assessing the quality level is required. In economic practice, they use the principle of constructing scales with an equal step, progressive and regressive scales. Progressive and regressive scales are most often used for material incentives. We believe that the most appropriate is a scale with an equal step, since it, firstly, corresponds to solving a practical problem (specification of the qualitative level of competitiveness), and secondly, it is easy to build and use. The scale step is defined as 100 (maximum score): 4 (number of levels) = 25. As a result of the calculation, the following scale was obtained (table 12).

Table 12. Scale for assessing the quality level of competitiveness of an enterprise

Percentage score	Quality level
from 0 to 24.9	very low
from 25.0 to 49.9	short
from 50.0 to 74.9	average
from 75.0 to 100	high

The economic meaning of the obtained generalized assessment of competitiveness is that it shows the degree of satisfaction with the product and the degree of use of the competitive potential of the enterprise.

Stage 6. Analysis of the competitiveness of the enterprise.The analysis of the competitiveness of the enterprise is proposed to be carried out in the following areas.

1. Calculation of the comparative competitiveness of enterprises.
2. Analysis of the implementation of the plan for competitiveness.
3. Analysis of the dynamics of the level of competitiveness of the enterprise.

4. Identification of competitive advantages and competitive problems in the internal environment of the enterprise.

1. Calculation of the comparative competitiveness of enterprises.

The comparative competitiveness of an enterprise shows the degree of advantage (or lag) over the main competitor. Its results are necessary to develop a strategy for competition. The calculation formula is

$$TO = Ko / Kk,$$

Wed... NS NS

where Ksr is a comparative assessment of the competitiveness of the enterprise, coefficient;

Kno- assessment of the competitiveness of the evaluated enterprise,%;

Knk- assessment of the competitiveness of a competing enterprise,%.

If the comparative assessment of the competitiveness of the enterprise is greater than 1, then the analyzed enterprise has a higher level of competitiveness and vice versa.

2. Analysis of the implementation of the plan for competitiveness. It is carried out on the basis of comparing the actual level of competitiveness of the enterprise with the planned value.

3. Analysis of the dynamics of the level of competitiveness of the enterprise. The dynamics show the change in the indicator over time, and the frequency should be at least 1 year.

4. Identification of competitive advantages and competitive problems in the internal environment of the enterprise. This analysis is carried out based on the results of assessing the competitiveness of enterprises. Competitive problems will be those factors of competitiveness that will receive the smallest (in comparison with competitors) dimensionless assessmentindicators; competitiveadvantages - factors that have received a higher rating. The identified competitive advantages and competitive problems of enterprises are the information base for developing a strategy for increasing the competitiveness of enterprises.

The developed 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.

The assortment policy is to develop the implementation of decisions regarding the range (names) of products, the variety of the assortment 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 Kj.

The coefficient of competence Kj is calculated on the basis of the expert's judgment about the degree of awareness of the problem being solved and the indication of the sources of argumentation for his own opinion.

Competence ratio is calculated by the formula:

$$Kj = 1/2 = (Kuj + Kaj)$$

where Kuj is the coefficient of awareness of the problem;

Kaj- coefficient of argumentation on the same problem.

The considered method for assessing the competence of experts can be used if there is sufficient reasoning about the reliability of the results of their work.

For the reasonable formation of a commission of experts with the greatest degree of consistency of opinions, an algorithm has been developed, the mathematical justification of which is presented in the article.

This software product allows you to select a subgroup of experts from the existing group of experts with the highest degree of consistency of opinions (Figure 12)

	АНАЛИЗ	Исключить	СТАРТ	Факторы	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Варианты выбора экспертов
	Эксперты																								1
1	Эксперт 1				1	1	1	1	1	1	1	1	1												
2	Эксперт 2				4	3	2	1	4	3	2	1	1												1
3	Эксперт 3				1	1	2	2	3	3	4	5	4												1

Figure 12 - Software for assessing the consistency of expert opinions and their level of competence

Also, a software product was developed for calculating the main economic indicators for a shoe enterprise.

This algorithm makes it possible to automate the calculations of the main economic indicators for a shoe company.

For greater clarity of the structure of the algorithm, calculations are performed on separate Excel sheets by item of expenditure.

The cells highlighted in green must be filled with the original data. All other cells of the calculation tables will be filled with calculated data or data from reference tables.

On the sheet “Prod. prog.” the production program of the enterprise for the year is calculated. By setting the planned production volumes of each model per day, as well as the approximate production time of each model and the cost of the product, we obtain the annual production volume in physical terms, value terms, as well as in labor-hours for each model and for the enterprise as a whole.

We define the base model and on the sheet “Calculation of the coeff. labor. ", specifying the labor input per unit of the product calculated by the technologists in hours for each model, we obtain the annual output in labor hours for each model, as well as the labor input coefficients of each model, taking into account the output.

On the sheet "Labor resources" we calculate the composition of the labor collective and the balance of the working time of one average worker for the planned year.

On the sheet "Salary calculation" we carry out the calculation of payroll funds.

On the sheet "Material consumption rates." we fill in the tables for the consumption of basic and auxiliary materials and get the cost of materials for each model per 100 pairs. The total costs for basic and auxiliary materials are tabulated on the "General materials" sheet.

On the following sheets, the calculations of fuel and energy costs, equipment maintenance and operation costs, and general production costs are performed accordingly.

On the "Cost" sheet, the cost is calculated for a costing unit by models, and the following are calculated: wholesale price, profit and profitability, costs per ruble of commodity output, conditionally variable and conditionally fixed costs. On the same sheet, the break-even point and the margin of financial strength are analytically calculated for each model.

The profitability level should be in the range of 10 to 25%.

The obtained indicators are used to calculate the sales proceeds, gross proceeds, taking into account property tax of 2.2% and income tax at the rate of 20%, as well as net profit by model and by the enterprise as a whole, subject to the sale of the entire volume of manufactured products. An example of software product operation is shown in Figures 13 - 15.

To assess the effectiveness of the developed innovative technological processes, it is proposed to use the efficiency coefficient (Kef), the value of which must be considered as the value of the concordance coefficient for assessing the results of a priori ranking (W), which varies from 0 to 1. If its value tends to one, then this means that the manufacturer managed to find the most optimal solution to the innovative technological process, but if its value tends to zero, then an analysis of the reasons for such an unsatisfactory result and a search for errors that provoked such a result, and ways to eliminate the mistakes are required.

Расчет оптовой цены (Ц$_{опт}$=Цена/1,18)

Модель	Цена	Оптовая цена
Зимние сапоги (модель А)	1400,00	1186,44
Осенние ботинки (модель Б)	1360,00	1152,54
Весенние полуботинки	1220,00	1033,90
Летние сандалии (модель Г)	890,00	754,24

Расчет основных показателей

Показатель \ Модель	Зимние сапоги (модель А)	Осенние ботинки (модель Б)	Весенние полуботинки (модель В)	Летние сандалии (модель Г)
Прибыль (руб.)	171,59	401,59	250,25	102,47
Рентабельность (%)	16,91	53,48	31,93	15,72
Затраты на рубль товарной продукции (руб.)	85,54	65,16	75,80	86,41
Затраты условно-переменные (руб.)	787,03	557,61	601,64	492,29
Затраты условно-постоянные (руб.)	227,82	193,34	182,01	159,48
Точка безубыточности (пар)	26954,41	13096,67	19486,94	28331,98
Запас финансовой прочности (%)	42,96	67,50	57,89	39,12
Выручка от реализации (руб.)	56 066 408,64	46 447 362,00	47 848 892,00	35 099 312,64
Валовая выручка (руб.)	8 583 395,54	16 483 643,02	11 940 489,91	5 068 877,96
Чистая прибыль(руб.)	6 677 881,73	12 824 274,27	9 289 701,15	3 943 587,05

Чистая прибыль предприятия за год по всем моделям (руб.) = 32 735 444,20

Общие матер. | Оборудование | Топливо и энергия | РСЭО | Общепроизвод | Себестоимость

