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THE PARADIGM OF INCREASING THE COMPETITIVENESS OF MANUFACTURED PRODUCTS AMONG CONSUMERS OF THE REGIONS OF THE SOUTHERN FEDERAL DISTRICT AND THE NORTH CAUCASUS FEDERAL DISTRICT

Abstract: In the article, the authors consider the role of advertising as a tool to promote the philosophy of the quality of production of competitive and in-demand products at light industry enterprises located in the regions of the Eurasian space. At the same time, the authors absolutely justifiably confirm the possibility of such an implementation. If innovation centers are implemented, saturated with universal and multifunctional equipment, creating the prerequisites for the production of the entire assortment of footwear, namely: men's, women's and, most importantly, children's shoes, the demand for which in the regions of the Southern Federal District and the North Caucasus Federal District is quite high. And the use of pechvorg provokes a significant reduction in production costs and ensures its stable demand in domestic markets with unstable demand.

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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The 21st century has sharpened the scientific, philosophical and practical interest in competition.

The scale, content, forms and significance of competition put it in a number of global problems of human development with one important clarification: it is not humanity itself that benefits from achievements in the competitive struggle, but

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individual subjects of human activity, starting with the personality of the executor and manager, and up to those states. in whose interests they are working. Therefore, the organization of effective participation in competition should be considered as a leading indicator of professional competence, spiritual maturity and political consciousness, bearing in mind, of course, economic policy.

A special place in this struggle, you cannot call it otherwise, is occupied by the attitude of self-awareness, the system-forming factor of which is professional culture. If human capital determines the growth of production, then the quality of education lays the foundation for human capital. Competences are not effective by themselves, they are valid when they are formed as the needs of a person, developed in many ways and in harmony with his own, national and universal interests.

The formula for the harmony of the interests of the individual is extremely simple. It was discovered 2500 years ago by Confucius, and I. Kant clarified it, giving a rational look "another person should not be a means for you". Summing up the thoughts of our great ancestors, let's say: the only reliable effective means of sustainable development of all manifestations of human life will be the achievement of mutually interested coexistence of people. With regard to production in general and consumer goods, in particular, the conclusion is even more simplified to the creation in a specific production of technical, economic and humanitarian (socio-cultural and psychological) conditions aimed at a high-quality, demanded and affordable product. The organization of production can be considered reasonable only when it is subordinated to a single goal - the satisfied customer needs. Unfortunately,

Where are the reasons for this abnormality, what? Is this connected with objective factors, we have not yet been able to overcome the resistance of whose forces, or are the inhibiting forces of an inertial nature, have we inherited, introduced in the order of modernization and we are able to fight them, and not with the consumer in the market? What are our reserves?

The answers to these questions must be sought in systems analysis, which requires an appeal to scientific and philosophical theory. One should not be afraid of the tension of thought-creation. The famous naturalist D. Dan, after analyzing the meaning of competition after Charles Darwin, came to the conclusion that competition in the struggle for existence is not limited to greater and better adaptation to circumstances, it strengthens the nervous system and develops the brain. So let's start with philosophical reflection.

In economics and politics, many phenomena are known that contradict the nature and functions of these spheres of public life. Practical development does not always coincide with historical logic.

History, in spite of its rational basis, the history of the implementation of the activity of Homo sapiens, often drives the reflection of reason into a dead end. In this connection, a problem arises: if the history of the socio-cultural activity of a "reasonable man" should be, at least, no less reasonable and logical than the individual mind of a person subject to randomness is incomparably greater than the socialized mind of mankind, then how to explain the presence of social anomalies, a kind of "jamb's"?

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

The reasonableness of the history of human activity could not fail to lay down a logically expressed picture, but the absence of extra-logical processes in real history would look as if the scenario of history had been written by someone in advance and the one who invented it continues to orchestrate the course of the historical movement. N.G. Chernyshevsky compared history with Nevsky Prospekt, laid along a ruler. He did this to emphasize that historical consistency requires specific awareness. History is comparable to the order of movement in the physical space of being, but it is located in it nonlinearly.

There are no straight lines in nature - they are conditional and exist as intervals-segments of movement. The same is in the development of society, it is reasonable to the extent of historical concreteness. And each historical concreteness carries both something new and unresolved or limitedly resolved problems left as a legacy to passing generations. Historical logic stumbles upon the imperfection of historical concreteness and will be better understood as a sequence of concrete historical rationales built from the contradictions of the rationality of human activity, in fact, the relative logic of that historical specificity that accompanies the historical ascent of the socialized Homo sapiens.

The twentieth century has confirmed the idea of historical materialism in its Marxist interpretation. The development of social life is based on the movement of material production, the connecting element of which was originally a reasonably active person. Human history grew out of labor, but the current state of labor became possible only at the stage of homo sapiens, which means the following: production serves as the basis of social progress when

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it finds its expression in human rationality. To be a real force, production must correspond to the needs of people, needs - to manifest themselves in thoughts, thoughts to capture feelings, to become a conviction.

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

In Japan, China and other countries of the East, examples of moral disorder can be found, but they do not so much indicate a socio-cultural reorientation in the national format, but rather about the historical costs of the development of national culture. There, the overwhelming majority of the population continues to listen to the words and reasoning of teachers. "Wealth and nobility, explained Confucius, are the subject of human desires, but a noble husband does not use them if they got it illegally ..." How can a noble man bear such a high name if he has lost his philanthropy? A noble man does not part with philanthropy for an hour, it is certainly with him: both in trouble and in worldly vanity. "

To maintain the prestige of the company in Japan, the supporting phenomenon of the social form of life is actively used - the family, family traditions, which accumulate the power of morality. The family serves the firm. Each family member, traditionally associated with the history of production, perceives the company and his work through the prism of family tradition, relieving the burden of labor alienation, which is inevitable in the conditions of exploitation. Exploitation itself drapes into the form of social partnership. The essential contradictions of bourgeois production remain, but the form of their perception by consciousness changes. In modern Russia, the term "exploitation" is not used to characterize production, which is not surprising given the existing practical attitude to national culture, especially to education, which is officially aimed by policy at developing the competencies needed by the employer.

The quality of production and the quality of the product of production depend on technical conditions - technology, technical means, organization of production, professional qualifications of organizers and performers and attitude to work. The last two components form the content of the concept of "subjective factor" or "human capital". Relying on the achievements of the scientific and technological

revolution, entrepreneurs are trying to minimize the complicity of the "subjective factor" in view of its volatility. Without advertising, the "subjective factor" refers to the conditions of uncertainty and risk.

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

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

Charles Darwin said: nature does not like jumps and explained, because everything consists of them. J. Cuvier, on the other hand, tried to understand the variability of species as a result of terrestrial cataclysms. The life of nature tells us that we should be afraid of logical linearity in thinking. It is effective when something is actual to bring to perfection in its traditional manifestation. For example, in the case of improving the existing assortment, achieving a rational balance of customer requirements for a well-known attractive product, its quality and price. But everything comes to an edge, improvement is no exception, therefore, you need to look in advance for options for an interesting perspective development of the product line, think not about what, in principle, already exist, improve what is available, but try to fantasize systematically, outstripping demand with innovations.

Our thinking in that part, which is called creative, creative, is spacious enough for innovative actions. It is only important to understand that beyond the horizon of the known, Aristotelian logic suffers its heuristic potential. Forward thinking is thinking trying to "grasp" the direction of change in commodity production. It is dominated by the possibility in thinking of anticipatory reflection of reality - a property discovered by P. Anokhin. There are physiological grounds to foresee changes, mental prerequisites in the form of will, needs, emotions are also natural. It remains to look for logical tools. The arrow of movement should be transferred from Aristotelian formal logic to Hegelian dialectic, based on the principle of development of the content of concepts and changes in the concepts themselves. Representing the peculiarity of dialectical logic, its radical difference from the logic of Aristotle, G. Hegel wrote: "In rational logic, the concept is usually considered as a simple form of thinking and, more

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precisely, as a general idea, as if the concept as such is something dead, empty, abstract." And he clarified: "Of course, the concept should be considered as a form, but as an infinite, creative form." It is no coincidence that Karl Marx's associates noted that the founder of the universal understanding of dialectics did not leave the textbook to the heirs, since they were supposed to be the logic of analyzing the movement of production in Capital. K. Marx showed how the logical limited thinking of production managers reduces the process to capital management and brings production not only to a crisis provoked by overproduction, but also to social and political tension. The development of political economy after Karl Marx was expected, subordinated to the historical rehabilitation of capitalism. Intellectual and political forces concentrated on identifying the perfection of commodity production with its bourgeois form of organization.

This is where the features of Aristotelian logic, aimed at the invariability of the conditions of inference, came in handy. If commodity production is the only universal reality of an objective historical process in a developed society, then history itself is destined to be carried out with dignity exclusively in the form of a bourgeois organization. Thus, the consumer's thinking, also tuned in general to a formally logical type of action, leads to the final conclusion: the period preceding capitalism was prehistoric, just becoming. The true history of commodity production is being created in bourgeois form. Objective reality was embodied in an absolute, that is, ahistorical form.

The power of logic lies in the ability to build an internally consistent theory, but the truth of any theory is verified by more than one of its sequences. Here, the correspondence of the consequences of the theory to the realities of life is of particular importance. Economic theory is being tested on a massive scale, because its results affect everyone directly. People may or may not be producers, but they consume the products of production, and everyone wants to make consumption consistently of high quality and corresponding to the ability to pay.

Beginning with handicraft work and the guild form of its organization, the quality of the goods pushed all other signs of production into the background. While the division of labor wore a guild form, and inside the guild, everyone produced goods up to the final marketable form and fully guaranteed the quality with their brand, the quality of production and the quality of the goods remained in the unity of existence, and the problem of the quality of the goods was simplified, boiling down to the observance of the technological standard of production. Production was a way of life support for the manufacturer, therefore the relevance of the quality of the goods was removed by the specifics of his attitude to production.

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

Potentially, this problem appeared even before commodity production, but at that time it was in the form of an abstract possibility, because the reality was the relevance of the quantity of the product produced. Manufacturing was only gaining momentum as a source of human vitality. First, the problem of quantity was born, the increase in quantity raised the question of quality, since it became possible to compare the product produced, specialization of production was outlined depending on the originality of the natural environment.

An emerging market required a variety of products. We needed goods within the framework of the difference in the purchasing power of consumers. Factory - factory production, based on a technical base, opened up the prospect of varying the quality of goods. The harsh production restrictions that characterized the shop floor have receded. Products of different quality appeared on the market. In the British philosophy of the Enlightenment, the very concept of quality was actively discussed. J. Locke proposed a version of the combination in determining the quality of the objective properties of objects and their subjective perception by consciousness.

In the division of quality attributes into "primary" and "secondary" there was a rational principle associated with the specifics of the "second nature" - things transformed from the natural state by human labor. The "primary" qualities of a product or its raw materials are determined by natural reality and are completely independent of man. "Secondary" features, on the other hand, are dependent on human labor. It is labor that reveals them, or creates them, therefore, the quality of objects transformed by labor should be determined with a human assessment. The inclusion of a person as a factor in the production of the quality of the goods increases the influence of the subject of labor on the quality of production and the quality of the goods produced. In this connection, the load on the control process increases. Management is subordinate to the solution of the problem of sustainable production of a quality product. As in any task,

- clearly define what is "quality"?
- understand what is specific to the quality of the product?

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- to understand how the "quality" of commodity production and its mass character are related, to trace the mechanism of interaction of qualitative changes with quantitative.

- to reveal the systemic position of the problem quality of mass production in the context of a developing economy.

Only after receiving answers to the listed questions, we will be able to productively investigate the problem: "How realistic is our desire to give a mass producer the need for quality product results", in other words, "is it possible to sufficiently motivate obtaining a quality product from within mass production?" So far, unfortunately, quality management is carried out by introducing ideas into production that were developed not in it, but in "pure" management theory. Such a quality management mechanism raises the significance of scientific analysis, defining the role of an auxiliary, experimental farm in the self-propelled production towards quality. A retrospective look at the history of understanding how to manage the quality of production in general, demonstrates clearly that this story is very similar to the movement of thought on the principle of "trial and error".

The interpretation of the quality of a product that has developed under the influence of economic rationality does not reflect the socio-cultural status of a product, at least of a consumer product. It is advisable to look for a qualitative characteristic of a product intended for mass consumption at the junction of its production, economic, household and socio-cultural merits. So that the product not only satisfies existing needs, but also stimulates their cultural development, serves as a tool for the development of the consumer's personality. Human capital participates in the creation of a product of production, and production is designed to contribute to the improvement of the individual. There is no other way to overcome alienation in the conditions of the absolutization of private property and its distribution disproportionate to labor. Only the imparting of creativity to work and a reward corresponding to creativity can be "removed", expressed in terms of Hegelian philosophy, the tension of alienation. The quality of a product in a broad sense can be viewed as a factor of social progress and as a test of socio-cultural achievements of social development.

