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## ABOUT SOME FEATURES OF THE COMBINATION OF CONSENSUS MANAGEMENT OF THE PRODUCTION QUALITY OF DEMANDED PRODUCTS IN THE EYES OF MANUFACTURERS AND CONSUMERS

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

**Key words:** *assortment, assortment policy, competence, preference, standardization, production management, product quality, demand, competitiveness, stable financial position, stable TPP, demand, profit.*

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### Introduction

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The domestic light industry is going through hard times, and the consumer is offered products of dubious quality that have entered our markets by counterfeit and other illegal means, that is, they have no guarantees for buyers to exercise their rights to protect themselves from unscrupulous manufacturers and suppliers. It is necessary to reanimate the role and importance of a quality-oriented strategy, since only

in this case the heads of enterprises will subjectively and objectively be forced to improve their production, using nanotechnology and innovative processes, so that competitive and demanded materials and products fully satisfy the needs of domestic consumers. At the same time, the statement is justified that the consumption of domestic materials and products is regulated by the market. In this case, the market requirements should be dictated to manufacturers for the need to increase the role of the state and consumers - to create a stable demand for domestic materials and

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products, namely: to maintain a range of goods, regulating it by federal, regional and municipal orders; stimulate price stability; increase consumer ability and gradually improve their quality. The implementation of these tasks will create the basis for the consumer to realize the need to pay for the advantages of high-quality materials and products, and the manufacturer understands that improving the quality of materials and products cannot be associated only with rising prices, but also due to technical innovations aimed at using new technological and engineering solutions.

Today, and even more so tomorrow, the implementation of one of the defining principles of production efficiency is important - the manufacturer produces exactly what the consumer needs in an assortment that creates the basis for meeting demand.

It is equally important to understand the role and significance of high-quality activities, that is, to what extent managers have penetrated into the essence of things, learned to manage things, change their properties (assortment), form, forcing them to serve a person without significant damage to nature, for the good and in the name of man, that is, in accordance with the requirements of the Federal Law "On Technical Regulation".

Both political leaders and the government have recently been talking about the need for a competent industrial policy. A world-renowned quality specialist E. Deming, who at one time was a scientific advisor to the Japanese government and led Japan out of the economic crisis, writes in his book "Overcoming the Crisis": "managing paper money, not a long-term production strategy, is the way to abyss." Whether the state needs to pursue an industrial policy, one can quote the statement of the outstanding economist of the past, Adam Smith, who laid the foundations of the scientific analysis of the market economy 200 years ago. About the role of the state, he said: "only it can, in the interests of the nation, limit the greed of monopolists, the adventurism of bankers and the selfishness of merchants." You can't say more precisely.

What are the results of economic activity today, what are the achievements in this area? Growth of gold and foreign exchange reserves, decrease in inflation, budget surplus and other financial and economic achievements. And what, is this the end result of public administration, and not the quantity and quality of goods and services sold in the domestic and foreign markets and the population's ability to pay to purchase these goods and services? And, ultimately, not the quality of life of the country's population?

Therefore, it is quite natural that today the task is posed for all levels of the executive and legislative authorities - to improve the quality of life of Russian citizens.

Let's carry out an enlarged factor analysis of the quality of life problem. The quality of life of citizens depends on the quality of consumed goods and

services in the full range - from birth to ritual services, as well as on the ability to pay of citizens, which allows them to purchase quality goods and services. These two factors (quality and solvency) depend on the state of the country's economy, which, in turn, depends on the efficiency of enterprises in various sectors of the economy, including light industry. The efficiency of enterprises' work depends on the state of management, on the level of application of modern management methods, on the implementation of production quality requirements.

The problems of improving the quality, competitiveness of materials and products at the present stage of development of the Russian economy are becoming increasingly important. As the experience of advanced countries that at one time emerged from similar crises (the United States in the 30s, Japan, Germany in the post-war period, and later South Korea and some other countries) shows, in all cases, the basis of industrial policy and the rise economy, a strategy was put in place to improve the quality and competitiveness of products, which would be able to conquer both domestic and foreign sales markets. All the other components of the reform - economic, financial-credit, administrative - were subordinated to this main goal.

Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management. Manufacturing must improve, which does not mean becoming more costly. It was absolutely right that attention was drawn to one phenomenon that usually escapes in the troubled bustle - the historicity of the economy. The economy has not always been the way it is perceived now and will never remain. Economic life changes over time, which forces one to tune in to its changing being. The modern economy is built on a market foundation and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, which aggressively squeezes the social sphere to the sidelines, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security and fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", will replace the "social-industrial partnership - the manager and the manufacturer will become members of one team. Mass production will give way to an organization corresponding to the

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implementation of the principle - "the manufacturer produces exactly what the consumer needs." The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It demanded a new look at the fundamental concepts. And therefore the philosophy of quality must also change. We must be prepared for the coming events.

The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions "direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "in mind" or "implied." From the relationship in the dynamics of these projections, quality problems in creative thinking are built into an appropriate schedule, reflecting the relevance and profitability of activities aimed at the development of production.

The most significant and global are international quality management standards. The use of modern methods in them makes it possible to solve not only the problem of improving quality, but also the problem of efficiency and the problem of productivity. That is, today the concept of "quality management" is being transformed into the concept of "quality management".

Thus, solving the problem of increasing the efficiency and competitiveness of the economy, and ultimately the quality of life, is impossible without the implementation of a well-thought-out and competent industrial policy, in which innovation and quality should become a priority.

The results of studies carried out under the UN Development Program have made it possible to measure the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth is accounted for by natural resources and production structure. A quality-oriented strategy undoubtedly contributes to an increase in the very role of the subjective factor in the development of production, and to a more complete all-round satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to one's capabilities," no one openly and officially dared to cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by the inner forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that learning about nature reveals its quality, state of quality, quality levels, embodying new knowledge in production. Post-classical economic thought shifted quality towards

consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in the systemic sense - temporary, conditional. And here it is absolutely justified that the main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands must dominate production. The task of society is to contribute to the development of demand in the market worldwide: to maintain the range of goods, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning, which is not focused on such goods and services for which the market is in demand." Try to argue with him. Production during the transition from industrial to post-industrial society of mass consumption is thought of as a function of the market.

And the authors fill these quality properties with criteria, namely:

- ideology of quality - the perspective of production development;
- quality management is an integrated approach to solving the quality problem;
- fashion and technical regulation - components of the quality of the manufactured footwear;
- quality systems "ORDERING / 5 S" and "THREE" NOT "- not only the basis for the stability and safety of production, but also a quality guarantee;
- quality in the market is a paradigm for the formation of production that meets the needs of the market;
- advertising is always at the service of quality;
- excursion into the past as a guarantee of quality in the future;
- the product quality assessment model is the production priorities;
- forecasting the cost of quality in the development of a new range of footwear - the guarantee of its relevance and its competitiveness;
- methodology of business visual assessment of a product - a means of assessing the effectiveness of quality;
- improving the quality and competitiveness of domestic special footwear;
- on indicators for assessing the quality of footwear - as a tool for the formation of popular products;
- quality and market: a marriage of convenience and this is indisputable;
- the stability of the enterprises - the guarantor of the quality of their footwear;
- all these aspects together and provide a quality revolution, guaranteeing the manufacturer stable success in the market with unstable demand.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activities of an important branch of the public

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economy of leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. A separate author, no matter how knowledgeable and authoritative he was, was forced by the nature of the circumstances to explain not only his point of view on the problem under study, but also to talk about how colleagues "see" this problem, to present someone else's view of the order of things, to transform in the process of the declared discussions in their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such a wonderful thinker as G. Hegel sinned, willingly or unwillingly substituting opponents so that it would be more convenient to criticize them. This work presents an original author's approach and opens up the opportunity to learn the most significant first-hand, without intermediaries, which often darken creative relationships.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. For all the economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, in the same way as the premieres of modern production. Analysts predict the course towards the quality of goods confidently and everywhere. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. Production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", will replace the "social - production - military partnership" - the manager and the manufacturer will become members of one team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer produces exactly what the consumer needs." The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at core concepts. The philosophy of quality will also change. We must be prepared for the coming events.

The main question is: what dominates in quality - advertising or manufacturer and will the revolution unite them in quality or will it be impossible to do it? But life will judge both.