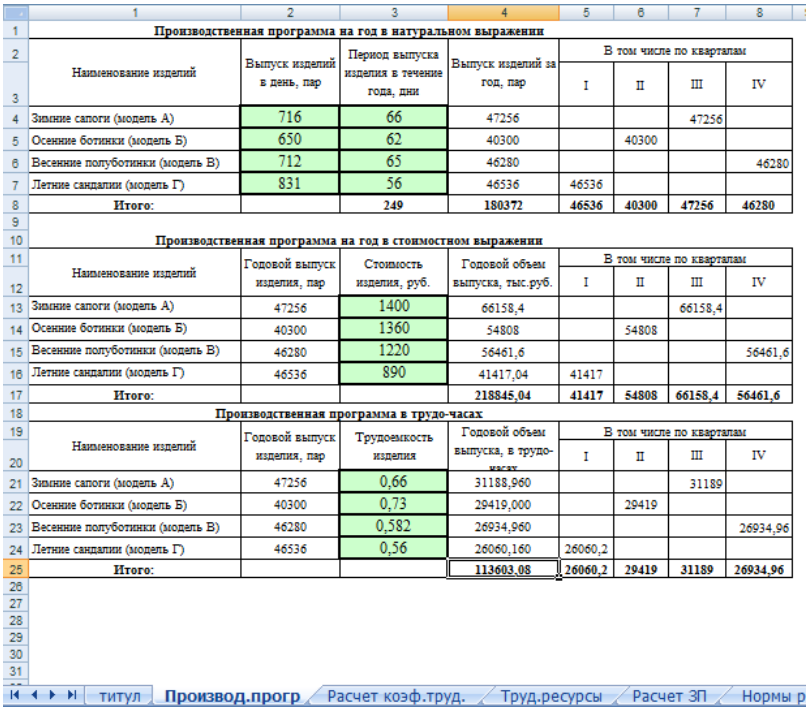
Figure 13 - Calculation of basic economic indicators (sheet "Cost")

Капитальные вложения на технологическое оборудование, обеспечивающее выпуск всех моделей

Наименование оборудования	Количество оборудования, шт.	Мощность электродвигателя, кВт	Установленная мощность, кВт	Цена за единицу оборудования, руб.	Стоимость оборудования, руб.
S 120C	9	1,1	9,9	27300	245700
HSP588/3	2	0,8	1,6	54000	108000
SS 20	3	0,5	1,5	15900	47700
A2000	2	2,1	4,2	127000	254000
RP67TE	3	1	3	37800	113400
Швейные машины: Pfaff	4	0,27	1,08	17560	70240
Pfaff 574-900	4	0,27	1,08	79600	318400
Pfaff 1243-750/01	1	0,27	0,27	79400	79400
GP 2	1	0,27	0,27	19000	19000
GRAMAC 652	2	0,27	0,54	21300	42600
02015/P5	1	0,23	0,23	42600	42600
10/11/C	2	0,5	1	51300	102600
1200	1	0,25	0,25	54000	54000
CD 3000U	2	2,7	5,4	35700	71400
Термоактив. 133	1	4,3	4,3	130000	130000
AS 1880 K	1	7	7	252600	252600
FO 2016	1	3	3	87000	87000
G50 4CF	1	1,2	1,2	15700	15700
SR 1006	2	0,18	0,36	29000	58000
G 12/1	2	1,9	3,8	54000	108000
K73STIC	1	5,5	5,5	157680	157680
PIC K24SZ	1	5,5	5,5	285100	285100
02068/P4	2	0,6	1,2	11200	22400
01276/P12	2	0,18	0,36	18000	36000
TL75	1	0,1	0,1	15200	15200
04222/P1	1	0,42	0,42	49400	49400
05054/P1	1	0,25	0,25	12300	12300
FR 3500	1	13	13	41200	41200
Конвейер 173226/P1	1	1,1	1,1	125000	125000
					0
					0
Итого	56		77,41		2964620
С учетом затрат на монтаж (10%)					3261082

Общие матер. | Оборудование | Топливо и энергия | РСЭО | Общепроизв

Figure 14 - Calculation of expenses for the maintenance and operation of equipment (sheet "Equipment").



Производственная программа на год в натуральном выражении

Наименование изделий	Выпуск изделий в день, пар	Период выпуска изделия в течение года, дни	Выпуск изделий за год, пар	В том числе по кварталам			
				I	II	III	IV
Зимние сапоги (модель А)	716	66	47256			47256	
Осенние ботинки (модель Б)	650	62	40300		40300		
Весенние полуботинки (модель В)	712	65	46280				46280
Летние сандалии (модель Г)	831	56	46536	46536			
Итого:		**249**	**180372**	**46536**	**40300**	**47256**	**46280**

Производственная программа на год в стоимостном выражении

Наименование изделий	Годовой выпуск изделия, пар	Стоимость изделия, руб.	Годовой объем выпуска, тыс.руб.	В том числе по кварталам			
				I	II	III	IV
Зимние сапоги (модель А)	47256	1400	66158,4			66158,4	
Осенние ботинки (модель Б)	40300	1360	54808		54808		
Весенние полуботинки (модель В)	46280	1220	56461,6				56461,6
Летние сандалии (модель Г)	46536	890	41417,04	41417			
Итого:			**218845,04**	**41417**	**54808**	**66158,4**	**56461,6**

Производственная программа в трудо-часах

Наименование изделий	Годовой выпуск изделия, пар	Трудоемкость изделия	Годовой объем выпуска, в трудо-часах	В том числе по кварталам			
				I	II	III	IV
Зимние сапоги (модель А)	47256	0,66	31188,960			31189	
Осенние ботинки (модель Б)	40300	0,73	29419,000		29419		
Весенние полуботинки (модель В)	46280	0,582	26934,960				26934,96
Летние сандалии (модель Г)	46536	0,56	26060,160	26060,2			
Итого:			**113603,08**	**26060,2**	**29419**	**31189**	**26934,96**

титул | Производ.прогр | Расчет коэф.труд. | Труд.ресурсы | Расчет ЗП | Нормы р

Figure 15 - Calculation of the production program of the enterprise for the year (sheet "Production program").

Also, software was developed for selecting the optimal power.At the same time, the criteria for the reasonable choice of the optimal power when forming the algorithm were justifiably chosen exactly those criteria that have the greatest impact on the cost of the finished product, namely:

– losses on wages per unit of production, rubles;
– shoe production, 1 m2;
– percentage of workload of workers,%;
– labor productivity of one worker, a couple;
– unit reduced costs per 100 pairs of shoes, rubles;
– the cost of equipment per unit of flow assignment (C)
– total price (Stotal);
– financial strength margin (Zfp);
– break-even point (TB.y);
– unit profit (Ex);
– product profitability (R);
– expensesfor 1 rub. marketable products (31p etc.);
– conditional variables costs (Zusl. per.units);
– conditionally permanent costs (Zusl. settlement units).

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

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

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

– reduced costs - the sum of current costs, taken into account in the cost of production, and one-time capital investments, the comparability of which with current costs is achieved by multiplying them by the standard coefficient of efficiency of capital investments;

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

– the break-even point allows (Tb.y) to determine the minimum required volumesales of

products, in which the company covers its costs and works at break-even, without giving profit, but also does not suffer losses, that is, this is the minimum size of product output, at which the equality of sales income and production costs is achieved;

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

– profitability of production (R) reflects the relationship between profit from the sale of a unit of production and its cost;

– conditionally fixed costs (total fixed costs of production of a unit of production) (Zusl.pos.units), which vary in proportion or almost proportionally to the change in the volume of production (1st - costs of raw materials and materials; 2st - costs of auxiliary materials; 3st - costs of fuel and energy for technological needs; 4st - the cost of additional and basic wages of production workers with insurance contributions to extra-budgetary funds);

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

- costs for 1 rub. commercial products show the relative amount of profit per ruble of operating costs, that is, this is the ratio of the unit cost to the wholesale price, which characterizes the effectiveness of measures taken to increase the competitiveness and demand for products in demand markets. The evaluation criteria and the results of the survey of respondents on the influence of the criteria on the competitiveness of light industry enterprises and the competitiveness of goods are given in tables and figures.

Dear respondent!

What factors would you give preference to when assessing the competitiveness of light industry enterprises and the competitiveness of a product, taking advantage of the privileges - to assign them the appropriate rank from the arithmetic series - preferable starting from 1, and not preferable - a higher figure, ensuring that the requirements of the arithmetic series are met, namely without skipping digits in the arithmetic series. If you have difficulties in choosing preferences, you can use “linked ranks” by assigning two or more factors to the same rank, but here, too, the requirements of the arithmetic series must be observed (Tables 13-23, Figures 16-21).