In defining quality, the most common flaw is the lack of consistency. Quality is defined as a set of essential properties. The usual method of selecting such is the method of the pyramidal arrangement of the properties of an object. Important, but not defining, remain at the base, and as you ascend to the top, a hierarchy of the remaining properties is formed. At the top, we get the sum of the main properties, which are included in the definition of the quality of the object. G. Hegel at one time cleverly defined

quality from the opposite - "quality is that, losing that, the object ceases to be itself".

Following the example of the great thinker, let's define "shoes" as "clothes for the feet." How correct is this definition? For shoes, probably yes. For the quality of the shoe it is unlikely. If you deprive the shoes of the ability to be "clothes of the feet," then they really will not be shoes. If the shoe only retains its inherent ability, then the required quality of the product will be uncertain. "Footwear" can be dangerous due to the toxicity of the material, the means of fastening, and the structure that is inconvenient for movement. The formally built requirement for an item does not coincide with the quality of the item. It is significant as a prerequisite for the qualitative determination of a product. The definition of the quality of a product should be based on its functional purpose. The functional purpose should be considered as the state of relations between the property formally defining the object with the specifics of the operation of the object, its commercial purpose, contained in the consumer value of the goods. Quality is not a set of essential properties of a product; it is their system, the system-forming feature of which is indeed the ability to perform some formally most significant function. It is put into the basis for determining the quality of a product by "growing" then the system itself, as a pearl in a shell is grown from a random grain of sand or the Periodic Table of Chemical Elements from atomic weight. G. Hegel was right in his definition of quality, it is always better to start with what is "in sight", then to build up the definition. There is an electron shell around the nucleus of an atom, and together they define an atom. We put quality in the definition, revealing it later in the aggregate of concretizing properties. From a philosophical point of view, the quality of an object, reflecting the diversity of the world, reproduces in itself this objectively existing object difference. The quality of the product, especially for mass direct consumption by humans, requires additional clarification associated with the manufacturer's responsibility for the safety of using the product. The quality of consumer goods is more complexly structured. Its definition includes the systemic arrangement of the main competencies of technical and humanitarian significance. From a philosophical point of view, the quality of an object, reflecting the diversity of the world, reproduces in itself this objectively existing object difference. The quality of the product, especially for mass direct consumption by humans, requires additional clarification associated with the manufacturer's responsibility for the safety of using the product. The quality of consumer goods is more complexly structured. Its definition includes the systemic arrangement of the main competencies of technical and humanitarian significance. From a philosophical point of view, the quality of an object, reflecting the diversity of the world, reproduces in

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By its definition, footwear should ensure the interaction of two fundamental competences - safety and comfort during operation. The aesthetic properties of shoes are subordinated to them and are packed in them. With their help, the producer "lures" the consumer like the flowers of plants that call on insects, which, through consumption, produce the work of pollination. It is wrong to simplify the cultural assessment of a product to the level of the aesthetic value of the product. The cultural status of a product synthesizes in itself both the culture of performance and the culture of consciousness of the manufacturer, who decides which materials to use, in whose interests to act - the profitability of production or the needs of the consumer who trusts the manufacturer. Ascending, we can easily rise to the very top - the culture of social consciousness. In some countries they don't steal,

The replacement of the philosophical understanding of the quality of a product with economic concepts is natural for an economy aimed primarily at making a profit, increasing capital in private interests. The economic dominant in the quality characteristic has an ideological basis. The striving to separate the economy from socio-cultural development should be considered in the same context. The idea that the economic movement should be absolutely independent of political oversight and humanitarian functions, everything non-economic is provided with taxes from the economy, is gaining strength, and most importantly it is supported by the authorities. Attempts to oppose this logic with the common sense of social development as the progress of the individual and interpersonal relations within the framework of the social organization of the historical process are ineffective. They are assigned the role of local public opinion, which has never been particularly solidarity. A philosophical systematic analysis of quality and defects in its interpretation remains the lot of professional reflection.

It would seem that we are faced with a purely theoretical problem: what to call the actual quality of the product and what does the system of qualitative properties look like in the characteristics of the

product? In fact, when applied in practice, it grows into an ideological problem: how it is permissible to see the quality of a product in the contemporary concrete historical circumstances of social cultural development. Simplifying the understanding of the quality of a product by reducing it to its properties, ensuring the profitability of production, makes production, and not the consumer, a system-forming factor in obtaining the "quality" of the product, which contradicts the quality of the developed economy of the "post-industrial", "new industrial" and even "industrial" society. At the dawn of humanity, the consumer rejoiced at everything that he could produce. Manufacturing was the defining aspect of the relationship with the consumer. Today the market is considered the driving force behind the development of production. In the marketplace, the initiative belongs to the buyer. Transition to the principle: "The buyer is always right!" assumes that the quality of the product is determined by its consumer.

The economic dominant in the characteristics of the quality of the goods is clearly not modern in the philosophical sense, but it expresses the essence of the bourgeois basis of the existing economy, therefore, both politically and ideologically it will be defended. Moreover, in a certain sense it is interesting, in particular, for solving the problem of mobilizing production potential to obtain a demanded product in significant volumes, although the very quality of such a product will be conditional, "economic". The concept of "economy class" was officially recognized as a development of the concept "produced for sale in Russia." We have already emphasized that for 130 years bourgeois economists have been creating models for the efficient production of quality goods in demand by the market, focusing on the economic content of quality.

Recognizing a consumer as a companion is tantamount to including him in the production policy development team, however, formally, because he remains in the same position as a counterparty. To change the understanding of quality, it is necessary to start improving production with the interests of the consumer, reflect them in the properties of the product, and then think about how to optimize the organization of its mass production. Ultimately, in the beginning, a compromise solution is also acceptable, justified by the capabilities of production and the need to move by expanding these capabilities. Now the buyer basically remains a slave with the manufacturer - the master and the political protectorate of the interests of big business. The interests of the mass consumer are promoted by the footsteps of Japanese women, while the dominance of production by the interests of companies is propelled by the parade of the winners.

The consumer with his interest in the quality of the product is not theoretically excluded from the development of strategy, tactics and advertising. Let

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us refer to B. S. Aleshin et al: "For the quality strategy to be successful, both internal and external consumers must not only be satisfied and involved in the process that ensures this satisfaction, but also take a direct part in the continuous improvement of the quality of this process." to this end, the Kaizyo system has been improved; replacing it with a new edition of Kaizen. Changes in the organization of quality management have revealed the advantages of those countries where the mass consumer - he and the production worker - feels more comfortable, feels his complicity in the development of production. In the second half of the 1980s, Japanese companies received 40 times (!) more proposals for improving the production process from their employees than US companies (40 million versus 1 million). It is also significant that over 90 percent of the proposals were used in one way or another. The ideology of quality is being rebuilt to a new one - consumer orientation is extremely reluctant and half-hearted. The quality management system ISO 9000 (in the Russian Federation - GOST R ISO 9000-2015) was introduced into world practice 30 years ago. Its initial position (No. 1): "Product quality is a characteristic controlled object" sets the general direction in the understanding of quality. Quality is a product of production. Clause 2 specifies the places of the participants influencing the quality of the product: "the purpose of quality management is to create products of such a level of quality that meets certain established requirements and needs."

The interests of the consumer are taken into account, but on a leftover basis. They are remembered last of all, "if production reserves allow." In scientific and popular sources, one can find an explanation for this alignment of interests - technically complex products and their improvement are the lot of specialists. One gets the impression that specialists are not consumers. In ISO 9000-2015, the consumer appears at the top of the list for the first time. The first principle of the QMS states: "Customer orientation". It is the consumer who declares the properties of quality. The status of the enterprise depends on how the quality of the offered product meets the quality demands of buyers. An enterprise must understand their current and future needs, fulfill their requirements and strive to exceed their expectations. But one should not rush to rejoice at the changes that have occurred. The quality management mechanism is still set to develop the quality of production technology, rather than to obtain a quality product. The quality of the enterprise, as before, is tested to maintain the quality of the organization of production. The interests of the consumer remain "for later." All leading international quality management quality registrars are represented in the Russian Federation: Veritas, British Standards Institute, Lloyd's Registrar, Supervision Society (TUV). In addition to them, in the quality management market, numerous home-grown and joint companies are offering their services, which

are related to the certification of the quality of production and products. The problem is not in finding the desired organization, but in the fact that they are all "sharpened" for a production or product out of context with the interests of consumers,

The dialectic of the market that unites the producer and the consumer is simple - they are opposites that exist exclusively in unity, therefore, it is necessary to seek a balance of interests of both subjects in order to give the production of quality goods a stable character that serves as protection from recessions and crises. Overproduction crises - classic for capitalism in the 19th and first half of the 20th centuries - have become history. They were replaced by financial systemic shocks. Experts are looking for a panacea in a high-quality, smart, lean production economy. "Historical experience testifies that with an increased attention to quality, a way out of crisis situations began in many countries. The large-scale crises in Japan and Germany in the late 1940s were overcome with the help of government policies focused on improving quality. The crisis situations in the US and European markets that arose in the late 80s - early 90s forced not only individual corporations, but entire countries - Sweden, Great Britain, the United States - to pay attention to improving quality as the only means of helping national economy. In solidarity with the above analysis of the economic history of the second half of the XX - the first two decades of the XXI centuries, we express our surprise at how it happened that when defining the latest social development through quality, the very approach to understanding quality was not radically modernized. The totality of the meaning of quality presupposes a revision of the content of the concept of "quality" and a new look at the factors that ensure the actual quality of activity and its product. The system-forming position of the quality factor in social progress also determines a new political attitude to quality. An orientation of the development of production towards internal - not introduced messages is required.

Quality management must come from a need. It is in it, and not in rewarding for quality work in the form of incentives, that the true beginning of the new economic policy is. Promotion, of course, no one is going to cancel, they are swapped with motivation. Today, encouragement encourages the required quality of action, tomorrow the culture of a professional attitude to work will be completed with incentives. Movement is most productive precisely in the form of self-movement. External motivation is less effective. The remuneration should correspond to the quality of work and sustainably motivate work. The change in the qualitative strategy of economic policy from the incentive to high-quality production to the formation of the need for a quality product is not another attempt to revive economic romanticism and not communist nostalgia for the need of a cultured person for work, as it might seem to those specialists

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who have reorganized from political economy to economics, reducing dialectical analysis to statistical, volatility-adjusted, modern production. We are talking about solving the system-forming problem of history - about the attitude of the individual to society and society to the individual, to whom which side of the given contradiction impresses more, but in principle this is just a double spiral of social progress. A developed society is tested as a condition for personality development.

The formal logical conclusion from the interdependence of the individual and society is obvious: it is necessary to build their relationship in harmony, on the basis of an awareness of mutual interest, bringing interests to the degree of a naturally necessary need (according to Epicurus' classification) in each other. Now we are going through the historical stage of a formal, abstract awareness of the basic contradiction of development by the individual and the subjects that determine the policy. The individual and society seem to rub themselves in motion, looking for points of mutual growth. Partly successful, there are many examples - mass production, freedom of access to education, sources of cultural development, political democracy, promotion of a culture of environmental management, solidarity in the fight against extremist aspirations, joint use of scientific and technological achievements, strengthening the authority of the idea of tolerance. A special place in this list should be taken by striving for a high-quality economy. The bottom line is this: opposites, by definition, are mutually alienated. Dialectical opposites, to which the individual and society belong, differ favorably in that the unity in their relationship is laid down at the time of its emergence. It only needs to be brought to its general position by ascending from a formally necessary stage to an absolutely necessary one, loading the process with real content, demonstrating the advantages of interaction in detail. There is no other way of overcoming alienation objectively inherent in the relationship between the opposites of the individual and society. Through the quality of activity - to the quality of social improvement. It is unnatural to alienate what is the real condition of your development. Under the conditions of classical capitalism, alienation was a prerequisite for the attainment of the power of capital, and the very political organization of society was openly adapted to the provision of the bourgeois state. Democracy has been adapted to the bourgeois social order.

The revolution of 1917 in Russia and the subsequent history of the USSR should be assessed not so much as national achievements, but as a turning point in the history of classical capitalism, the transition to the post-classical one. The domination of private property and the advantages of capital remained intact, but significant changes took place in the social superstructure. Class antagonism gave way

to social partnership. Access to capital has led to the emergence of various forms of associative use of it in production. Cultural progress was accompanied by an interest in the quality of life, a change in this very concept. World cataclysms, no doubt, did not just frighten the peoples of Europe and Asia. They pushed the consciousness away from the abyss of extreme interests in resolving contradictions. The alienation of the individual in work has not been overcome, but development objectively (society) and subjectively (personality) was carried out through interaction. There are certain conditions for the removal of alienation. And the new approach to quality-consumer-production is a milestone on the path of convergence of the main subjects of social life. It will force us to make adjustments to economic policy, return a systemic understanding of society, limiting the desire to sort social life "on the shelves".