Table 13. Criteria for assessing the competitiveness of light industry enterprises and the competitiveness of goods manufactured by them for consumers in the regions of the Southern Federal District and the North Caucasus Federal District

No.	The list of factors for assessing the competitiveness of light industry enterprises and the competitiveness of goods, which they also made for consumers in the regions of the SFYU and the North Caucasus Federal District	Rank
1	The ratio of the quality of the product and the costs of its production and marketing	
2	Labor productivity	
3	The coefficient of advancing labor productivity in relation to the growth of wages	
4	Costs per ruble of products sold	
5	Weighted average for the product range of competitiveness of the goods	
6	Number of assortment groups at the enterprise	
7	The share of the assortment group in the total production volume	
8	Satisfaction of each product group	
9	Profit per unit of sales	
10	Conditional variable costs per unit of products sold	
11	Conditional fixed costs per unit of products sold	
12	Weight of the total price per unit of products sold	
13	Break-even unit of sold products	
14	The margin of financial strength from the volume of products sold	
15	Sales growth rate	
16	Exceeding the permissible level of stocks of finished goods	
17	Assessment of the level of partnerships with stakeholders of the enterprise	
18	Market share of the enterprise	

19	Return on investment	
20	Return on Total Assets	
21	Cost of innovation	
22	Equity ratio	
23	Capacity utilization rate	
24	Material efficiency	
25	The share of certified products in accordance with international standards of the ISO series	
26	Reducing the level of material consumption	
27	Share of innovative products	
28	Trade turnover allowing direct links	
29	Coefficient of uniform supply of goods to sales markets	
30	Depreciation of fixed assets	
31	Employee turnover rate	

Table 14. The results of assessing the competence of students and specialists on the influence of factors on the competitiveness of the enterprise and the competitiveness of the goods (KP and KP)

Factors:		**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**	**27**	**28**	**29**	**30**	**31**	**Wi**
Experts:																																	
1	**1**	3	16	6	1	15	19	2	20	5	17	9	23	12	21	18	25	4	22	26	8	24	28	11	30	27	10	14	31	29	13	7	0.31
2	**3**	5	4	7	19	2	3	8	10	12	27	13	26	15	1	6	17	9	14	28	11	16	18	22	25	21	29	30	20	31	23	24	0.29
3	**4**	3	8	14	29	2	30	28	15	31	27	16	1	17	26	7	18	9	25	19	24	20	10	4	13	21	12	23	6	5	22	11	0.26
4	**5**	11	13	2	1	12	19	14	21	3	18	31	22	9	10	20	30	8	26	15	27	4	23	28	5	7	25	24	6	17	29	16	0.36
5	**6**	2	4	6	1	11	14	5	3	15	8	10	9	16	7	13	17	12	19	21	23	18	28	24	20	29	22	26	30	25	31	27	0.29
6	**7**	3	1	4	5	2	15	22	30	20	10	13	14	19	27	9	8	28	23	24	16	29	27	21	6	7	17	25	18	11	12	26	0.30
7	**8**	13	25	15	23	30	24	12	9	7	17	29	21	4	8	6	31	18	27	19	5	11	16	3	14	20	28	22	1	10	2	26	0.26
8	**9**	2	1	15	3	16	17	11	10	20	21	19	18	14	22	23	4	31	5	13	6	30	8	7	12	24	26	25	27	29	9	28	0.32
9	**10**	1	2	3	4	11	10	4	1	1	5	18	12	2	3	2	5	3	13	4	14	15	6	5	7	10	16	8	9	10	17	16	0.32
10	**11**	1	10	4	13	8	1	7	15	1	15	20	17	3	6	1	12	9	18	21	13	5	25	24	23	14	19	22	1	11	2	16	0.29
11	**12**	1	12	21	9	19	13	26	22	1	16	24	5	8	27	11	17	3	20	4	4	14	7	18	2	6	10	1	15	25	23	5	0.32
12	**13**	4	3	5	2	6	3	4	5	7	8	4	3	4	5	9	7	6	7	5	3	4	6	1	5	6	7	3	4	3	2	9	0.29
13	**14**	3	1	5	4	7	5	6	4	2	8	5	3	7	3	4	6	8	10	7	5	4	3	9	5	4	7	6	3	4	5	7	0.27

Table 15. The results of assessing the competence of students based on the results of their survey on the influence of factors on the competitiveness of the enterprise and the competitiveness of products (KP and KP)

Experts	**F ktorNS**																															**Wi**
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**	**27**	**28**	**29**	**30**	**31**	
1	3	16	6	1	15	19	2	20	5	17	9	23	12	21	18	25	4	22	26	8	24	28	11	30	27	10	14	31	29	13	7	7	0.75
2	12	4	19	11	21	17	20	23	5	13	14	31	2	29	1	22	6	15	27	30	7	26	16	28	10	24	9	25	18	3	8	8	0.63
3	5	4	7	19	2	3	8	10	12	27	13	26	15	1	6	17	9	14	28	11	16	18	22	25	21	29	30	20	31	23	24	24	0.72
4	3	8	14	29	2	30	28	15	31	27	16	1	17	26	7	18	9	25	19	24	20	10	4	13	21	12	23	6	5	22	11	11	0.57
5	11	13	2	1	12	19	14	21	3	18	31	22	9	10	20	30	8	26	15	27	4	23	28	5	7	25	24	6	17	29	16	16	0.65
6	3	1	4	5	2	15	22	30	20	10	13	14	19	27	9	8	28	23	24	16	29	27	21	6	7	17	25	18	11	12	26	26	0.69
7	13	25	15	23	30	24	12	9	7	17	29	21	4	8	6	31	18	27	19	5	11	16	3	14	20	28	22	1	10	2	26	26	0.50
8	2	1	15	3	16	17	11	10	20	21	19	18	14	22	23	4	31	5	13	6	30	8	7	12	24	26	25	27	29	9	28	28	0.66
9	1	2	3	4	11	10	4	1	1	5	18	12	2	3	2	5	3	13	4	14	15	6	5	7	10	16	8	9	10	17	16	16	0.69
10	1	10	4	13	8	1	7	15	1	15	20	17	3	6	1	12	9	18	21	13	5	25	24	23	14	19	22	1	11	2	16	16	0.65
11	1	12	21	9	19	13	26	22	1	16	24	5	8	27	11	17	3	20	4	4	14	7	18	2	6	10	1	15	25	23	5	5	0.59
12	4	3	5	2	6	3	4	5	7	8	4	3	4	5	9	7	6	7	5	3	4	6	1	5	6	7	3	4	3	2	9	9	0.57
13	3	1	5	4	7	5	6	4	2	8	5	3	7	3	4	6	8	10	7	5	4	3	9	5	4	7	6	3	4	5	7	7	0.63
14	1	2	9	15	10	13	23	11	3	14	22	30	7	26	4	25	27	21	12	16	24	5	19	6	8	28	18	17	29	20	31	31	0.65

The ideology of satisfying consumers of products and services of higher education will burst into the life of universities more and more energetically every year. Quality becomes a universal criterion in a competitive environment. Quality is the main measuring instrument by which comparisons will be made. The first steps have already been taken in Russia, an independent system of attestation and quality control of education is being formed on the basis of the concept of multidimensional quality management of an educational institution, and project contests are being held on the problem of "Management of the quality of education". We are confident that universities that have declared quality as their main goal will live and fight for prosperity, while those that have abandoned the quality program face an unclear future.

The formation of a Common European educational space requires significant efforts from Russian universities to bring the educational process in line with the criteria in the field of higher education in order to facilitate the independent recognition of degrees and the development of student mobility. For this, universities are recommended to undergo international certification. One of the most important ways to improve the educational process, taking into account the common European principles, is the introduction and improvement of the system for ensuring the quality of education.

Table 16. The results of calculating the competence of specialists based on the results of their survey on the influence of factors on the competitiveness of the enterprise and the competitiveness of products (KP and KP)