The qualitative vector of economic development, of course, will require additional costs, but that is what the state and its economic instruments will need to try to compensate for them. And the market will surely react positively to a quality product with its activity. In our view, the very existence of private property in the variety of forms of its implementation is not a sufficient basis for alienation in the work of the individual. K. Marx, developing the idea of alienation of G. Hegel, apparently had in mind a certain way of organizing labor, associated with the absolutization of the domination of private property. Private property serves as a potential economic base for exploitation. But exploitation is not an immanent feature of it. Private property alone is not enough for exploitation. As for the opposite public (public) private property, which is controlled by the state and serves as a real subject of property, it does not contain economic guarantees of overcoming alienation, which is not difficult to be convinced of by the experience of domestic state monopolists. One gets the impression that the economic grounds for alienation should be sought not in property, but in distribution. Economic contradictions are insurmountable, but they allow management, the task of which is to control the nature of contradictions, to keep them within the limits of insignificant, acceptable differences that do not test the existing unity of production for historical expediency. which is not difficult to be convinced of by the experience of domestic state monopolists. One gets the impression that the economic grounds for alienation should be sought not in property, but in distribution. Economic contradictions are insurmountable, but they allow management, the task of which is to control the nature of contradictions, to keep them within the limits of insignificant, acceptable differences that do not test the existing unity of production for historical expediency. which is not difficult to be convinced of by the experience of domestic state monopolists. One gets the impression that the economic grounds for alienation should be

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sought not in property, but in distribution. Economic contradictions are insurmountable, but they allow management, the task of which is to control the nature of contradictions, to keep them within the limits of insignificant, acceptable differences that do not test the existing unity of production for historical expediency.

It is appropriate to recall another observation of G. Hegel, recognized by F. Engels as the most important in understanding the dialectics of development: "Everything that is rational is real, everything that is real is rational." G. Hegel was able to discover the grounds for the need for systemic transformations of social relations, including economic ones. In development there are two states that are perceived in the form of existence, but differ within the general status of their manifestation - "real existence" - "reality" and "real existence" - "reality". These forms of existence are fundamentally different in basis. "Really existing" is based on the need to be in its own form, it represents an evolving reality. "Really existing" has passed the stage of its necessity, has ceased to be a factor of development, has lost its relevance. It slows down the development process. Since Hegel understood the development of thinking and society in the form of a movement towards absolute rationality, he identified the necessity of the real with reality.

You can, of course, squeeze every last ruble out of the developed assortment and well-established production technology. The question is: is it necessary to do this? Time moves forward in a certain mode, "in its own way", objectively tailored to the "schedule". You will not get into the rhythm, you will lag behind, you will no longer meet the changed requirements. The art of management - production management is no exception, it consists in the ability not to "fall out" of the present, then you will always do it in accordance with rationality. Reasonableness will protect you from most problems. Deming's "seven deadly diseases" will fit into one - not to fall out of the time cycle with the definition of goods and the organization of production. This can only be done by those who are able to mobilize human capital, to correctly focus financial and technical resources on solving this problem. Without the ability to control the "pulse" of time - to understand the specific economic and socio-cultural situation, the state of consumer interests, the real possibilities of production, there is no chance of gaining a stable position in the face of increasing competition in the market. Let us add one more addition - to the qualitative orientation of the development of production and the general conclusion will become clear: the path of economic rationality lies through the creation of actual conditions for the formation of demand for high-quality products. This need should be tested by the responsibility to the consumer as to himself. The ancient wisdom of Confucius: "Treat others the way you wanted them to

treat you", is not outdated, on the contrary, following it has provided advantages in economic progress to the countries of Asia.

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

We have tried to define and summarize the basic conditions for achieving solidarity. As far as the analysis of literature data allows us, this is being done for the first time, therefore, clarifications and additions will be perceived positively. So, what should be considered as necessary conditions for achieving a radical change in relation to the quality of production of a really high-quality product - the transition from the stage of external audit to the stage of internal guarantee, which is formed through the formation of the need to create a product of the required quality by the consumer:

The presence of competition in the market of high-quality professional labor, so that there is a clear understanding of the need to work in accordance with the needs of the product market. In another way, the market will not allow to take a stable place on it;

With a substantial increase in purchasing power. Reaching the level that allows you to select the desired product. A quality product cannot be cheap by definition, but it can be made available through market mechanisms;

A high level of professional training of manufacturers, which is ensured on the basis of the formation of a professional culture and national identity. The main thing should be the education of an attitude towards work as a matter that has dedicated its life. Expanded education of consumers, their perception as subjects of a common cause.

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

achieving the symmetry of the quality of work and remuneration;

with leading to a reasonable ratio of the difference in the amount of remuneration of managers and performers, clarity of the grounds for such proportionality;

independence of remuneration on the dynamics of professional development and on participation in the improvement of the production process;

all-round involvement of socio-cultural mechanisms for stimulating the individual to general

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corporate movement, entering the command forms of movement;

atsustainability of corporate activities;

the formation of relationships of the type: "One for all, all for one." Active promotion of the command form of responsibility for labor results;

Organization of systematic competition in the quality of labor;

with striving for national and international recognition of the quality and range of products manufactured;

formation of labor dynasties, participation in the distribution of profits;

understanding the quality of the product as a comprehensive assessment of the product;

awareness of the fact that it is the "little things" that reveal the perfection of quality, therefore, the little things should be treated as a building material of quality.

Main part

In the division of quality attributes into "primary" and "secondary" there was a rational principle associated with the specifics of the "second nature" - things transformed from the natural state by human labor. The "primary" qualities of a product or its raw materials are determined by natural reality and are completely independent of man. "Secondary" features, on the other hand, are dependent on human labor. It is labor that reveals them, or creates them, therefore, the quality of objects transformed by labor should be determined with a human assessment. The inclusion of a person as a factor in the production of the quality of the goods increases the influence of the subject of labor on the quality of production and the quality of the goods produced. In this connection, the load on the control process increases.

Management is subordinate to the solution of the problem of sustainable production of a quality product. As in any task, it is necessary here:

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

Only after receiving answers to the listed questions, we will be able to productively investigate the problem: "How realistic is our desire to give a mass producer the need for quality product results", in other words, "is it possible to sufficiently motivate obtaining a quality product from within mass production?" So far, unfortunately, quality management is carried out by introducing ideas into production that were developed not in it, but in "pure"

management theory. Such a quality management mechanism raises the significance of scientific analysis, defining the role of an auxiliary, experimental farm in the self-propelled production towards quality. A retrospective look at the history of understanding how to manage the quality of production in general terms demonstrates clearly that this story is very similar to the movement of thought on the principle of "trial and error".

The interpretation of the quality of a product that has developed under the influence of economic rationality does not reflect the socio-cultural status of a product, at least of a consumer product. It is advisable to look for a qualitative characteristic of a product intended for mass consumption at the junction of its production, economic, household and socio-cultural merits. Moreover, it is desirable that the product not only satisfy existing needs, but also stimulate their cultural development, serve as a tool for the development of the consumer's personality. Human capital participates in the creation of a product of production, and production is designed to contribute to the improvement of the individual. There is no other way to overcome alienation in the conditions of the absolutization of private property and its disproportionate distribution to labor. Only the imparting of creativity to work and a reward corresponding to creativity can be "removed", expressed in terms of Hegelian philosophy, the tension of alienation. The quality of a product in a broad sense can be viewed as a factor of social progress and as a test of socio-cultural achievements of social development.

In defining quality, the most common flaw is the lack of consistency. Quality is defined as a set of essential properties. The usual method of selecting such is the method of the pyramidal arrangement of the properties of an object. Important, but not defining, remain at the base, and as you ascend to the top, a hierarchy of the remaining properties is formed. At the top, we get the sum of the main properties, which are included in the definition of the quality of the object. G. Hegel at one time cleverly defined quality from the opposite - "quality is that, losing that, the object ceases to be itself". Following the example of the great thinker, let's define "shoes" as "clothes for the feet." How correct is this definition? For shoes, probably yes. For the quality of the shoe it is unlikely. If you deprive the shoes of the ability to be "clothes of the feet," then they really will not be shoes. If the shoe only retains its inherent ability, then the required quality of the product will be uncertain. "Footwear" can be dangerous due to the toxicity of the material, the means of fastening, and the structure that is inconvenient for movement. The formally built requirement for an item does not coincide with the quality of the item. It is significant as a prerequisite for the qualitative determination of a product. The definition of the quality of a product should be based

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on its functional purpose. The functional purpose should be considered as the state of relations between the property formally defining the object with the specifics of the operation of the object, its commercial purpose, contained in the consumer value of the goods. Legs for which clothes are made in the form of shoes are part of a living organism. These are not stocks and limbs of a corpse, also designed for specific clothing. Clothes for the feet will not be shoes until they receive sufficient evidence of their safety - hygienic, ergonomic, industrial, household and household. Quality is not a set of essential properties of a product; it is their system, the system-forming feature of which is indeed the ability to perform some formally most significant function. It is laid in the basis for determining the quality of a product by "growing" then the system itself, as a pearl in a shell is grown from a random grain of sand or the Periodic Table of Chemical Elements from atomic weight. Quality is not a set of essential properties of a product; it is their system, the system-forming feature of which is indeed the ability to perform some formally most significant function. It is laid in the basis for determining the quality of a product by "growing" then the system itself, as a pearl in a shell is grown from a random grain of sand or the Periodic Table of Chemical Elements from atomic weight. Quality is not a set of essential properties of a product; it is their system, the system-forming feature of which is indeed the ability to perform some formally most significant function. It is laid in the basis for determining the quality of a product by "growing" then the system itself, as a pearl in a shell is grown from a random grain of sand or the Periodic Table of Chemical Elements from atomic weight.

G. Hegel was right in his definition of quality, it is always better to start with what is "in sight", then to build up the definition. There is an electron shell around the nucleus of an atom, and together they define an atom. We put quality in the definition, revealing it later in the aggregate of concretizing properties. From a philosophical point of view, the quality of an object, reflecting the diversity of the world, reproduces in itself this objectively existing object difference. The quality of the product, especially for mass direct consumption by humans, requires additional clarification associated with the manufacturer's responsibility for the safety of using the product. The quality of consumer goods is more complexly structured. Its definition includes the systemic arrangement of the main competencies of technical and humanitarian significance.

It is wrong to simplify the cultural assessment of a product to the level of the aesthetic value of the product. The cultural status of a product synthesizes in itself both the culture of performance and the culture of consciousness of the manufacturer, who decides which materials to use, in whose interests to act - the profitability of production or the needs of the

consumer who trusts the manufacturer. Ascending, we can easily rise to the very top - the culture of social consciousness. In some countries they do not steal, they consider deception to be meanness, but in others everything is built on these vices, they are legalized, because they have grown into the national mentality. The replacement of the philosophical understanding of the quality of a product with an economic understanding is natural for an economy aimed primarily at making a profit, increasing capital in private interests. The economic dominant in the quality characteristic has an ideological basis. The striving to separate the economy from socio-cultural development should be considered in the same context. The idea that the economic movement should be absolutely independent of political oversight and humanitarian functions, everything non-economic is provided with taxes from the economy, is gaining strength, and most importantly it is supported by the authorities.

Attempts to oppose this logic, the common sense of social development as the progress of the individual and interpersonal relations within the framework of the social organization of the historical process are ineffective. They are assigned the role of local public opinion, which has never been distinguished by special solidarity. A philosophical systematic analysis of quality and defects in its interpretation remains the lot of professional reflection. It would seem that we are faced with a purely theoretical problem: what to call the actual quality of the product and what does the system of qualitative properties look like in the characteristics of the product? In fact, when applied in practice, it grows into an ideological problem: how it is permissible to see the quality of a product in the contemporary concrete historical circumstances of social cultural development. Simplifying the understanding of the quality of a product by reducing it to its properties, ensuring the profitability of production, makes production, and not the consumer, a system-forming factor in obtaining the "quality" of the product, which contradicts the quality of the developed economy of the "post-industrial", "new industrial" and even "industrial" society. At the dawn of humanity, the consumer rejoiced at everything that he could produce. Manufacturing was the defining aspect of the relationship with the consumer. Today the market is considered the driving force behind the development of production. In the marketplace, the initiative belongs to the buyer. Transition to the principle: "The buyer is always right!" assumes that the quality of the product is determined by its consumer. which contradicts the quality of the developed economy of the "post-industrial", "new industrial" and even "industrial" society. At the dawn of humanity, the consumer rejoiced at everything that he could produce. Manufacturing was the defining aspect of the relationship with the consumer. Today the market is considered the driving force behind the

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The economic dominant in the characteristic of the quality of the goods is clearly not modern in the philosophical sense, but it expresses the essence of the bourgeois basis of the existing economy, therefore, both politically and ideologically it will be defended. Moreover, in a certain sense it is interesting, in particular, for solving the problem of mobilizing production potential to obtain a demanded product in significant volumes, although the very quality of such a product will be conditional, "economic". The concept of "economy class" was officially recognized as a development of the concept "produced for sale in Russia."