Experts		Factors																													Wi
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
1	1-й	5	31	3	24	11	23	17	29	6	22	9	30	16	20	27	2	19	12	28	7	26	18	15	8	14	21	1	25	13	10	4	0,30
2	2-й	21	29	1	26	11	19	31	20	5	24	25	15	23	10	30	9	16	17	27	22	18	28	2	13	7	8	3	14	12	4	6	0,27
3	3-й	23	1	9	5	31	8	28	12	30	26	14	18	24	17	27	2	20	19	11	15	29	16	10	3	13	7	22	4	25	21	6	0,27
4	4-й	7	24	22	3	30	15	5	28	17	31	12	23	9	27	25	11	18	6	29	16	19	2	20	13	10	1	21	8	26	14	4	0,30
5	5-й	6	29	7	11	14	28	1	18	23	19	27	22	4	26	8	21	20	9	25	15	2	24	10	17	16	31	12	30	3	13	5	0,33
6	6-й	3	8	5	12	18	30	21	28	25	22	29	19	23	10	26	6	15	2	31	20	16	27	24	17	13	4	14	1	11	9	7	0,32
7	8-й	4	2	6	9	11	15	17	21	24	26	25	7	13	18	20	23	27	30	28	29	22	8	10	14	19	31	16	12	5	3	1	0,33
8	9-й	6	8	10	12	14	16	18	20	23	25	27	29	31	26	1	11	19	2	13	15	21	24	28	30	22	4	9	3	7	17	5	0,30
9	10-й	3	12	16	6	21	8	14	24	13	18	1	10	22	26	29	30	31	28	19	4	15	9	25	27	23	20	17	7	11	2	5	0,34
10	11-й	4	11	16	26	31	12	3	23	28	30	5	18	9	27	25	19	2	17	14	24	22	8	29	20	1	10	15	13	21	6	7	0,34
11	13-й	5	6	16	18	20	4	2	3	1	24	21	25	7	26	17	27	9	8	19	22	23	28	30	31	29	12	13	10	14	15	11	0,34
12	14-й	3	7	6	13	31	9	15	12	16	8	18	26	10	17	2	24	21	1	20	4	14	19	29	11	23	28	5	27	22	30	25	0,35
13	15-й	1	7	12	8	13	4	23	5	24	20	22	30	9	31	21	10	6	2	27	28	11	18	14	25	3	15	29	26	16	17	19	0,377
14	16-й	1	7	12	8	13	4	23	5	24	20	22	30	9	31	21	10	6	2	27	28	11	18	14	25	3	15	29	26	16	17	19	0,37
15	17-й	13	4	18	3	20	5	6	19	1	7	28	8	14	21	9	23	31	27	30	10	16	25	29	26	15	2	17	11	22	24	12	0,32
16	18-й	15	14	19	16	5	18	17	28	2	6	7	30	20	21	8	31	29	3	9	1	22	12	23	10	27	11	13	4	24	25	26	0,26
17	19-й	13	6	11	2	17	24	26	12	7	16	28	15	21	5	27	20	3	1	10	14	16	9	4	8	29	22	18	23	19	20	25	0,29
18	20-й	20	5	25	4	3	27	11	31	12	1	2	21	24	23	13	17	16	14	28	6	29	15	30	7	22	26	8	19	18	9	10	0,33
19	7-й	4	12	6	19	22	2	31	15	24	8	14	29	13	10	27	30	1	17	26	28	23	20	16	25	3	11	9	21	5	18	7	0,37
20	12-й	5	7	12	6	14	15	11	17	18	13	16	19	1	22	2	25	3	4	27	20	9	28	26	29	8	21	31	30	23	10	24	0,37
21	21-й	1	6	14	5	17	15	18	16	7	8	9	26	28	10	27	19	29	2	30	20	11	21	31	13	22	25	12	23	24	3	4	0,37
22	22-й	6	16	25	17	18	7	8	19	20	1	2	9	10	21	22	11	26	28	3	31	12	13	29	30	14	23	4	24	15	27	5	0,37
23	23-й	4	12	19	5	20	13	27	6	28	7	14	15	21	8	29	22	9	16	31	23	1	17	30	10	24	25	11	26	18	3	2	0,37

The main conditions for the implementation and effective operation of the quality management system in the university is compliance with the standards GOST R ISO 9001: 2011 "Quality management systems. Requirements", which define the requirements for the QMS and are aimed at customer satisfaction.

According to ISO standards, quality is the set of characteristics of an object related to its ability to meet the stated and anticipated needs of customers. An object can be an activity or a process, a product or the result of a service, an organization or a system.

In this context, one can say:

– on the quality of the results of educational processes;

– the quality of the processes themselves and the quality of the system or organization of activities and their relationship.

The quality of the educational services provided presupposes their ability to meet the needs and

expectations of a particular consumer.

Naturally, the high quality of the results of educational activities, which is determined by the level of knowledge and skills of university graduates, can be achieved only with a good level of organization and control of the educational process.

This quality, in turn, is determined, on the one hand, by the content of training, and on the other, by the provision of resources: material and technical, educational, methodological, informational, and personnel.

The most important component can be considered the content side of education. ISO standards are based on eight principles of quality management, one of which is the process approach. The introduction of a process approach allows you to more efficiently manage activities and related resources to achieve a given result. In accordance with this principle, ISO standards require that the processes in the institution be defined, identified and described.

All these schemes are based on the well-known idea of product quality management through process quality management. Any area of university activity is represented as a set of processes. For each process, parameters of the quality of resources, input data (raw materials) and output data (results) are identified, and "suppliers and consumers of input and output" are determined. For all elements of this typical scheme, quality meters are installed, requirements for the quality of input data, processes, resources and output data are fixed.

Each of the training courses acts simultaneously in the role of both a "supplier" and a "consumer", that is, each teacher puts forward requirements for the quality of teaching "foreign" disciplines and satisfies the needs of teachers for the quality of processes and results of their activities.

The transition to new management schemes and the involvement of the entire team in quality management processes involves continuous retraining of employees. This task of transforming the university into a continuously learning organization is the most difficult (there are few teachers-managers who know the basics of quality management).

A global computerization of all spheres of the university's activity will be required. At the university, the solution to this problem is complicated by the different pace of movement of the departments towards the creation of electronic teaching materials.

As a rule, each professional at the university, instead of paying more attention to coordinating work with his colleagues, focuses on his own person. In a relatively calm environment, this principle can be proud of. This kind of freedom is a defining moment in the creative process. However, autonomy comes with significant costs. These costs lie in the fact that the institution sometimes begins to function as a disorderly collection of elements moving in different directions without any unifying idea, or without clear goals of what the team members are doing and why. Of course, it's not news that universities are conservative institutions, indecisive in terms of making changes to established processes. In a stable environment with no competition, this lack of innovation has little impact. Universities can live quietly, solving problems as they arise. Today it is necessary to limit the autonomy of departments and staff, no matter how paradoxical it may sound. The time for brilliant personalities has passed. The era of brilliant organizations, teams working together is coming. A clear focus on working in teams, which is an integral part of the philosophy of strategic quality management, allows people to work towards common rather than independent goals.

The process approach involves the design of a quality management system as a set of interrelated processes, while for each process the main characteristics should be provided: inputs, outputs, consumers of each of the processes, their requirements should be identified, and their satisfaction with the results of the process should be studied in the course of the system's activity.

For the effective operation of a set of basic processes, it is necessary to establish ways of interaction between them, to clearly determine which material or information objects are the outputs of previous processes and, at the same time, the inputs of subsequent ones. Such a relationship should be determined primarily in order to be able to exercise effective control and measurement of educational processes in order to determine the degree of their compliance with the requirements of consumers.

In a university, the object of study is always a "student" and is at the entrance and exit of the educational process. Learning task: meeting the consistently growing needs of the student and other consumers of university graduates (employers, government, etc.).

The release of specialists who meet the requirements of modern production, possessing advanced design tools and methods, is one of the main tasks of training modern highly qualified personnel.

Table 17. List of indicators for ranking

Number	Competence	Rank
PC-1	independently solve the tasks of their professional activities at a modern level	
PC-2	the ability to professionally use modern equipment and assess the economic efficiency of technological processes (in accordance with the objectives of the master's program)	
PC-3	use in-depth knowledge of legal and ethical norms in assessing the consequences of their professional activities, in the development and implementation of socially significant projects	
PC-4	the ability to analyze the received production information, generalize, systematize the results of production works using modern equipment and technology	
PC-5	readiness to study scientific, technical information, patent documentation and make practical recommendations on its use	
PC-6	use the knowledge of fundamental sciences in research and the creation of new methods for the design of products and processes of light industry	
PC-7	the ability to set research objectives, choose methods of experimental work, interpret and present the results of scientific research in the form of reports, abstracts, publications and in public discussions	
PC-8	the ability to use modern information technologies for the organization and effective implementation of technological processes for the production of clothing, footwear, leather, fur, accessories and leather goods for various purposes	
PC-9	develop measures for the integrated use of materials and replacement them for promising in the production of light industry products	
PC-10	carry out production control of the stage-by-stage production of parts of products, semi-finished products, conduct standard and certification tests of clothing, footwear, leather goods and materials for them, investigate the causes of defects in production and develop proposals for its prevention and elimination	
PC-11	choose technical means and technologies taking into account the environmental consequences of their use	
PC-12	analyze the technological process as a control object, develop regulatory methodological and production documents	
PC-13	use elements of economic analysis when creating products, taking into account the requirements of quality, reliability and cost	
PC-14	systematize, summarize information on the formation and use of enterprise resources	
PK-15	make management and economic decisions based on a constructive dialogue, taking into account different approaches and opinions in small and large teams of performers on the principles of marketing	
PC-16	to develop design and technological documentation and develop sketches of light industry products, taking into account the constructive and technological, aesthetic, economic, environmental and other parameters	
PC-17	use information technology and computer-aided design systems in the development of new products for light industry	
PK-18	to form students' professional qualities in the chosen direction of training, civic position, attitude to work and life in the conditions of modern civilization and democracy	
PK-19	choose teaching methods and means that ensure high quality of the educational process	

Table 18. The results of calculating the competence of schoolchildren, students, teachers and specialists on the criteria for training masters