We have already emphasized that bourgeois economists created models of efficient production of high-quality goods demanded by the market, focusing on the economic content of quality. Having driven the movement of production into a dead end with economic models of quality, top managers, together with theorists - economists, who separated the profile of their scientific interest from the socio-cultural goals of the production of material goods, were forced to recognize the consumer not as a market anti-subject, but as a partner, an accomplice of the production process. Recognizing a consumer as a companion is tantamount to including him in the production policy development team, however, formally, because he remains in the same position as a counterparty. To change the understanding of quality, it is necessary to improve production to begin with the interests of the consumer, reflect them in the properties of the product, and then think about how to optimize the organization of its mass production. Ultimately, in the beginning, a compromise solution is also acceptable, justified by the capabilities of production and the need to move by expanding these capabilities. Now the

buyer basically remains a slave with the manufacturer - the master and the political protectorate of the interests of big business. The interests of the mass consumer are propelled by the footsteps of Japanese women, while the dominance of production by the interests of enterprises is propelled by the parade of the winners. The pace of movement is not comparable, there is no noticeable advantage in promoting the interests of the consumer and, so far, is not foreseen. justified by the possibilities of production and the need to move by expanding these possibilities. Now the buyer basically remains a slave with the manufacturer - the master and the political protectorate of the interests of big business. The interests of the mass consumer are propelled by the footsteps of Japanese women, while the dominance of production by the interests of enterprises is propelled by the parade of the winners. The pace of movement is not comparable, there is no noticeable advantage in promoting the interests of the consumer and, so far, is not foreseen. while the dominance in production of the interests of enterprises is driven by the parade of the winners. The pace of movement is not comparable, there is no noticeable advantage in promoting the interests of the consumer and, so far, is not foreseen. while the dominance in production of the interests of enterprises is driven by the parade of the winners. The pace of movement is not comparable, there is no noticeable advantage in promoting the interests of the consumer and, so far, is not foreseen.

The consumer with his interest in the quality of the product is not theoretically excluded from the development of strategy, tactics and advertising. Changes in the organization of quality management have revealed the advantages of those countries where the mass consumer - he and the production worker - feels more comfortable, feels his complicity in the development of production. To make it clear whose requirements and needs we are talking about, at the end of the paragraph we read, separated by commas - "consumer requests". The interests of the consumer are taken into account, but on a leftover basis. They are remembered last of all, "if production reserves allow." In scientific and popular sources, one can find an explanation for this alignment of interests - technically complex products and their improvement are the lot of specialists. One gets the impression that specialists are not consumers.

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In ISO 9000-2015, the consumer appears at the top of the list for the first time. The first principle of the QMS states: "Customer orientation". It is the consumer who declares the properties of quality. The status of the enterprise depends on how the quality of the offered product meets the quality demands of buyers. The company must understand their current and future needs, fulfill their requirements and strive to exceed their expectations. But one should not rush to rejoice at the changes that have occurred. The quality management mechanism is still set to develop the quality of production technology, rather than to obtain a quality product. The quality of the enterprise, as before, is tested to maintain the quality of the organization of production. The interests of the consumer remain "for later." All leading international quality management quality registrars are represented in the Russian Federation: Veritas, British Standards Institute, Lloyd's Registrar, Supervision Society (TUV). In addition to them, numerous home-grown and joint ventures related to the certification of the quality of production and products offer their services on the quality management market. The problem is not in finding the desired organization, but in the fact that they are all "sharpened" for production or a product out of context with the interests of consumers, which are quite specific and far from coinciding with the views on the quality of manufacturers. related to the certification of the quality of production and products. The problem is not in finding the desired organization, but in the fact that they are all "sharpened" for production or a product out of context with the interests of consumers, which are quite specific and far from coinciding with the views on the quality of manufacturers. related to the certification of the quality of production and products. The problem is not in finding the desired organization, but in the fact that they are all "sharpened" for production or a product out of context with the interests of consumers, which are quite specific and far from coinciding with the views on the quality of manufacturers.

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

In solidarity with the above analysis of the economic history of the second half of the XX - the first two decades of the XXI centuries, we express our surprise at how it happened that when defining the latest social development through quality, the very approach to understanding quality was not radically modernized. The totality of the meaning of quality presupposes a revision of the content of the concept of "quality" and a new look at the factors that ensure the actual quality of activity and its product. The system-forming position of the quality factor in social progress also determines a new political attitude to quality. An orientation of the development of production towards internal - not introduced messages is required. Quality management must come from a need. It is in it, and not in rewarding for quality work in the form of incentives, that the true beginning of the new economic policy is. Promotion, of course, no one is going to cancel, they are swapped with motivation. Today, encouragement encourages the required quality of action, tomorrow the culture of a professional attitude to work will be completed with incentives. Movement is most productive precisely in the form of self-movement. External motivation is less effective. The remuneration should correspond to the quality of work and sustainably motivate work.

The change in the qualitative strategy of economic policy from the incentive to high-quality production to the formation of the need for a quality product is not another attempt to revive economic romanticism and not communist nostalgia for the need of a cultured person for work, as it might seem to those specialists who have reorganized from political economy to economics, reducing dialectical analysis to statistical. We are talking about solving the system-forming problem of history - about the attitude of the individual to society and society to the individual, to whom which side of the given contradiction impresses more, but in principle this is just a double spiral of social progress. A developed society is tested as a condition for personality development. In turn, a developed society is itself a product of the cultural activity of an individual. The formal and logical conclusion from the interdependence of the individual and society is obvious: it is necessary to build their relationship in harmony, on the basis of an awareness of mutual interest, bringing interests to the degree of a naturally necessary need (according to Epicurus' classification) in each other. Now we are going through the historical stage of a formal, abstract awareness of the basic contradiction of development by the individual and the subjects that determine the policy. The individual and society seem to rub themselves in motion, looking for points of mutual growth. Partly successful, there are many examples - mass production, freedom of access to education, sources of cultural development, political democracy, promotion of a culture of environmental management, solidarity in the fight against extremist aspirations,

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joint use of scientific and technological achievements, strengthening the authority of the idea of tolerance.

A special place in this list should be taken by striving for a high-quality economy. The bottom line is this: opposites, by definition, are mutually alienated. Dialectical opposites, to which the individual and society belong, are distinguished favorably by the fact that the unity in their relationship is laid down at the origin. It only needs to be brought to its general position by ascending from a formally necessary stage to an absolutely necessary one, loading the process with real content, substantively demonstrating the advantages of interaction. There is no other way of overcoming alienation, objectively inherent in the relationship between the opposites of the individual and society. Through the quality of activity - to the quality of social improvement. It is unnatural to alienate what is the real condition of your development. Under the conditions of classical capitalism, alienation was a prerequisite for the attainment of the power of capital, and the very political organization of society was openly adapted to the provision of the bourgeois state. Democracy has been adapted to the bourgeois social order. The domination of private property and the advantages of capital remained intact, but significant changes took place in the social superstructure. Class antagonism gave way to social partnership. Access to capital has led to the emergence of various forms of associative use of it in production. Cultural progress was accompanied by an interest in the quality of life, a change in this very concept. World cataclysms, no doubt, did not just frighten the peoples of Europe and Asia. They pushed the consciousness away from the abyss of extreme interests in resolving contradictions. and the very political organization of society was openly adapted to the provision of the bourgeois state. Democracy has been adapted to the bourgeois social order. The domination of private property and the advantages of capital remained intact, but significant changes took place in the social superstructure. Class antagonism gave way to social partnership. Access to capital has led to the emergence of various forms of associative use of it in production. Cultural progress was accompanied by an interest in the quality of life, a change in this very concept. World cataclysms, no doubt, did not just frighten the peoples of Europe and Asia. They pushed the consciousness away from the abyss of extreme interests in resolving contradictions. and the very political organization of society was openly adapted to the provision of the bourgeois state. Democracy has been adapted to the bourgeois social order. The domination of private property and the advantages of capital remained intact, but significant changes took place in the social superstructure. Class antagonism gave way to social partnership. Access to capital has led to the emergence of various forms of associative use of it in production. Cultural progress was accompanied by an interest in the quality of life,

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The alienation of the individual in work has not been overcome, but development objectively (society) and subjectively (personality) was carried out through interaction. There are certain conditions for the removal of alienation. And the new approach to quality - consumer-production - is a milestone on the way of bringing the main subjects of social life closer together. It will force us to make adjustments to economic policy, return a systemic understanding of society, limiting the desire to decompose public life "on the shelves". The qualitative vector of economic development, of course, will require additional costs, but that is what the state and its economic instruments will need to try to compensate for them. And the

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market will surely react positively to a quality product with its activity. In our view, the very existence of private property in the variety of forms of its implementation is not a sufficient basis for alienation in the work of the individual. Private property serves as a potential economic base for exploitation. But exploitation is not an immanent feature of it. Private property alone is not enough for exploitation. As for the opposite public (public) private property, which is controlled by the state and serves as a real subject of property, it also does not contain economic guarantees of overcoming alienation, which is not difficult to be convinced of by the experience of domestic state monopolists. Private property alone is not enough for exploitation. As for the opposite public (public) private property, which is controlled by the state and serves as a real subject of ownership, it also does not contain economic guarantees for overcoming alienation, which is not difficult to be convinced of from the experience of domestic state monopolists. Private property alone is not enough for exploitation. As for the opposite public (public) private property, which is controlled by the state and serves as a real subject of ownership, it also does not contain economic guarantees for overcoming alienation, which is not difficult to be convinced of from the experience of domestic state monopolists.

One gets the impression that the economic grounds for alienation should be sought not in property, but in distribution. Economic contradictions are insurmountable, but they allow management, the task of which is to control the nature of contradictions, to keep them within the limits of insignificant, acceptable differences that do not test the existing unity of production for historical expediency. It is appropriate to recall one more observation of G. Hegel, recognized by F. Engels as the most important in understanding the dialectics of development: "Everything that is rational is real, everything that is real is rational." G. Hegel was able to discover the grounds for the need for systemic transformations of social relations, including economic ones. There are two states in development that are perceived in the form of existence, however, they differ within the general status of their manifestation - "real existence" - "reality" and "real existence" - "reality". These forms of existence are fundamentally different in basis. "Really existing" is based on the need to be in its form, it represents an evolving reality. "Really existing" has passed the stage of its necessity, has ceased to be a factor of development, has lost its relevance. It slows down the development process. Since Hegel understood the development of thinking and society in the form of a movement towards absolute rationality, he identified the necessity of the real with reality. it represents an evolving reality. "Really existing" has passed the stage of its necessity, has ceased to be a factor of development, has lost its relevance. It slows down the development process. Since Hegel

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You can, of course, squeeze every last ruble out of the developed assortment and well-established production technology. The question is: is it necessary to do this? Time moves forward in a certain mode, "in its own way", objectively tailored to the "schedule". You will not get into the rhythm, you will lag behind, you will no longer meet the changed requirements. The art of management - production management is no exception, it consists in the ability not to "fall out" of the present, then you will always do it in accordance with rationality. Reasonableness will protect you from most problems. Deming's "seven deadly diseases" will fit into one - not to fall out of the time cycle with the definition of goods and the organization of production.

This can only be done by those who are able to mobilize human capital, to correctly focus financial and technical resources on solving this problem. Without the ability to control the "pulse" of time - to understand the specific economic and socio-cultural situation, the state of consumer interests, the real possibilities of production, there is no chance of gaining a stable position in the face of increasing competition in the market. Let us add one more addition - to the qualitative orientation of the development of production and the general conclusion will become clear: the path of economic rationality lies through the creation of actual conditions for the formation of demand for high-quality products. This need should be tested by the responsibility to the consumer as to himself. Ancient wisdom of Confucius: Treat others the way you wanted them to treat you, is not outdated, on the contrary, following it has provided advantages in economic progress to the countries of Asia. The specificity of achieving rationality in modern quality-oriented production is in the solidarity of human capital:

- internal solidarity of producers, their need for quality;
- external solidarity with the consumer, taking into account the interests of the latter;
- solidarity in understanding quality based on a combination of economic and sociocultural approaches;
- consistency and balance of economic policy of the state according to market orientation, the induction of the interests of quality in the development of the market by the instruments of the economic mechanism.

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We have tried to define and summarize the basic conditions for achieving solidarity. As far as the analysis of literature data allows us, this is being done for the first time, therefore, clarifications and additions will be perceived positively. The internal life of an enterprise consists of a large number of different actions, under processes and processes. Depending on the type of enterprise, its size and type of activity, certain processes and actions may take a leading place in it, while some processes that are widely carried out in other enterprises may either be absent or be carried out in a very small size. However, despite the huge variety of actions and processes, five groups of functional processes can be distinguished that cover the activities of any enterprise and which are the object of management by management. These functional groups of processes are the following production; marketing; finance; work with personnel; accounting (accounting and analysis of economic activity).

The 21st century has sharpened the scientific, philosophical and practical interest in competition by improving the quality of manufactured products. The scale, content, forms and significance of competition put it in a number of global problems of human development with one important clarification: it is not humanity itself that benefits from achievements in the competitive struggle, but individual subjects of human activity, starting with the personality of the performer and the head of the enterprise, and up to those states in whose interests they work. Therefore, the organization of effective participation in competition should be considered as a leading indicator of professional competence, spiritual maturity and political consciousness, bearing in mind, of course, economic policy. We all wish ourselves and our neighbors success in life, and we associate this with happiness. We explain this condition more often - by external factors: luck, luck, support. Less often - internal - personal qualities.

Judging by the interest in different types of testing, expert assessments, the question generally remains open: what determines success in life? Often, subconsciously, we feel our inefficiency, but, not understanding the origins, we react to it in different ways: some with even more frenzy pounce on disgusting work, others, with no less zeal, begin to conflict with others, blaming them for their failures. Success is usually associated with the fact that the more you produce, the more you do, the higher your efficiency, your success. They are very often confused (and sometimes even deliberately) with performance, forgetting or not knowing that any result will be effective if it is not measured against costs. The production of thoughts and things, with a positive interaction of a person with the world, obeys the general law of Nature: existence is possible only on condition: the arrival of energy must be greater than its consumption. True efficiency is a function of its

two constituent elements: the achieved result (P), as well as the resources and means (RS) that allow it to be obtained: remember the fable about the peasant and the goose laying the golden eggs Efficiency lies in the balance of its components, ie "P / PC = MEASURE". Indeed, if you adopt a model of behavior that focuses only on the golden eggs and neglects the goose, then you will soon be left without the resources that produce these golden eggs. On the other hand, if you only care about the goose, forgetting about the golden eggs, then soon you will not be able to feed yourself and the goose. So, the effectiveness of the activity lies in the proportionality of the result with resources and means: "R / PC = MEASURE". The resource of an enterprising person is the whole world around him, but first of all he himself. A person's personal resources are in his mind and character, in the skills and abilities of interacting with the world.

There is a Pareto rule: 20/80. If you try to use it in our case, you get the following. With regard to an individual person, this is: 20% of actions and thoughts give 80% of a positive result. It is striking the persistence with which a person, having been unsatisfied with the result for decades, repeats monotonous actions, but at the same time he never once has the thought: "I'm doing something wrong !? Or - is there something wrong !?" It is very easy for a person to get used to doing stupid, hard physical or monotonous intellectual work and it is very difficult for him to look at himself through the eyes of a researcher, through the eyes of a Master. They say: "they change a person - situations", but only the Master in them deeply experiences what is happening, is their active participant. The situation for the Master is filled not only with novelty, but also with meaning, in it he finds differences, changes, points of growth. He sees his goal in her. The problem evokes in him a sense of rivalry, a sense of readiness and mobilizes all his forces, which, with such a mood, only multiply with each positive decision. We learn from mistakes, but he has no mistakes, there is only experience, positive experience. It is the Masters who make up those 20% of people who account for 80% of success. And therefore, our eternal problem has the form of a dilemma: either you become a Master, or all your life you chase in the "collective" of an eighty percent crowd after the ghost of twenty percent success. And the question is justified, will we become the master of our destiny with the inner resource of the Master? but he has no mistakes, there is only experience, positive experience. It is the Masters who make up those 20% of people who account for 80% of success. And therefore, our eternal problem has the form of a dilemma: either you become a Master, or all your life you chase in the "collective" of an eighty percent crowd after the ghost of twenty percent success. And the question is justified, will we become the master of our destiny with the inner resource of the Master? but

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The strategies and behaviors developed can be assessed as productive or unproductive, depending on their relevance to the situation: let us recall the tale of a fool, a man and a goose that lays the golden eggs. The technical term for thinking styles is query modes. Query modes represent a basic set of targeted worldview techniques. They are built on previously acquired preferences, learned values and views of the world - concepts of the world and the nature of reality, which are related to the map as a system of landmarks used when moving. To succeed in learning, you just need to start working with the material, try it without any prejudice, and consolidate its assimilation with appropriate exercises. In any "masterful" skill or action, we can find a certain "strategy".

Cherished goals serve as a measure of success. Choosing and achieving goals (these include dreams, hopes, desires and specific goals) can be considered the most important components of human experience. In addition to the satisfaction of success achieved, choosing the right goal can literally change our lives. Usually the desired is achieved through personal qualities. It is personalities that turn clear goals into motivation, self-confidence, perseverance and other human qualities that steadily lead to success. Ambition is undoubtedly considered one of these qualities. The activity of imagination and the development of will, undoubtedly, is of much more benefit than overtime work. Behavior has a purpose, since it must lead to one or another result, and we interpret our actions as aimed at a certain outcome.

Even in cases where we act without realizing, we still have a fundamental motivation - an unclear goal. Consciously and accurately formulating your own goals, that is, a "well-defined outcome", increases the chances of converting our desires into appropriate

actions on the path to success. Let us analyze this in the context of the general movement towards perfection, namely:

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

Setting the right goals means being able to "correctly formulate the result." The main principles of the formation and selection of their goals are:

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

Perhaps we began to understand that if we want to change something, then we must start the change with ourselves. And in order to change ourselves effectively, we must first of all change our perception. Our personal resources and means (PC) can be described using four dimensions of human nature: physical - volitional, spiritual, intellectual and socio-emotional:

physical - volitional: exercise, nutrition, stress management; intellectual: imagination, reading, planning, writing;

socio-emotional: inner security, empathy, service, synergy;

spiritual dimension: value clarification, commitment, study and meditation.

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

knowledge, skill, desire.

Knowledge is a theoretical paradigm that determines what to do and why. Skill determines how to do it. And desire is motivation - I want to do (Figure 1).

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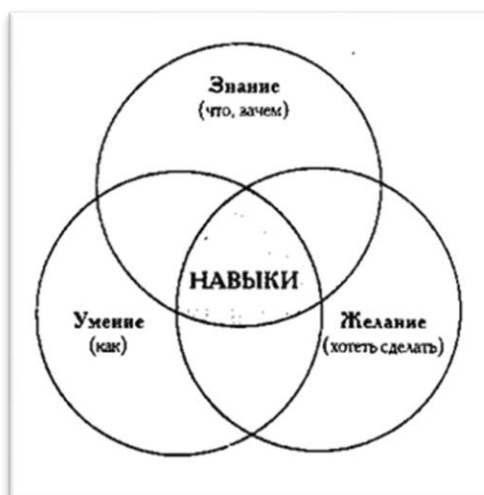


Figure 1. Characteristics of effective skills: knowledge, skill, desire

If one day we command that from now on our behavior depends on our decisions, and not on the surrounding conditions, then the very first skill necessary for the beginning of personal self-development is proactivity. Proactivity should be understood, comprehending it as a fact that by initiating what is happening, subordinating our feelings to our values, we are responsible for our actions and, above all, in front of ourselves. The behavior of a proactive person is a product of his own choice; he does not look for the “guilty” for his actions and for their results. In this case, he asks himself, and looks for the answer in himself. Stephen R. Covey believes that in order to achieve personal victory over himself, a person needs at least two more skills, besides - “Be proactive” (1); these are “Begin by imagining the ultimate goal” (2), and “First, do what needs to be done first” (3). If we have already quite clearly defined the meaning of the goal in our activity, then we still need to figure it out with the third skill. In this case, we mean the need to manage your time, clearly understanding the degree of importance and urgency of those things that we are planning to do.

Digressing from individual private aspects, we can say that the main components of any enterprise are the people who are part of the enterprise, the tasks for the solution of which this enterprise exists, and the management that forms, mobilizes and sets in motion the potential of the enterprise to solve the problems it faces ... Based on this understanding of the main components of the enterprise, it can be defined as a systematized, conscious association of people's actions, pursuing the achievement of certain goals. In the event that there are established boundaries of the enterprise, if its place in society is determined, the enterprise takes the form of a social cell and acts as a social institution. Such enterprises are both private and state enterprises, state institutions, public associations, cultural, educational institutions, etc. If the enterprise is not institutionalized, then, in this

case, we are talking about the organization as a process. For example, it can be organizing a meeting. In this view, the organization rather acts as a separate management function.

Any enterprise can be viewed as an open system embedded in the outside world. At the entrance, the enterprise receives resources from the external environment, at the exit, it gives it the product created at the enterprise. Therefore, the life of an enterprise consists of three fundamental processes:

- obtaining raw materials or resources from the external environment;
- product manufacturing;
- transfer of the product to the external environment.

All three of these processes are vital to the enterprise. Management plays a key role in maintaining a balance between these processes, as well as in mobilizing enterprise resources for its implementation. When we say that an enterprise is functioning, we mean that within its framework, people carry out certain actions aimed both at interacting with the external environment and at internal organizational interaction. The first type of interaction is the role-based functioning of the enterprise. Here the function appears in its social interpretation and is part of the general role that any enterprise performs in the system of society, i.e. in a higher-level enterprise system.

A special place in this struggle, you cannot call it any other way, is occupied by the attitude of self-awareness, the system-forming factor of which is the professional culture, which must be brought up by the head of the enterprise. If human capital determines the growth of production, then the quality of education lays the foundation for human capital. Competences are not effective by themselves, they are valid when they are formed as the needs of a person, developed in many ways and in harmony with his own, national and universal interests.

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The formula for the harmony of the interests of the individual is extremely simple. It was discovered 2500 years ago by Confucius, and I. Kant clarified it, giving a rational look “another person should not be a means for you”. Summing up the thoughts of our great ancestors, let's say: the only reliable, effective means of sustainable development of all manifestations of human life will be the achievement of mutually interested coexistence of people. With regard to production in general and consumer goods, in particular, the conclusion is even more simplified to the creation in a specific production of technical, economic and humanitarian (socio-cultural and psychological) conditions aimed at a high-quality, demanded and affordable product. The organization of production can be considered reasonable only if it is subordinated to the sole purpose of producing products demanded by consumers. Unfortunately, our modern organization of the economy opposes the producer and the consumer, turning them into opponents, instead of stimulating them, to act as a team. Where are the reasons for this abnormality, what? Is this connected with objective factors, we have not yet been able to overcome the resistance of whose forces, or are the inhibiting forces of an inertial nature, have we inherited, introduced in the order of modernization and we are able to fight them, and not with the consumer in the market? What are our reserves? Or are the braking forces of an inertial nature, have we inherited, introduced in the order of modernization and we are able to fight them, and not with the consumer in the market? What are our reserves? Or are the braking forces of an inertial nature, have we inherited, introduced in the order of modernization and we are able to fight them, and not with the consumer in the market? What are our reserves?

The answers to these questions must be sought in systems analysis, which requires an appeal to scientific and philosophical theory. One should not be afraid of the tension of thought-creation. The famous naturalist D. Dan, after analyzing the meaning of competition after Charles Darwin, came to the conclusion that competition in the struggle for existence is not limited to greater and better adaptation to circumstances, it strengthens the nervous system and develops the brain. So let's start with philosophical reflection. In economics and politics, many phenomena are known that contradict the nature and functions of these spheres of public life. Practical development does not always coincide with historical logic. History, in spite of its rational basis, does not always coincide with the history of the implementation of the activity of a Homo sapiens, often drives the reflection of reason into a dead end. In this connection, the problem arises,

They are historical dead ends from which we must regularly get out, or the product of the costs of the underdevelopment of the organization of social

relations and management, including here a limited knowledge of historical laws. In other words, speaking, we have before us the riddle of history and we should determine where to look for the keys to its solution - in consciousness, or in objective reality? What exactly should you focus on? We do not have an answer that could be reasoned enough. Moreover, it seems to us that it would be more legitimate to study the nature of this problem in parallel - both in social life and in public consciousness. The rationality of the history of human activity could not fail to lay a logically expressed picture, but the absence of extra-logical processes in the real history would look like this, as if the scenario of the story was written in advance by someone and the one who invented it continues to orchestrate the course of the historical movement. N.G. Chernyshevsky compared history with Nevsky Prospekt, laid along a ruler. He did this to emphasize that historical consistency requires specific awareness. History is comparable to the order of movement in the physical space of being, but it is located in it nonlinearly.