Experts:	Factors:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	Wi
1	**1**	11	13	15	1	10	2	8	5	9	7	12	4	17	16	19	14	3	18	6	0,41
2	**3**	4	5	7	8	16	17	3	9	12	1	19	14	18	6	2	11	15	10	13	0,28
3	**4**	2	6	14	5	15	4	7	16	11	3	1	19	17	18	10	8	9	13	12	0,34
4	**5**	5	10	11	14	17	8	13	1	16	4	18	9	12	19	7	15	6	3	2	0,33
5	**6**	14	17	18	19	16	15	13	8	12	2	1	11	6	5	4	3	9	10	7	0,28
6	**7**	13	1	4	5	9	6	14	7	15	10	11	17	18	16	8	3	12	2	9	0,27
7	**8**	3	1	2	16	7	6	5	8	10	9	12	11	14	15	13	18	17	4	19	0,32
8	**9**	1	7	15	11	6	2	8	12	3	14	5	9	4	19	10	17	13	16	18	0,37
9	**10**	1	3	2	5	4	6	7	11	10	14	18	8	19	17	15	16	12	13	9	0,39
10	**11**	9	3	4	2	15	5	10	1	14	7	16	18	13	8	19	6	12	11	17	0,31
11	**12**	1	4	14	5	2	6	10	11	9	15	12	17	19	16	13	18	7	8	3	0,39
12	**13**	1	17	12	6	9	7	18	2	15	11	13	3	19	10	4	8	5	14	16	0,34
13	**14**	2	10	18	16	9	13	1	3	14	12	8	19	4	17	11	5	15	6	7	0,32
14	**15**	5	14	3	9	11	10	2	16	6	18	17	8	15	4	13	19	7	1	12	0,34
15	**16**	1	8	4	11	5	13	12	15	7	9	17	3	6	18	2	14	16	16	10	0,32
16	**17**	6	3	18	4	15	7	8	2	9	1	10	5	11	13	17	12	14	15	16	0,36
17	**18**	1	2	3	3	2	4	5	6	7	8	4	9	10	11	12	13	14	15	16	0,38
18	**20**	6	4	5	11	17	18	12	8	3	14	7	1	2	10	9	13	15	16	18	0,34
19	**21**	5	4	11	5	6	2	12	14	7	13	15	16	3	17	8	10	9	7	1	0,33
20	**22**	6	7	17	16	8	9	15	2	14	3	18	4	11	12	13	5	10	13	1	0,35
21	**23**	15	18	16	17	7	8	9	1	5	2	14	3	11	12	6	4	10	13	19	0,27
22	**24**	1	5	2	3	13	8	4	10	18	11	15	7	14	17	9	12	16	19	6	0,39
23	**25**	8	2	9	3	10	11	4	5	6	7	13	1	14	17	18	15	16	12	12	0,37
24	**26**	2	8	13	12	9	16	7	3	4	6	10	1	15	14	5	13	11	17	18	0,35
25	**27**	1	6	2	3	4	5	7	9	8	10	11	12	13	14	15	16	16	15	7	0,39
26	**28**	1	9	2	3	13	4	6	10	17	13	16	14	11	12	18	5	8	7	15	0,33
27	**29**	1	6	11	7	16	8	12	2	13	3	9	18	5	14	15	4	10	19	17	0,33
28	**30**	2	1	3	5	6	4	9	7	8	11	15	17	14	12	18	13	10	18	16	0,37
29	**31**	1	6	4	5	3	2	9	7	8	11	14	10	12	17	19	15	16	18	13	0,39
30	**32**	1	18	12	10	13	2	9	7	8	11	5	19	4	16	17	14	15	6	3	0,36
31	**33**	11	10	14	2	3	4	1	5	17	6	16	7	15	12	13	8	9	18	19	0,35
32	**34**	2	4	10	6	8	1	5	3	14	15	16	17	18	12	9	11	7	13	19	0,36
33	**35**	1	5	10	3	11	2	6	4	14	15	17	18	12	13	9	7	8	16	19	0,35
34	**36**	2	1	8	10	13	9	4	11	16	5	19	15	17	18	12	6	7	14	3	0,35
35	**37**	1	2	5	4	1	6	3	3	4	7	8	7	9	8	8	3	2	1	2	0,35
36	**38**	16	6	15	7	4	5	1	1	9	3	10	2	18	11	17	12	8	13	14	0,37
37	**40**	1	3	2	7	18	13	12	5	8	6	14	15	16	17	19	10	4	11	9	0,35
38	**41**	1	4	18	5	2	6	9	7	16	14	17	10	15	11	13	12	8	3	19	0,33
39	**42**	1	3	17	4	2	8	5	6	16	14	18	10	11	15	12	13	7	9	19	0,36
40	**43**	1	6	15	3	4	2	5	11	9	13	16	8	12	10	17	7	14	18	19	0,36
41	**44**	6	8	7	5	10	9	2	4	18	1	12	13	15	19	3	16	17	14	11	0,34
42	**45**	1	4	16	9	15	17	8	6	7	5	14	11	12	13	3	2	10	18	19	0,30
43	**46**	12	7	14	2	3	13	1	5	9	10	7	9	11	8	11	4	6	15	16	0,35
44	**47**	1	4	7	2	3	8	5	6	9	15	10	11	16	17	18	12	13	19	14	0,41
45	**48**	7	8	8	8	8	5	6	5	9	9	4	1	8	7	10	10	3	10	2	0,47
46	**49**	6	8	9	8	8	5	6	5	10	10	4	3	8	7	11	11	1	11	2	0,47
47	**50**	6	8	8	8	8	5	5	4	9	9	3	1	8	7	10	10	2	11	1	0,47
48	**51**	5	8	9	8	8	6	6	4	10	10	3	2	7	5	11	11	1	12	1	0,47
49	**52**	6	8	7	8	8	5	5	4	9	9	3	3	7	6	10	10	1	11	2	0,47
50	**53**	5	8	8	9	8	6	6	3	10	10	2	2	7	4	11	12	1	13	2	0,46
51	**54**	6	8	7	8	9	5	5	3	10	11	2	2	7	4	12	13	1	14	1	0,46

52	**55**	7	8	8	8	8	7	7	4	8	8	3	4	6	5	8	8	1	8	2	0,44
53	**56**	6	7	8	8	9	5	5	4	9	9	3	4	7	6	10	10	2	11	1	0,47
54	**57**	7	8	7	8	8	6	5	4	9	9	4	1	7	4	10	10	3	11	2	0,46
55	**58**	6	8	8	8	8	7	7	5	8	8	4	3	8	6	9	9	2	10	1	0,46
56	**59**	5	6	6	6	6	5	5	4	6	6	4	3	5	4	7	7	2	7	1	0,45
57	**60**	7	8	8	8	8	4	5	6	8	8	4	3	6	5	8	8	2	8	1	0,44
58	**61**	6	7	7	7	7	4	5	4	8	8	3	4	6	5	7	7	2	8	1	0,45
59	**63**	6	8	9	11	10	7	7	4	13	12	3	3	5	5	15	14	1	16	2	0,46
60	**64**	6	7	8	8	9	4	4	5	10	11	3	2	5	6	12	12	1	13	1	0,46
61	**65**	6	9	10	11	12	8	7	4	13	14	3	1	5	5	15	16	2	17	2	0,46
62	**66**	6	7	8	9	9	4	4	4	10	11	3	2	5	5	12	12	1	13	1	0,46
63	**67**	6	7	8	9	10	5	4	4	11	12	3	2	4	5	13	14	2	15	1	0,46
64	**68**	5	9	9	10	10	7	8	5	11	12	6	3	4	4	13	14	2	15	1	0,45
65	**69**	6	7	8	9	10	4	6	5	11	12	4	3	5	5	13	14	2	15	1	0,46
66	**70**	6	8	7	10	9	4	4	4	11	12	2	3	5	4	14	13	1	15	1	0,46
67	**71**	5	8	9	10	11	6	7	4	12	13	3	1	4	3	14	15	2	16	2	0,45

Table 19. The results of the assessment of the competence of schoolchildren - graduates of the 11th grade of 2021 on the criteria for the preparation of masters