There are no straight lines in nature - they are conditional and exist as intervals-segments of movement. The same is in the development of society, it is reasonable to the extent of historical concreteness. And each historical concreteness carries both something new and unresolved or limitedly resolved problems left as a legacy to the coming generations. Historical logic stumbles upon the imperfection of historical concreteness and will be better understood as a sequence of concrete historical rationales built from the contradictions of the rationality of human activity, in fact, the relative logic of that historical specificity that accompanies the historical ascent of the socialized Homo sapiens. The twentieth century has confirmed the idea of historical materialism in its Marxist interpretation. The development of social life is based on the movement of material production, the connecting element of which was originally a rational-active person. Human history grew out of labor, but the current state of labor became possible only at the stage of homo sapiens, which means the following: production serves as the basis of social progress when it finds its expression in human rationality. To be a real force, production must correspond to the needs of people, the need to manifest itself in thoughts, while thoughts capture feelings, become persuasion.

The improvement of production is due to the transformation of science into a direct productive force, technical progress, however, no less dependence, the productivity and quality of productive activity depends on the moral factor - the attitude of a person to work. In this light, the Japanese mentality, developed by the original economic policy, linking the interests of owners and employees, is indicative. Its core is a national tradition dating back to the history of Confucianism. Confucius taught: “When governing the state ... you need constant

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attention to business and sincerity in relation to people, moderation in spending and love for the people. And it is no less important to encourage people to work". In Japan, China and other countries of the East, you can find examples of moral disorder, but they do not so much testify to the sociocultural reorientation in the national format as to the historical costs of the development of national culture. There, the overwhelming majority of the population continues to listen to the words and reasoning of teachers. "Wealth and nobility, explained Confucius, are the subject of human desires, but a noble husband does not use them if they got it illegally" How can a noble man bear such a high name if he has lost his philanthropy? A noble man does not part with philanthropy for an hour, it is certainly with him: both in trouble and in worldly vanity. " constitute an object of human desires, but a noble husband does not use them if they got it illegally "How can a noble husband bear such a high name if he has lost his philanthropy? A noble man does not part with philanthropy for an hour, it is certainly with him: both in trouble and in worldly vanity. " constitute an object of human desires, but a noble husband does not use them if they got it illegally "How can a noble husband bear such a high name if he has lost his philanthropy? A noble man does not part with philanthropy for an hour, it is certainly with him: both in trouble and in worldly vanity. "

To maintain the prestige of the enterprise in Japan, the main phenomenon of the social form of life is actively used - the family, family traditions, which accumulate the strength of morality. the company is served by the family. Each family member, traditionally associated with the history of production, perceives enterprises and their work in it through the prism of family tradition, relieving the burden of alienation of labor, which is inevitable in the conditions of exploitation. Exploitation itself drapes into the form of social partnership. The essential contradictions of bourgeois production remain, but the form of their perception by consciousness changes. In modern Russia, the term "exploitation" is not used to characterize production, which is not surprising given the existing practical attitude towards national culture, especially education, with an officially aimed policy at developing competencies. needed by the employer in the first place. The quality of production and the quality of the product of production depend on technical conditions - technology, technical means, organization of production, professional qualifications of organizers and performers and attitude to work. The last two components form the content of the concept of "subjective factor" or "human capital". Relying on the achievements of the scientific and technological revolution, entrepreneurs are trying to minimize the complicity of the "subjective factor" in view of its volatility. Without advertising, the "subjective factor" refers to the

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

The original law, and, in essence, the principle of this logic is the law of identity. The subject and the subject, their connection are recognized as unchanged. Movement is reduced to its relative moment - rest. Peace replaces movement and, along with it, change as the essence of any movement. Charles Darwin said: nature does not like jumps and explained, because everything consists of them. J. Cuvier, on the other hand, tried to understand the variability of species as a result of terrestrial cataclysms. The life of nature tells us that we should be afraid of logical linearity in thinking. It is effective when something is actual to bring to perfection in its traditional manifestation. For example, in the case of improving the existing assortment, achieving a rational balance of customer requirements for a well-known attractive product, its quality and price. But everything comes to an edge, improvement is no exception, therefore, you need to look in advance for options for an interesting perspective development of the product line, think not about what, in principle, already exist, improve what is available, but try to fantasize systematically, outstripping demand with innovations. Otherwise, it is irrational to manage the needs of buyers today.

Our thinking in that part, which is called creative, creative, is spacious enough for innovative actions. It is only important to understand that beyond the horizon of the known, Aristotelian logic suffers its heuristic potential. Forward thinking is thinking trying

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to "grasp" the direction of change in commodity production. It is dominated by the possibility in thinking of anticipatory reflection of reality - a property discovered by P. Anokhin. There are physiological grounds to foresee changes, mental prerequisites in the form of will, needs, emotions are also natural. It remains to look for logical tools. The arrow of movement should be transferred from Aristotelian formal logic to Hegelian dialectic, based on the principle of development of the content of concepts and changes in the concepts themselves. Representing the peculiarity of dialectical logic, its fundamental difference from the logic of Aristotle, G. Hegel wrote: "In rational logic, the concept is usually considered as a simple form of thinking and, more precisely, as a general idea ... as if the concept as such is something dead, empty, abstract." And he clarified: "Of course, the concept should be considered as a form, but as an infinite, creative form."

It is no coincidence that Karl Marx's associates noted that the founder of the universal understanding of dialectics did not leave the textbook to the heirs, since they were supposed to be the logic of analyzing the movement of production in Capital. K. Marx showed how the logical limited thinking of production managers reduces the process to capital management and brings production not only to a crisis provoked by overproduction, but also to social and political tension. The development of political economy after Karl Marx was expected, subordinated to the historical rehabilitation of capitalism. Intellectual and political forces concentrated on identifying the perfection of commodity production with its bourgeois form of organization. This is where the features of Aristotelian logic, aimed at the invariability of the conditions of inference, came in handy. If commodity production is the only universal reality of an objective historical process in a developed society, then history itself is destined to be carried out with dignity, exclusively in the form of a bourgeois organization. Thus, the consumer's thinking, also tuned in general to a formally logical type of action, leads to the final conclusion: the period preceding capitalism was prehistoric, just becoming. The true history of commodity production is being created in bourgeois form. Objective reality was embodied in an absolute, that is, ahistorical form. Further history can only be understood as the ascent of capitalism to the highest and absolute achievements and the all-round defense of the stability of the bourgeois system, which is optimal for a commodity economy.

The power of logic lies in the ability to build an internally consistent theory, but the truth of any theory is verified by more than one of its sequences. Here, the correspondence of the consequences of the theory to the realities of life is of particular importance. Economic theory is being tested on a massive scale, because its results affect everyone directly. People

may or may not be producers, but everyone consumes products and everyone wants to make consumption consistently high-quality and consistent with their ability to pay. Beginning with handicraft work and the guild form of its organization, the quality of the goods pushed all other signs of production into the background. While the division of labor wore a guild form, and inside the guild, each produced goods up to the final marketable form and fully guaranteed the quality with his own brand, the quality of production and the quality of the goods were in the unity of existence, and the problem of the quality of the goods was simplified, boiling down to the observance of the technological standard of production. Production was a way of life support for the manufacturer, therefore the relevance of the quality of the goods was removed by the specifics of his attitude to production.

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

Potentially, this problem appeared even before commodity production, but at that time it was in the form of an abstract possibility, because the reality was the relevance of the quantity of the product produced. Manufacturing was only gaining momentum as a source of human vitality. First, the problem of quantity was born, the increase in quantity raised the question of quality, since it became possible to compare the product produced, specialization of production was outlined depending on the originality of the natural environment. Production management assumes that the relevant management services manage the process of processing raw materials, materials and semi-finished products entering the entrance to the enterprise into the product that the enterprise offers to the external environment. For this, the management carries out the following operations: product development and design management; the choice of the technological process, the placement of personnel and technology in the process in order to optimize the costs of manufacturing and the choice of methods for manufacturing the product; management of the purchase of raw materials, materials and semi-finished products; inventory management in warehouses, which includes storage management of purchased goods, home-made semi-finished products for internal use and final products; quality control. home-made semi-finished products for internal use and final products; quality control. home-made semi-

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finished products for internal use and final products; quality control.

Marketing management is designed to integrate the satisfaction of the company's customers and the achievement of the company's goals into a single consistent process through marketing activities for the implementation of the product created by the enterprise. For this, the management of such processes and actions as: market research; advertising; pricing; creation of sales systems; distribution of created products; Sales: An emerging market required a variety of products. We needed goods within the framework of the difference in the purchasing power of consumers. Factory - factory production, based on a technical base, opened up the prospect of varying the quality of goods. The harsh production restrictions that characterized the shop floor have receded. Products of different quality appeared on the market. In the British philosophy of the Enlightenment, the very concept of quality was actively discussed. J. Locke proposed a version of the combination in determining the quality of the objective properties of objects and their subjective perception by consciousness. Financial management consists in the fact that management exercises control over the process of movement of funds in the enterprise. To do this, it is carried out:

- drawing up a budget and financial plan;
- formation of monetary resources;
- distribution of money between the various parties that determine the life of the enterprise;
- assessment of the financial potential of the enterprise.

Human resource management is associated with using the capabilities of employees to achieve the goals of the enterprise. HR work includes the following elements:

- selection and placement of personnel;
- training and development of personnel;
- compensation for work performed;
- creating conditions in the workplace;
- maintaining relations with trade unions and resolving labor disputes.

Accounting management involves managing the process of processing and analyzing financial information about the work of an enterprise in order to compare the actual activities of the enterprise with its capabilities, as well as with the activities of other enterprises. This allows the enterprise to uncover problems that it should pay close attention to, and choose the best ways to carry out its activities, so as not to provoke bankruptcy. The nature of the new competition in the modern world economy, due to the processes of globalization, sets high demands on manufacturers to increase the competitiveness of goods and enterprises. Increasing the competitiveness of enterprises and industries is one of the most important areas of real economic growth, both in Russia and in the regions of the Southern Federal

District and the North Caucasus Federal District, which is reflected in the program document, namely, in the strategy for the development of light industry in Russia for the period up to 2025. In this regard, the problem of the competitiveness of domestic footwear requires the development of conceptual foundations of theoretical, methodological and practical recommendations adequate to the forthcoming changes in the organizational and economic mechanism of the functioning of the entire industrial complex of the country. In modern market conditions, competitive environment and direct interaction of Russian and foreign manufacturers, solving the problem of combining state and market mechanisms for managing competitiveness is becoming a strategic resource for the economy of the regions of the Southern Federal District and the North Caucasus Federal District. In the world economy, the place of price competitiveness was taken by the competitiveness of quality levels, which increased with Russia's accession to the WTO. An increase in the quality factor of the results of the production of domestic footwear in the strategy of competition in world markets is a long-term trend. The task of increasing competitiveness for shoe enterprises is especially urgent, which, due to external factors (increased competition due to globalization, the global financial crisis) and domestic (ineffective management) have lost their competitive positions in the domestic and foreign markets. In response to negative processes in the external environment, the processes of regionalization and the creation of various network structures are intensified, one of which is the union of commodity producers and the state.

There are three main options for the concept of an enterprise in a developed economy: neoclassical, agency (stock) and the concept of partnerships - the concept of stakeholders. In the concept of stakeholders (stakeholder concept, stakeholder theory), or the theory of stakeholders, the dependence of a firm's actions on the interests of a wide variety of stakeholders, including consumers, suppliers, shareholders, managers, employees, etc., is considered. In this case, each of the stakeholders has certain rights control over the enterprise, therefore, the concept implies the need to make decisions taking into account its interests. The theory of strategic management is one of the most difficult areas of management science. For a fairly short period of existence, characterized by the rapid development of a number of concepts, it managed to turn into an independent scientific discipline with its own academic infrastructure. The most important question that theory must answer is the identification of the sources of firms' long-term competitiveness. These sources are determined by the strategy of the firm and, accordingly, raise the question of its nature. The systemic concept of the enterprise can be considered

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as a starting point for the strategic description of enterprises at the present time, since none of the above concepts "in its pure form does not represent a scheme for analysis, relevant to the real situation and role of the enterprise in any economy." Insufficient adequacy of the company's stakeholder concept arises from the fact that.