Experts	Factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Wi
1	1-ый	11	13	15	1	10	2	8	5	9	7	12	4	17	16	19	14	3	18	6		0,38
2	2-ой	7	11	19	14	2	16	3	15	1	12	13	5	17	9	4	8	10	18	6		0,30
3	3-ий	4	5	7	8	16	17	3	9	12	1	19	14	18	6	2	11	15	10	13		0,39
4	5-ый	5	10	11	14	17	8	13	1	16	4	18	9	12	19	7	15	6	3	2		0,38
5	6-ой	14	17	18	19	16	15	13	8	12	2	1	11	6	5	4	3	9	10	7		0,23
6	9-ый	1	7	15	11	6	2	8	12	3	14	5	9	4	19	10	17	13	16	18		0,38
7	13-ый	1	17	12	6	9	7	18	2	15	11	13	3	19	10	4	8	5	14	16		0,35
8	14-ый	2	10	18	16	9	13	1	3	14	12	8	19	4	17	11	5	15	6	7		0,36
9	15-ый	5	14	3	9	11	10	2	16	6	18	17	8	15	4	13	19	7	1	12		0,36
10	4-ый	2	6	14	5	15	4	7	16	11	3	1	19	17	18	10	8	9	13	12		0,49
11	7-ой	13	1	4	5	9	6	14	7	15	10	11	17	18	16	8	3	12	2	9		0,49
12	8-ой	3	1	2	16	7	6	5	8	10	9	12	11	14	15	13	18	17	4	19		0,49
13	10-ый	1	3	2	5	4	6	7	11	10	14	18	8	19	17	15	16	12	13	9		0,49
14	11-ый	9	3	4	2	15	5	10	1	14	7	16	18	13	8	19	6	12	11	17		0,49
15	12-ый	1	4	14	5	2	6	10	11	9	15	12	17	19	16	13	18	7	8	3		0,49

Table 20.The results of the assessment of the competence of bachelors - graduates of 2021 on the criteria for the preparation of masters

Experts	Factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Wi
1	1-ый	1	8	4	11	5	13	12	15	7	9	17	3	6	18	2	14	16	16	10		0,70
2	2-ой	6	3	18	4	15	7	8	2	9	1	10	5	11	13	17	12	14	15	16		0,69
3	5-ый	6	4	5	11	17	18	12	8	3	14	7	1	2	10	9	13	15	16	18		0,65
4	6-ой	5	4	11	5	6	2	12	14	7	13	15	16	3	17	8	10	9	7	1		0,68
5	7-ой	6	7	17	16	8	9	15	2	14	3	18	4	11	12	13	5	10	13	1		0,60
6	8-ой	15	18	16	17	7	8	9	1	5	2	14	3	11	12	6	4	10	13	19		0,55
7	10-ый	8	2	9	3	10	11	4	5	6	7	13	1	14	17	18	15	16	12	12		0,75
8	11-ый	2	8	13	12	9	16	7	3	4	6	10	1	15	14	5	13	11	17	18		0,67
9	13-ый	1	9	2	3	13	4	6	10	17	13	16	14	11	12	18	5	8	7	15		0,72
10	14-ый	1	6	11	7	16	8	12	2	13	3	9	18	5	14	15	4	10	19	17		0,70
11	17-ый	1	18	12	10	13	2	9	7	8	11	5	19	4	16	17	14	15	6	3		0,66
12	3-ий	1	2	3	3	2	4	5	6	7	8	4	9	10	11	12	13	14	15	16		0,88

13	4-ый	1	2	3	3	2	4	6	5	7	8	4	9	11	10	13	14	12	15	8		0,88
14	9-ый	1	5	2	3	13	8	4	10	18	11	15	7	14	17	9	12	16	19	6		0,88
15	12-ый	1	6	2	3	4	5	7	9	8	10	11	12	13	14	15	16	16	15	7		0,88
16	15-ый	2	1	3	5	6	4	9	7	8	11	15	17	14	12	18	13	10	18	16		0,88
17	16-ый	1	6	4	5	3	2	9	7	8	11	14	10	12	17	19	15	16	18	13		0,88

Table 21. The results of the assessment of the competence of bachelors - graduates of 2021 and schoolchildren-graduates of 2021 on the criteria for the preparation of masters

Experts	Factors	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Wi
1	1-ый	1	8	4	11	5	13	12	15	7	9	17	3	6	18	2	14	16	16	10		0,74
2	2-ой	6	3	18	4	15	7	8	2	9	1	10	5	11	13	17	12	14	15	16		0,73
3	5-ый	6	4	5	11	17	18	12	8	3	14	7	1	2	10	9	13	15	16	18		0,68
4	6-ой	5	4	11	5	6	2	12	14	7	13	15	16	3	17	8	10	9	7	1		0,72
5	7-ой	6	7	17	16	8	9	15	2	14	3	18	4	11	12	13	5	10	13	1		0,64
6	8-ой	15	18	16	17	7	8	9	1	5	2	14	3	11	12	6	4	10	13	19		0,58
7	9-ый	1	5	2	3	13	8	4	10	18	11	15	7	14	17	9	12	16	19	6		0,80
8	10-ый	8	2	9	3	10	11	4	5	6	7	13	1	14	17	18	15	16	12	12		0,79
9	11-ый	2	8	13	12	9	16	7	3	4	6	10	1	15	14	5	13	11	17	18		0,71
10	13-ый	1	9	2	3	13	4	6	10	17	13	16	14	11	12	18	5	8	7	15		0,75
11	14-ый	1	6	11	7	16	8	12	2	13	3	9	18	5	14	15	4	10	19	17		0,72
12	17-ый	1	18	12	10	13	2	9	7	8	11	5	19	4	16	17	14	15	6	3		0,69
13	18-ый	11	13	15	1	10	2	8	5	9	7	12	4	17	16	19	14	3	18	6		0,73
14	19-ый	7	11	19	14	2	16	3	15	1	12	13	5	17	9	4	8	10	18	6		0,64
15	20-ый	4	5	7	8	16	17	3	9	12	1	19	14	18	6	2	11	15	10	13		068
16	21-ый	2	6	14	5	15	4	7	16	11	3	1	19	17	18	10	8	9	13	12		0,72
17	22-ой	5	10	11	14	17	8	13	1	16	4	18	9	12	19	7	15	6	3	2		0,63
18	23-ий	14	17	18	19	16	15	13	8	12	2	1	11	6	5	4	3	9	10	7		0,47
19	24-ой	13	1	4	5	9	6	14	7	15	10	11	17	18	16	8	3	12	2	9		0,69
20	25-ый	3	1	2	16	7	6	5	8	10	9	12	11	14	15	13	18	17	4	19		0,79
21	26-ой	1	7	15	11	6	2	8	12	3	14	5	9	4	19	10	17	13	16	18		0,76
22	28-ой	9	3	4	2	15	5	10	1	14	7	16	18	13	8	19	6	12	11	17		0,75
23	29-ый	1	4	14	5	2	6	10	11	9	15	12	17	19	16	13	18	7	8	3		0,78
24	30-ый	1	17	12	6	9	7	18	2	15	11	13	3	19	10	4	8	5	14	16		0,67
25	31-ый	2	10	18	16	9	13	1	3	14	12	8	19	4	17	11	5	15	6	7		0,64
26	32-ой	5	14	3	9	11	10	2	16	6	18	17	8	15	4	13	19	7	1	12		0,69
27	3-ий	1	2	3	3	2	4	5	6	7	8	4	9	10	11	12	13	14	15	16		0,88
28	4-ый	1	2	3	3	2	4	6	5	7	8	4	9	11	10	13	14	12	15	8		0,88
29	12-ый	1	6	2	3	4	5	7	9	8	10	11	12	13	14	15	16	16	15	7		0,88
30	15-ый	2	1	3	5	6	4	9	7	8	11	15	17	14	12	18	13	10	18	16		0,88
31	16-ый	1	6	4	5	3	2	9	7	8	11	14	10	12	17	19	15	16	18	13		0,88
32	27-ой	1	3	2	5	4	6	7	11	10	14	18	8	19	17	15	16	12	13	9		0,88

Table 22. The results of calculating the competence of teachers on the criteria for the preparation of masters

Experts	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Wi
1	11	10	14	2	3	4	1	5	17	6	16	7	15	12	13	8	9	18	19		0,8
2	1	5	10	3	11	2	6	4	14	15	17	18	12	13	9	7	8	16	19		0,96
3	2	1	8	10	13	9	4	11	16	5	19	15	17	18	12	6	7	14	3		0,72
4	1	2	5	4	1	6	3	3	4	7	8	7	9	8	8	3	2	1	2		0,70
5	16	6	15	7	4	5	1	1	9	3	10	2	18	11	17	12	8	13	14		0,65
6	1	3	6	2	10	4	11	5	16	17	6	12	13	18	15	14	8	9	7		0,79
7	1	3	2	7	18	13	12	5	8	6	14	15	16	17	19	10	4	11	9		0,68

8	1	4	18	5	2	6	9	7	16	14	17	10	15	11	13	12	8	3	19	0,85
9	1	3	17	4	2	8	5	6	16	14	18	10	11	15	12	13	7	9	19	0,87
10	1	6	15	3	4	2	5	11	9	13	16	8	12	10	17	7	14	18	19	0,81
11	6	8	7	5	10	9	2	4	18	1	12	13	15	19	3	16	17	14	11	0,72
12	1	4	16	9	15	17	8	6	7	5	14	11	12	13	3	2	10	18	19	0,67
13	12	7	14	2	3	13	1	5	9	10	7	9	11	8	11	4	6	15	16	0,66
14	1	4	7	2	3	8	5	6	9	15	10	11	16	17	18	12	13	19	14	0,82
15	2	4	10	6	8	1	5	3	14	15	16	17	18	12	9	11	7	13	19	0,96

Table 23. The results of calculating the competence of specialists - university graduates in 2020, working at light industry enterprises in the regions of the Southern Federal District and the North Caucasus Federal District, on the criteria for the preparation of masters

Experts	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Wi
1	7	8	8	8	8	5	6	5	9	9	4	1	8	7	10	10	3	10	2		0,98
2	6	8	9	8	8	5	6	5	10	10	4	3	8	7	11	11	1	11	2		0,98
3	6	8	8	8	8	5	5	4	9	9	3	1	8	7	10	10	2	11	1		0,98
4	5	8	9	8	8	6	6	4	10	10	3	2	7	5	11	11	1	12	1		0,98
5	6	8	7	8	8	5	5	4	9	9	3	3	7	6	10	10	1	11	2		0,99
6	5	8	8	9	8	6	6	3	10	10	2	2	7	4	11	12	1	13	2		0,98
7	6	8	7	8	9	5	5	3	10	11	2	2	7	4	12	13	1	14	1		0,99
8	7	8	8	8	8	7	7	4	8	8	3	4	6	5	8	8	1	8	2		0,95
9	6	7	8	8	9	5	5	4	9	9	3	4	7	6	10	10	2	11	1		0,99
10	7	8	7	8	8	6	5	4	9	9	4	1	7	4	10	10	3	11	2		0,98
11	6	8	8	8	8	7	7	5	8	8	4	3	8	6	9	9	2	10	1		0,97
12	5	6	6	6	6	5	5	4	6	6	4	3	5	4	7	7	2	7	1		0,98

Experts	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Wi
13		7	8	8	8	8	4	5	6	8	8	4	3	6	5	8	8	2	8	1	0,97
14		6	7	7	7	7	4	5	4	8	8	3	4	6	5	7	7	2	8	1	0,97
15		7	8	9	10	11	5	4	4	12	13	3	3	6	5	14	15	1	16	2	1,00
16		6	8	9	11	10	7	7	4	13	12	3	3	5	5	15	14	1	16	2	0,97
17		6	7	8	8	9	4	4	5	10	11	3	2	5	6	12	12	1	13	1	1,00
18		6	9	10	11	12	8	7	4	13	14	3	1	5	5	15	16	2	17	2	0,97
19		6	7	8	9	9	4	4	4	10	11	3	2	5	5	12	12	1	13	1	1,00
20		6	7	8	9	10	5	4	4	11	12	3	2	4	5	13	14	2	15	1	0,99
21		5	9	9	10	10	7	8	5	11	12	6	3	4	4	13	14	2	15	1	0,96
22		6	7	8	9	10	4	6	5	11	12	4	3	5	5	13	14	2	15	1	0,99
23		6	8	7	10	9	4	4	4	11	12	2	3	5	4	14	13	1	15	1	1,00
24		5	8	9	10	11	6	7	4	12	13	3	1	4	3	14	15	2	16	2	0,97
25		6	7	7	8	8	4	4	5	9	9	3	2	4	3	10	10	1	11	1	0,99
26		6	7	8	9	10	5	4	5	11	12	3	2	6	5	13	14	1	15	1	1,00
27		7	8	10	9	11	6	6	4	13	12	3	1	5	5	12	13	1	14	2	0,98
28		6	8	9	10	11	7	7	4	12	12	3	2	5	6	13	13	2	14	1	0,98
29		5	8	9	10	11	6	7	4	11	11	3	3	6	5	12	12	2	13	1	0,98
30		5	8	8	8	8	4	4	4	9	9	7	3	6	5	10	10	2	11	1	0,97
31		6	7	7	7	8	5	5	4	9	10	3	3	4	4	11	12	2	13	1	0,99
32		7	8	9	8	9	4	4	4	10	10	3	3	5	6	11	11	2	12	1	0,99
33		5	6	7	8	9	4	5	5	10	11	3	3	4	3	12	13	2	14	1	0,98
34		5	6	7	8	9	4	4	4	10	11	3	3	4	3	12	13	2	14	1	0,99
35		7	8	9	10	11	4	4	5	12	13	3	3	6	5	14	15	2	16	1	1,00

The relationship between the competitiveness of enterprises and the competitiveness of products is revealed to form a stable demand for products manufactured by domestic enterprises of the light industry for consumers in the regions of the Southern Federal District and the North Caucasus Federal District and to provide them with a stable economic situation with a guarantee against bankruptcy. In addition, a survey was conducted to assess the importance of master's training in filling domestic light industry enterprises with highly qualified specialists, the need for which is so acute that it borders on a catastrophe in providing the industry with such specialists who, against the background of advanced innovative technological solutions, are able to form innovative production that guarantees enterprises manufacturing import-substituting products, create city-forming enterprises in small and medium-sized cities of the Russian Federation, providing the population of these cities not only with jobs, which in itself is vital for providing the population of these cities with social protection, reducing unemployment and reducing demographic explosions that can destroy the integrity of the country ... In addition, the elimination of the deficit for highly qualified specialists would provide manufacturers with justification in such industries for the accumulation of domestic markets with demanded products, including for children, the deficit for which is significant today. Naturally, for the successful operation of light industry enterprises, it is necessary to develop the production of domestic components, because their number for products exceeds one hundred names,

Analyzing the results of the survey with the participation of all respondents, the main concern of the survey participants can be traced - the lack of confidence in the interest of the municipal, regional and federal branches of government in providing assistance in solving vital problems typical for light industry enterprises, namely:

– low salary;

– low profitability of manufactured products;

– high staff turnover;

– morally and physically obsolete equipment, that is, the technical and technological backwardness of light industry from foreign countries, characterized by high material consumption, energy consumption and labor intensity of production;

– a low level of innovative solutions in the industry, provoking a weak competitiveness of domestic goods, in a low share of know-how and innovative products in the volume of sales in the Russian and world markets;

– a high proportion of imports, which has become the reason for the strengthening of the strategic and commodity dependence of the state on foreign countries, although it is no secret to anyone that competitiveness is achieved through the modernization of technological processes. New equipment allows us to manufacture new types of products, but often our equipment is only imported. We already buy it at a higher price than our foreign competitors, in addition, we have to keep spare equipment as well, because if some piece of equipment breaks down or fails, this can provoke a shutdown of the entire technological process, and reduce the volume of production. products, which, of course, will negatively affect the results of the enterprise;

– lack of a civilized market for consumer goods, expressed in the aggravation of competition in the domestic market between Russian and foreign producers;

– social and personnel problem, manifested in the shortage of highly qualifiedspecialists, management personnel, main and auxiliary workers in all technological processes.

Figure 17 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 the structural imbalances of the light industry - the current inconsistency in the scale and capabilities of the industry to qualitatively meet the growing demand for products, to halt 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 are technical andtechnological 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 the Federal State Statistics Service), operated for up to 5 years was at the beginning of 2021 1.2%, 6-10 years - 39.6%, 11- 20 years - 45.4%, over 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 capacities (due to a significant excess of the withdrawal of moral and physically worn out equipment over the commissioning of new equipment).