However, it should be noted that this situation was typical for the 90s of the last century, but recent years have been characterized by changes in this area. This is evidenced by the gradual development and spread of the corporate governance system in the country, one of the principles of which directly emphasizes the role of stakeholders in the management of the company. One cannot but note the recent increase in attention to the concept of social responsibility of business. The simultaneous coexistence of several concepts that describe the decision-making mechanism in enterprise management is due to the fact that different firms have specific tasks at different stages of their activities. In particular, not all companies are the main consumers of stakeholder theory, but only those who are interested in maintaining and managing partnerships with a wide range of stakeholders. For such companies, stakeholder theory can offer non-standard approaches to address their specific challenges. There is a certain relationship between the company and the stakeholders; they can be different, both competitive and collaborative. Stakeholders can exist independently of each other, or they can interact. The set of stakeholders, which the adherents of this theory call the "coalition of business participants" or "coalition of influence", is a force that continuously influences the organization, forcing it to evolve, change and adjust. For such companies, stakeholder theory can offer non-standard approaches to address their specific challenges. There is a certain relationship between the company and the stakeholders; they can be different, both competitive and collaborative. Stakeholders can exist independently of each other, or they can interact. The set of stakeholders, which the adherents of this theory call the "coalition of business participants" or "coalition of influence", is a force that continuously influences the organization, forcing it to evolve, change and adjust. but they can also interact. The set of stakeholders, which the adherents of this theory call

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The foundations of the theory began to form in the 60s of the XX century as applied to business. According to this theory, a company is not only economic integrity and a tool for making a profit, but also an element of the environment in which it operates, as well as a system that influences and itself is influenced by its environment: local communities, consumers, suppliers, public organizations, as well as personnel, investors and shareholders. In the mid-1970s, a group of researchers gave the concept of stakeholders a second wind. As groups interested in the activities of the corporation, he named not only suppliers, buyers, employees, investors and lenders, government, but also future generations. Therefore, managers should not make decisions that limit the scope of choice for new generations in the future. Considering the organization as an open system, In its modern form, the "concept of stakeholders" has been spreading since the mid-80s of the XX century. The emergence of stakeholder theory (stakeholder theory of the firm) as a full-scale, detailed theory is associated with publication in 1984 year... books by E. Freeman "Strategic Management: Stakeholder Approach". According to E. Freeman, the stakeholders (potential beneficiaries of the activity) of any firm are: the owners of the firm; buyers of her products; suppliers of various kinds of resources; company employees; local community; various broad community groups; state.

The idea put forward by E. Freeman about the representation of a firm and its external and internal environment as a set of parties interested in its activities, whose interests and requirements should be taken into account and satisfied by managers as official representatives of the firm, received wide support. A certain advance in the development of this theory was the emergence of the "stakeholder approach" by J. Post, L. Preston and S. Sachs, emphasizing the importance of relationships with stakeholders in creating organizational wealth, especially for such organizations as complex "extended enterprises", in which, according to According to the authors, large corporations were transformed at the beginning of the XXI century. In Russia, British American Tobacco began to conduct the first dialogues with stakeholders on a systematic basis in 2021 during the preparation of its non-financial report. In modern conditions, consultations and dialogues with stakeholders are regularly held by large Russian and foreign companies operating in Russia, such as RAO UES of Russia, BP, Eurochem, Norilsk Nickel, etc.

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In recent years, the practice of interacting with stakeholders is increasingly being used not only by companies, but also by state and municipal institutions, as well as non-profit organizations. In addition, non-profit organizations (NPOs) themselves act as stakeholders, becoming participants in the decision-making process by business, government, and other NPOs. An attempt was made to form a methodology for strategic analysis of the organization based on the "stakeholder" theory of the firm. The scientific basis for the study of stakeholder theory was the work of T. Donaldson, R. Mitchell, L. Preston, S. Sachs, J. Stiglitz, A.S. Weeks, E. Freeman, J. Fruman. The authors emphasize that we are talking, specifically, about relationships, and not about transactions, believing that transactions are one-time interactions, while relations are inherent in a long and repetitive nature, which does not exclude both conflicts and cooperation.

Stakeholders collaborate with the company and among themselves at different levels and develop their ability to adapt, deal with uncertainty and manage risk. The main goals of cooperation between stakeholders and the company are: changes in internal documents, improvement of business operations and the formation of effective management in the company. Stakeholders' work in partnerships includes developing solutions that contribute to sustainable development, planning, broad discussion and implementation of activities in a specific geographic area, the use of benchmarking, progressive development and the involvement of other stakeholders.

Stakeholders are persons and parties who are influenced by the activities of the enterprise or can influence its work. Stakeholder (stakeholder) theory is a universal approach to doing business. The essence of this theory is that managers at the enterprise must make decisions taking into account the interests of all interested parties in the organization. The basis of this theory is business ethics, and the main principle is that the interests of all parties are legitimate and require their satisfaction. In order to apply the theory of interested parties, it is necessary: a certain number of groups or individual participants, influencing or who can influence the process, because this theory considers the nature of emerging relationships; the interests of all participants should potentially be taken into account; the main focus is on management decisions. interests different stakeholders (stakeholders) who will represent some type of informal coalition. There may also be various relationships between stakeholders, which are not always in the nature of cooperation, coincidence of interests, and may be competitive. However, all stakeholders can be viewed as a single contradictory whole, the resultant interests of whose parts will determine the trajectory of the organization's development. Such a whole is called the "coalition of

influence" or "coalition of business participants" of the organization. In the modern interpretation of the theory of interested parties, stakeholders are considered not just as groups and persons affected by the activities of the organization, but as contributors of a certain type of resource. Stakeholders provide the organization with the resources it needs to operate, because her activity allows her to satisfy their needs. At the same time, satisfying the needs of a stakeholder is nothing more than receiving resources from the organization. Thus, the relationship between the organization and its stakeholders is built around a resource exchange, since each seeks to create its own resource base that would best suit the goals of the stakeholders.

The stakeholders of an organization can be divided into two groups: external and internal. External stakeholders include: buyers, suppliers, competitors, government agencies and organizations, regional authorities, financial intermediaries.

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

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

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

Government agencies and organizations. Corporations and government bodies have many goals in common, including creating an enabling environment for international trade, stable market conditions, curbing inflation, a successful economy, and the production of essential goods and services. Government-business partnerships (public-private partnerships) are widely practiced in foreign countries, where governments often play a more active role in the country's economic development.

Regional authorities. Good relationships with local authorities and regional organizations can lead to beneficial local regulation or local tax cuts for the

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organization. Therefore, the most far-sighted business leaders spend some funds to help regional authorities in their efforts to solve local problems. Sponsorship to support local social programs, assistance to general education schools, cultural institutions, health care, law and order, etc. allow reaching mutual understanding and support from such influential stakeholders for small and medium-sized businesses as regional authorities.

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

Internal stakeholders include managers, employees, owners and a board of directors or board, which represents managers and owners. One of the most significant internal stakeholders is the senior executive. One of the important ways that managers influence organizations is to bring their values to work processes and organizational roles. The importance of organizational values or a management-shared business ethic is that ethical principles facilitate decision-making in soft-type situations. They also provide a rationale for building a hierarchy of value for external stakeholders to organize and a sequence of actions to respond to their often concurrent demands. The most advanced way of interacting with stakeholders is bridging. It implies a strategic partnership that can exist in various forms, up to joint business with major customers or cooperation with competitors. No wonder the word "bridging" in English means "build bridges". Bridging is the organization's closest alliance with the stakeholders that matter most to it.

Such associations are most common when environmental conditions are uncertain or complex. Bridging helps reduce uncertainty through closer collaboration between organizations. Bridging firms have common goals and this is beneficial for all parties. Traditional methods of interaction with stakeholders allow to negate adverse impacts from stakeholders, while bridging has the ability not only to prevent negative impacts, but also to improve the external environment together with other parties. The approach of the theory of stakeholders to the problems of management and increasing the competitiveness of the enterprise suggests that its further development will be able to solve a number of problematic tasks facing the enterprise. Currently, there is no generally accepted methodology for assessing the competitiveness of an enterprise. A review of existing approaches to assessing the competitiveness of an

enterprise made it possible to combine them into the following groups. The first group includes an approach to determining the competitiveness of enterprises based on identifying competitive advantages. This approach arose with the emergence of strategic planning and the development of competition theory. It allows you to analyze the achieved competitive advantages of an enterprise, but does not provide an accurate quantitative expression of the assessment results and therefore cannot be used for a comparative analysis of the competitiveness of enterprises, analysis of the implementation of the plan to increase competitiveness, the dynamics of the competitiveness of enterprises. The second group of scientists proposes an assessment of competitiveness using polygonal profiles. It is based on the construction of vectors of competitiveness by factors: concept, quality, price, finance, trade, after-sales service, foreign policy, pre-sales preparation. However, the authors do not specify how factors such as concept, foreign policy, pre-sale preparation, etc. can be assessed. Other scientists (third group) offer a rating assessment of the competitiveness of an enterprise based on the following factors: product, assortment, price, image, service, packaging (design), sales volumes, market segment, supply and sales policy, advertising and demand stimulation. The disadvantage of this approach is that, in essence, it only evaluates the marketing activities of the enterprise, but does not take into account other important resources of the enterprise's potential (innovation, management, finance, etc.). In the approach considered by the authors, a simple sum of factors is obtained, the mutual weight of which is not taken into account. The fourth group of scientists proposes to assess the competitiveness of an organization on the basis of the product of the index for the mass of goods and the index of the object's efficiency. The imperfection of this approach lies in the fact that it is a simplified approach to assessment, since it does not take into account such important factors that determine the competitive advantages of an enterprise as the level of organization and implementation of marketing at the enterprise, finances, and export potential. In addition, most authors do not indicate how to determine the manufacturer's efficiency ratio. A variation of the fourth approach is the method proposed by R.A. Fatkhudinov, which proposes to evaluate the competitiveness of an enterprise as a weighted sum of the competitiveness of the main products of the enterprise in various markets, taking into account the importance of the markets. This approach is not entirely fair, since

firstly, the competitiveness of an organization is identified with the competitiveness of a product (these are different concepts),

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secondly, he proposes to introduce the importance of foreign markets twice as great as the importance of national markets;

Thirdly, the assessment method of Fatkhutdinova R.A. does not take into account other important factors influencing competitiveness - marketing, finance, innovation, management, personnel.

Fifth group The authors propose an approach based on a balanced assessment of the factors of enterprise competitiveness. The integral indicator of the competitiveness of the enterprise is determined according to the rules of linear convolution (the assessment of the factors of the competitiveness of individual aspects of the enterprise's activities is multiplied by the weight of individual factors in the total amount). So, the analysis of the theoretical and methodological aspects of the competitiveness of enterprises revealed many methods for assessing the competitiveness of enterprises.

The success of an organization is determined by the degree of satisfaction of the interests of interested parties, therefore, in order to increase the

competitiveness and efficiency of activities, the company must take into account not only its own interests, but also the interests of interested parties. In stakeholder theory, the term "stakeholder" is used, which translates to "stakeholder". Stakeholders are persons and parties who are influenced by the activities of the enterprise or can influence its work. Developing small and medium-sized enterprises, as a tool of competition, need to form a system of marketing relationships with stakeholders, a system based on mutually beneficial long-term cooperation, which makes it possible to reduce the time for making commercial decisions. Therefore, taking into account the considered methodological foundations of the competitiveness of an enterprise, a methodology for assessing and analyzing the competitiveness of an enterprise is proposed based on the theory of stakeholders (stakeholders of the enterprise). The proposed technique includes the following stages:

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

Table 1. The system of indicators for assessing the competitive potential of an enterprise

Competitive potential factors	Assessment indicators
1	2
1. Efficiency marketing	The ratio of product quality and costs of its production and marketing
	Growth rate of marketable products
	Growth in sales and profits
	Profitability
	Market share, image
2. Quality of management	The quality of partnerships
	Return on total assets, return on equity; return on investment
3. Financial state of the enterprise	Net profit for 1 rub. sales volume; profit from product sales per 1 rub. sales volume; profit ex. period for 1 rub. sales volume
	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 the receipt of goods; profitability of transaction costs; profitability of purchasing goods
6. Activity of innovation 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

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	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 labor force, level of professional qualifications of workers

So, taking into account the analysis of the system of indicators for assessing the competitive potential of the enterprise, the following system of indicators for

assessing the internal factors of the competitiveness of the enterprise can be proposed (Table 2).

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

Enterprise competitiveness factors	Indicators	Significance, %
1	2	3
1. Competitiveness of goods	Weighted average for the product range of competitiveness of the goods	40
2. Marketing Effectiveness	Exceeding the permissible level of stocks of finished goods	3
	Market share of the company	3
	Sales growth rate	3
	Assessment of the level of partnerships with the stakeholders of the enterprise	10
	Total	19
3. Quality management	Return on investment	3
	Return on Total Assets	3
	Total	6
4. The financial condition of the enterprise	Coefficient of provision with own circulating assets	3
	Current liquidity ratio	3
	Costs per 1 rub. products sold	3
	Total	9
5. The level of organization of production	Capacity utilization rate	2
	Labor productivity	2
	Depreciation of fixed assets	2
	Total	6
6. Efficiency of MTO	Reducing the level of material consumption	3
	Material efficiency	3
	Total	6
7. Activity of innovation activity	Share of innovative products	4
	Cost of innovation	4
	Total	8
8. Competitiveness of staff	The coefficient of the outstripping growth of labor productivity in relation to the growth of wages	3
	Employee turnover rate	3
	Total	6
	Total importance of competitive potential	60
	Total maximum significance score	100

Stage 2. Determination of the importance of indicators in the overall assessment of competitiveness. The significance of indicators for assessing each factor of competitive potential are presented in table 56.

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

To convert the dimensional estimates of indicators into dimensionless, it is proposed to use the index method. Indices of dimensionless indicators are determined by the formula (1) for positive indicators with a positive trend - growth (for example, profitability of sold products, labor productivity) and according to formula (2) for negative indicators with

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a positive trend - a decrease (for example, depreciation of fixed assets, excess of balances of finished products in the warehouse in comparison with the norm, staff turnover rate).

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

$$O_i = X_i^{\min} / X_i, \quad (2)$$

where O_i is a dimensionless (index) estimate of the i -th indicator of enterprise competitiveness,

X_i is the value of the i -th dimensional indicator for assessing the competitiveness of an enterprise,

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

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

Stage 4. Assessment of the competitiveness of the product. It is carried out for light industry goods according to the methodology.

Stage 5. Calculation of the generalized indicator of the competitiveness of the enterprise. It is proposed to determine a quantitative assessment of the competitiveness of an enterprise according to the following formula (3).

$$K_{\Pi} = \sum_{i=1}^m \alpha_i \times O_i, \quad (3)$$

where K_{Π} is an assessment of the competitiveness of the enterprise in percent,

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

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

m - the number of indicators for assessing the competitiveness of the enterprise.

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

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

For the qualitative characteristics of the obtained assessments of competitiveness, a scale for assessing the quality level is required. In economic practice, they use the principle of constructing scales with an equal step, progressive and regressive scales. Progressive and regressive scales are most often used for material incentives. We believe that the most appropriate is a scale with an equal step, since it, firstly, corresponds to the solution of 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 3).

Table 3. Scale for assessing the quality level of a competitive 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. 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, it reduces the subjective factor in the assessment, and thirdly, it allows an in-depth analysis, thanks to the proposed directions and indicators of analysis competitiveness of enterprises. Taking into account industry specifics in the developed methodology for analyzing and assessing the competitiveness of an enterprise consists in justifying, firstly, the system of indicators for assessing the competitiveness of

enterprises and their significance based on the correlation-regression analysis of the dependence of the resulting attribute (Y) on the factors-arguments (X_i) according to the statistical base of shoe enterprises in the Rostov region; secondly, the parameters for assessing the competitiveness of the main product groups; third, the toolkit and method for assessing consumer satisfaction with light industry products. Thus, the proposed methodology for assessing the level and quality of relations with internal and external stakeholders of the enterprise according to a number of criteria, in contrast to the existing methods of assessing and analyzing stakeholders, allows for a deeper analysis of partners and is more algorithmic. parameters for assessing the competitiveness of the main product groups; third, the

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toolkit and method for assessing consumer satisfaction with light industry products. Thus, the proposed methodology for assessing the level and quality of relations with internal and external stakeholders of the enterprise according to a number of criteria, in contrast to the existing methods of assessing and analyzing stakeholders, allows for a deeper analysis of partners and is more algorithmic. parameters for assessing the competitiveness of the main product groups; third, the toolkit and method for assessing consumer satisfaction with light industry products. Thus, the proposed methodology for assessing the level and quality of relations with internal and external stakeholders of the enterprise according to a number of criteria, in contrast to the existing methods of assessing and analyzing stakeholders, allows for a deeper analysis of partners and is more algorithmic.

Conclusion

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

These calculations indicate that with 100% of the sale of men's and women's shoes in the specified period of time, not only the costs of production and sales of products are covered, but also a profit of 3,697.4 thousand rubles remains. This testifies to the efficient operation of the enterprise, as well as to the correct marketing and assortment policy. The product profitability is 14.9%.

Table 4 presents the annual results of the shoe enterprise for the production of men's and women's shoe assortment. Most often, the company sells shoes through stores with payment after the sale, concluding contracts with the trade, indicating the timing of receipt of funds to the manufacturer's accounts. In this case, if footwear is in demand and is fully sold, then the company receives money on time, which is also needed to pay wages, purchase working capital and other expenses to ensure the development of production. During the year, the company produces 327,903 pairs of shoes. With 100% sales of these products, the enterprise will receive proceeds in the amount of 392,202.1 thousand rubles. However, this is not always the case. For example, when selling autumn shoes in the amount of 80% of the production volume, the profit is reduced by 43, 15% and amounts to only 1,178 thousand rubles, while the sale of footwear less than 47.4% of the production volume brings losses to the company. Due to the lack of funds, it is necessary to reduce the volume of production, to delay the payment of wages to workers, for which at present the managers of the enterprise can be held accountable, even criminal. If such a situation arises, it is necessary to attract borrowed funds to cover costs and organize the subsequent production of products,

which at the moment is associated with certain difficulties: interest on a loan has been significantly increased (up to 18%), loan repayment terms have been reduced, etc., leading to an even greater increase production costs. Shoe enterprises should focus both on external (consumer enterprises, competition, market conditions, etc.) and on internal factors, such as sales volume, profitability, coverage of basic costs, etc. However, it is impossible to take into account and foresee all situations that may arise during the sale of footwear, ie. some shoe models are no longer in demand at a certain stage. In this case, another, usually not advertised side of marketing should appear: if the shoes, even without taking into account the requirements of the market, have already been produced, then they must be sold. For this purpose, in order to respond to the lower prices of competitors, it is necessary to reduce too large stocks, get rid of damaged, defective shoes, eliminate leftovers, attract a large number of consumers, and stimulate shoe consumption using discounts. There are about twenty types of discounts, but for shoes the most common are these types of discounts, which are used at various levels of the enterprise, sales organizations, trade. In addition to using discounts, an enterprise can initiate a price reduction in case of underutilization of production capacities, a reduction in market share under the pressure of competition from competing enterprises, etc. In this case, the enterprise takes care of its costs, developing measures to reduce them by improving equipment and technology, introducing new types of materials into production, and constantly improving the quality of products. And all this requires large financial costs from enterprises, but, nevertheless, it contributes to an increase in the competitiveness of certain types of leather goods and the enterprise as a whole. In addition, the greater the number of footwear products produced, the more the production costs are reduced,

The developed software allows the head of the enterprise not only to track the flow of funds on a daily basis, but what is especially important, to predict the replacement of one model, the demand for which has dropped to a critical volume, when funds to cover production costs associated with this model are not provided, and the transition to production of a new model, the demand for which, based on the analysis of the marketing service, seems to guarantee its viability and demand in a volume sufficient not only to cover the costs of its production, but also to obtain the necessary profit to ensure the production itself without provoking bankruptcy.

Of course, it is good when there is already the necessary supply of this very demand for a new model, namely:

- contracts with consumers for delivery with prepayment;
- a guarantee of branded stores that, during the trial sale, the models caused demand and there is their

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demand within the limits of the volumes at which the funds spent on their launch will be refunded, and profit will be ensured, which will ensure the enterprise obtain high TEP and stability in the formation and provision consumer of competitive and demanded products.

Thus, taking into account the software for tracking the movement of cash flow and the presence of a well-functioning marketing service that is able to provide the very process of regulating the demand for the company's products, it is always possible to make the right decision to replace one model with another, while creating the basis for obtaining high TEP and preventing the workforce from bankruptcy. Of course, all this is just a desire, in reality, such work should be carried out daily. To do this, it is necessary to reconsider our attitude to the so-called break-even point, which, as it were, forms the conditions for the implementation of all our conclusions on the formation of competitive industries, providing labor

collectives with high TEP and creating the basis for preventing their bankruptcy. The traditional option of constructing a break-even point provides an understanding that the volume of output of a given model cannot be less than a certain number of pairs of a given model. But with a lot of assortment production, the number of pairs produced is formed by its demand, and if demand does not ensure its implementation in the volume that provides the enterprise with a return of all funds spent on this model, in this case the manager must decide on the advisability of launching it into production. Therefore, we consider it justified when constructing a break-even point to indicate not only the volume of production of a given model, which would guarantee the return of all costs for this model, but also how long it is necessary to replace it with a new one, so that the return of these funds is provided in full and with a profit. ...

Table 4. Annual results of the shoe enterprise for the production of men's and women's shoes

Indicators	Jan.	Feb	March	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Sales volume, pairs	26114	26114	29661	29661	29661	28168	28168	28168	25558	25558	25558	26114
Sales proceeds, thousand rubles	45032.84	45032.84	31026.82	31026.82	31026.82	24033.9	24033.9	24033.9	30640.47	30640.47	30640.47	45032.84
Unit cost, rub.	1435.54	1435.54	890.2	890.2	890.2	726.7	726.7	726.7	1024.58	1024.58	1024.58	1435.54
Full cost price, thousand rubles	37487.78	37487.78	26405.04	26405.04	26405.04	20373.34	20373.34	20373.34	25747.78	25747.78	25747.78	37487.78
Profit from sales, thousand rubles	7545.06	7545.06	4621.78	4621.78	4621.78	3660.56	3660.56	3660.56	4892.69	4892.69	4892.69	7545.06
Income tax, thousand rubles	1509	1509	924.36	924.36	924.36	732,112	732,112	732,112	978.5	978.5	978.5	1509
Net profit, thousand rubles	6036	6036	3697.4	3697.4	3697.4	2928,448	2928,448	2928,448	3914.19	3914.19	3914.19	6036
Product profitability,%	16.8	16.8	14.9	14.9	14.9	15.2	15.2	15.2	15.9	15.9	15.9	16.8

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1. An assortment policy has been developed for the formation of competitive men's, women's and children's footwear, taking into account factors affecting consumer demand: compliance with the main fashion trends, economic, social and climatic characteristics of the regions of the Southern Federal District and the North Caucasus Federal District, the production of which using modern innovative technological processes, as well as for meeting the demand of the elite consumer, using manual labor, create the basis for satisfying the demand for footwear for the buyer in these regions.

2. Innovative technological processes have been developed for the production of men's, women's and children's shoes using modern technological equipment with advanced nano technologies, which form the basis for reducing the cost of shoes and providing it with an increase in competitiveness with the products of leading foreign companies, with the possibility of a wide assortment of footwear not only by type, but also by fastening methods, which guarantees its demand in full.

3. The layouts of technological equipment have been proposed, on the basis of which it is possible to form a technological process both for the production of men's and children's and women's shoes with an optimal capacity from the production area and the form of production organization.

4. Software has been developed for calculating cash flows from the operating activities of shoe enterprises based on assessing the degree of implementation and dynamics of production and sales of products, determining the influence of factors on the change in the value of these indicators, identifying on-farm reserves and developing measures for their development, which are aimed at accelerating turnover of products and reduction of losses, which guarantees enterprises to obtain stable TEP and prevents them from bankruptcy.

5. Software has been developed for the formation of the technological process of assembling footwear and determining the cost of producing an assortment of footwear. A computer simulation model has been implemented that describes the dynamics of the shoe assembly process. The proposed methodology and the software implemented on this basis can reduce the duration of technological preparation of production and increase, due to the rationalization of the technological process, the specific consumer effect of shoes.

6. Comprehensive indicators of the effectiveness of innovative technological processes of shoe manufacturing have been calculated. Taking into account the production program, promising options for technology and equipment have been formed, the

most effective has been selected; the possibilities of streamlining the flow are revealed, allowing to exclude bottlenecks, to minimize equipment downtime, which is one of the conditions for designing innovative technological processes. The reliability of the calculations for assessing the effectiveness of technological processes by methods of target programming for various technological and organizational solutions is confirmed by calculations of indicators of economic efficiency: cost, profit and profitability, etc.

7. The proposed technique allows to reduce the duration of technological preparation of production and reduce the time of expert work while maintaining the required depth and validity of engineering conclusions. The economic effect of the research is expressed in the intellectualization of the technologist's labor with a reduction in the time spent on developing the range of manufactured shoes and assessing the efficiency of technological processes in comparison with a typical economic calculation of the total cost of making shoes.

8. The analysis of the influence of the forms of organization of production and manufacturing technology on the cost of footwear on the example of the technological process of manufacturing children's, women's and men's shoes, taking into account the shift program. Theoretical dependencies are obtained to assess the influence of the factor "organization of production" on individual calculation items as a whole and other technical and economic indicators in order to prevent enterprises from bankruptcy.

9. An effective solution has been developed to manage the competitiveness of shoe industry enterprises formed into a cluster, through the use of an innovative technological process for the entire product range of the shoe cluster, equipped with universal, highly efficient and multifunctional equipment.

10. Recommendations have been developed to ensure regulatory documentation for the formation of quality and confirmation of footwear conformity within the framework of the Customs Union, which will allow preparing certificates of conformity and declarations of conformity of the Customs Union for the entire range of footwear cluster.

11. Proposals for the creation of a testing laboratory within the cluster were substantiated, in which it is planned to test footwear to verify its compliance with the quality and safety indicators established in regulatory documents.

12. The role and main tasks of the metrological service have been formulated, its organizational structure has been developed.

13. Measures have been developed for testing and assessing the quality and safety of footwear.

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