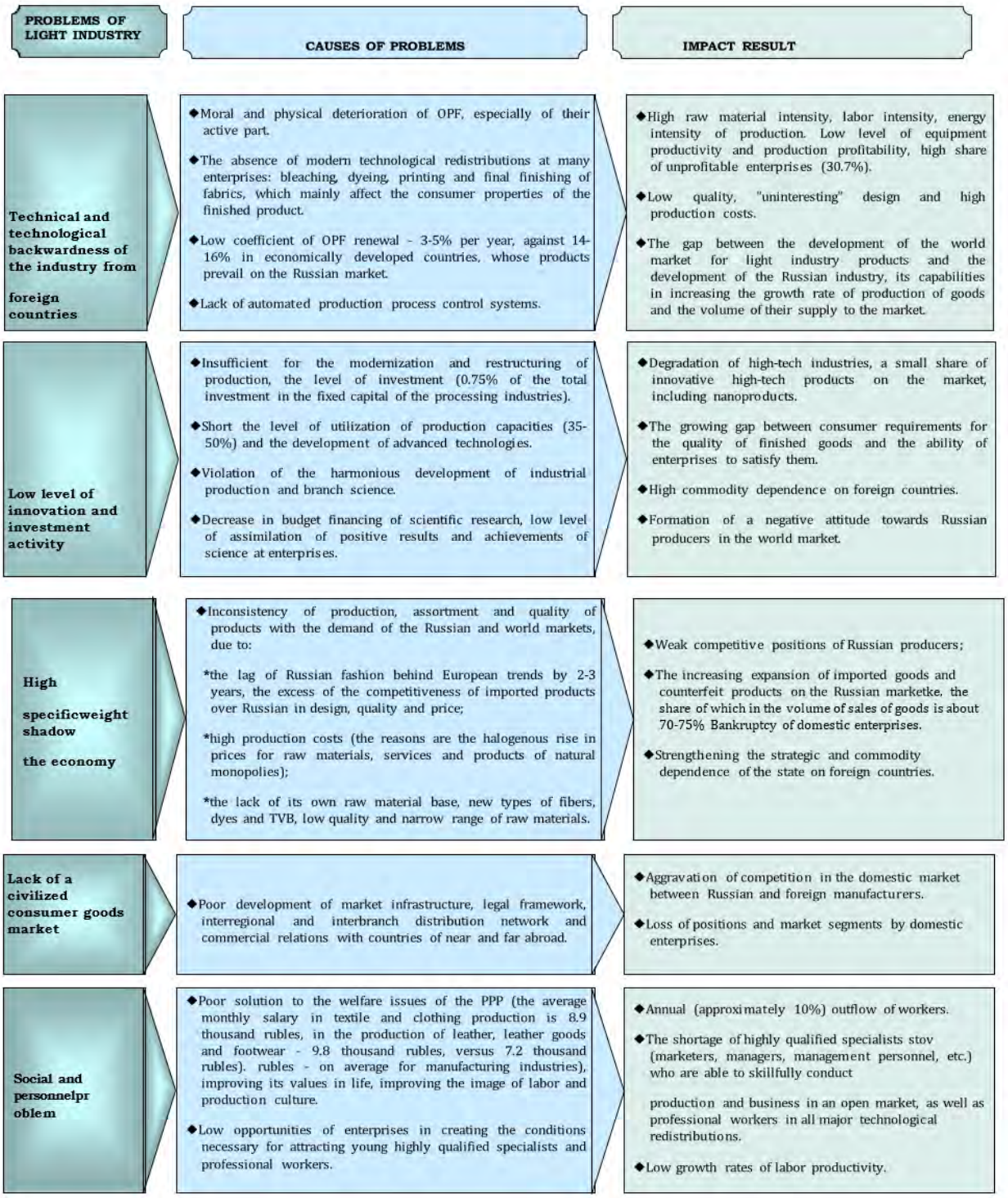


Figure 18 - Problems of light industry and their causes

Over the past 5 years, production capacity has decreased:

– for rough cotton fabrics by 14%;

– on linen fabrics by a third, and on woolen fabrics by almost 4 times;

– for knitwear by 1.8 times, hosiery by 10%;

– for shoes by 62%.

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.As a result of the influence of these reasons, there is a high dependence of textile enterprises on the quality of raw materials, dyes and textile auxiliary substances (TWA) and, as a consequence, high production costs due to the high cost of raw materials, dyes, TWA and accessories (a large share of which are imported due to frontier), and high costs of energy, the prices of which are unreasonably growing at a super-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:

– lack of investment required to modernize the industry and implement

"Breakthrough" innovative and investment projects, allowing to remove the structural restrictions on the development of the industry and enter the production of completely new (in terms of consumer properties) types of products that are in demand on the external and internal markets;

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 2020, at the expense of the budget, R&D was carried out by 22.7 million rubles, in 2021 - by 25.0 million rubles). To the greatest extent, this has affected fundamental and exploratory research. Many scientific developments that can form a new technological basis for the industry for expanding the production of competitive science-intensive products have not been brought to completion and require continuation and deepening of developments.

Scientific organizations are not allocated funds for the development of their experimental base,which reduces the effectiveness of scientific research. 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 2018-2021 six scientific works were awarded the Prize of the Government of the Russian Federation in the field of science and technology.

Leading foreign countries invest 6-9% of the turnover of products on the development of science and its experimental base, which allows them to consistently achieve high achievements in science, improve the technological level of production and 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.

– low level of development in the industry of positive results of scientific research and innovation (less than 1% 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 development can reach a critical level.

The reasons for the high share of the shadow economy are:

– inconsistency of production, assortment and quality of products with the demand of the Russian and world markets

– weak development of the Russian fashion

industry, its lagging behind European and world trends by 3-4 years

– the result of the impact of the first group of systemic problems.

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

– poor development of market infrastructure, interregional and intersectoral distribution network and commercial relations 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. For example, the recognition by the governments of China, Turkey and some other countries of light industry as a strategic industry allowed them to quickly turn outdated industries into modern ones and 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 enterprises in 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 2014, 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 2020, as a result, more than 700 crimes were revealed, for which the 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.

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, widespread use of the best world and domestic achievements in the field of technology and technology of textile, clothing, fur, leather and footwear production, including nanotechnology and nano products.

Social and personnel problems are caused by the state of the qualitative component of the personnel potential, which at many enterprises is in the zone of critical values, and for some it is already 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 thirteen years - by 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, beginsfeel its actions on yourself. 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 that have arisen associated with attracting bank loans (the share of borrowed funds in working capital in recent years has reached 40 percent), on the one hand, an increase in the volume of official imports, counterfeit and contraband products, a fall in demand and a slowdown in the sale of many types of goods, a reduction in workers and specialists on the other hand. 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 2021, a decrease in the number of employees by 10-15 percent is possible. 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 in terms 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 percent in 2021. which are the most socially significant. The capital structure of the industry, being concentrated in these districts, makes their territories the most critical in terms of the consequences of a deepening decline in production, which increases the significance of the social consequences 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 percent in 2021. which are the most socially significant. The capital structure of the industry, being concentrated in these districts, makes their territories the most critical in terms of the consequences of a deepening decline in production, which increases the significance of the social consequences 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 percent in 2021.

The current 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 Ivanovo 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 5 8, 2021 in Vladivostok at a closed meeting in a tough form, demanded that those responsible for disrupting similar measures in the Far East, which provoked the dismissal and dismissal of those officials who are more in all, they did not fulfill the tasks assigned to them. Such confidence in our country is due to the fact that the position of 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 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 to guarantee manufacturers the production 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 efficient technologies. - economic indicators of the results of their activities, and products - its demand not only in the domestic, but, which is especially important, 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 about 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,

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

As part of the Strategy implementation plan, cross-cutting activities are provided for throughout 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 being 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 being 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.

Conclusion

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 consumer satisfaction will be ensured 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, to 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 using the assessment criterion - the coefficient of concordance (W) - the value of which varies from 0 to 1. And if W = 0–0.5 - this is their lack of agreement with the opinion of those experts whose value of the coefficient of concordance (W) tends to 1, which confirms their high competence and the possibility of their further participation as expert respondents.

Table 23. Results of a survey of respondents on the influence of factors on the competitiveness of an enterprise and the competitiveness of a product

Factors	Expert opinion							
	Characteristics of survey participants							
	Opinion of survey participants with heretics				Opinion of survey participants without heretics, those. whose opinion does not coincide with the majority of survey participants			
	Students	Specialists	All participants poll	Agreedopinion respondents	Students	Specialists	All participants poll	Agreedopinion 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	11	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
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 Performance labor

X4 Expenses per 1 ruble of products sold

X3 Coefficient outstripping labor productivity in relation to the growth of wages

X9 Profit units of products sold

X5 Weighted average by product range, competitiveness of goods

X6 Quantity assortment groups at the enterprise

X8 Degree of satisfaction for each product group

X7 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 the stakeholders of the enterprise, the experts considered the following as significant factors:

X10 Provisionally 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 Sales growth rate

X18 Share of the enterprise in the market

X19 Return on investment
X20 Return on total assets
X21 Cost of innovation
X24 Material efficiency, and the respondents named the following factors as insignificant:
X14 Stock 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 Decrease in the level of material consumption
X27 Share of innovative products
X28 Trade turnover allowing direct links
X29 Coefficient of uniform receipt of goods on sales markets X30 Depreciation of fixed assets
X31 Employee turnover rate

At the same time, 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 company's competitiveness will be more stable over time if the company'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 the competitiveness of an enterprise is also influenced by a stable trade turnover on the basis of direct contractual relations with the sellers of the products of these same enterprises.

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, colleges, on the basis of which they trained highly qualified workers and middle managers - foremen, technicians, mechanics, technologists, engaged in servicing not only the innovative technological process, but also innovative equipment. And it is completely sad that the training of engineering and technical personnel has practically ceased, motivating all this by the lack of their demand, although the managers of the enterprises themselves are at a loss. There is also a downside to this situation, namely, 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: "The miser pays twice." It is also disappointing that most business leaders believe that everything will be resolved by itself, but if a shoemaker, seamstress operator, furrier can be trained in the workplace, then it is unlikely to prepare a leading engineer - manager and production organizer for filled technological processes with an effective innovative solution.

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