### Main part

The characteristic features of the modern world economy are unstable production and unstable demand. Traditionally, it is believed that the first is determined by the second. This formed the "cornerstone" in the foundation of economic theory, which replaced classical political economy. According to the dominant economic concepts of the 20th century, the locomotive of development is the demand for goods, i.e. not production, but the market

drives the economy. The famous formula of Karl Marx - one of the pillars of classical political economy -  $T - D - T$  today is perceived locally, that is, as it looks in the final expression: the sale of goods depends on the amount of money circulating in the market, in other words, real purchasing power of consumers. From the proceeds received by the seller, in turn, the quantity and quality of the new batch of goods - the prospect of production - depends.

The market should strive to be self-sufficient. It requires maximum freedom to function properly. The idea of the founder of classical political economy, A. Smith, about the need for freedom of activity of the producer of goods in the newest non-classical economic theory was transformed into a provision on freedom of the market in accordance with the shift of ideological priorities from production to distribution.

A. Smith was, of course, right in the struggle for the freedom of the commodity producer, while the freedom of the market is far from identical with the freedom of the one who creates the real wealth of mankind. In conditions of complete freedom, the self-movement of the market, starting from the scale of the region, is doomed to instability. Unlike manufacturers who have the opportunity to enter into real cooperative relations and regulate the production of goods by assortment, quantity, price range and other parameters, sellers, most of whom are resellers, intermediaries, speculators, are not heavily burdened with production interests. They have long become professional sellers, resellers. They don't care what to sell, the main thing is to get good and quick money. They absolutely do not care about the future of a particular production.

The viciousness of the market we are dealing with in Russia is as follows: instead of providing normal opportunities for interaction between the buyer and the manufacturer (through the product and demonstration of the culture of its production), our market "divorces" the main market actors, making the figure of an intermediary absolute, usually uninterested in the fate of the manufacturer. One gets the impression that the market exists, so that the buyer is not "steamed" by the interests and real culture of a particular manufacturer, the existence of a merchant is quite enough, by the way, in essence, he has little responsibility for anything.

"Freedom of the producer" and "freedom of organizing commercial activities" (formal legal, financial and narrowly organizational control instruments of the latter have nothing to do with our problem, they do not significantly affect the achievement of production stability, stabilization of financial flows, mutual satisfaction of the producer and consumer) - freedom of a fundamentally different order. The state should not consider the market only as a source of tax revenues, a condition for a healthy lifestyle and safety of consumption.

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The market is a link in the normal development of regional and national production. It is this function of the market that should be recorded as the first line in all documents of state economic policy. The very same economic activity should be built in the form of a policy aimed at consistently protecting the interests of producers, and not so much from foreign competitors, but from fellow countrymen-officials and all kinds of officials who have adapted to the practice, legalized with the help of officials, criminal organizations.

The fantasy of the restless comrade Bender was limited to four hundred ways to get around the articles of the criminal code. How many such methods are now, hardly anyone will undertake to count. The saddest thing is that today Ostap Ibragimovich's extraordinary creative abilities are not needed, and therefore there are much more fraudsters than manufacturers of goods. The anti-hero Ilf and Petrov understood the futility of being a millionaire in his country, fled to Romania and lost a million at the border. For today's millionaires, the episode with the crossing of the border and the robbery of the enterprising "son" of Lieutenant Schmidt is the funniest passage in the novel.

Historical parallels are arbitrary, but instructive. It is senseless to repeat history, it is reasonable to draw lessons from history, to learn from historical experience, mainly national, without disdaining the past practice of other peoples. As never before, the experience of Peter I is relevant in the 21st century. Peter received the addition "Great", resolving the no less difficult situation that had developed in the country by the end of the 17th century.

The western borders of Russia, for the Europeans of that era, were the borderline where civilization ended and barbarism began. Something like this, two thousand years earlier, the Greeks and Romans considered their borders in the north, west and east. Almost everything was in decline: education, education, science, industry, agriculture, construction. The reasoning of the church leaders, who suggested that the fate of Russia to be the "third Rome", spoke to few people about something. And to be the "third Rome", having inherited the faded greatness of Byzantium, did not seem to be a very tempting prospect. Byzantium became an ordinary stronghold of Orthodoxy and, under the influence of the Church, was selective about the scientific and philosophical acquisitions of Antiquity. In the culture of Byzantium, the ideas of Aristotle, medieval patristism and scholasticism were mixed. The understanding of science, which was formed in Western Europe in the 16th - 17th centuries, was resolutely rejected by the Byzantine heirs.

Orientation towards Byzantium was reasonable in the 8th - 10th centuries. The adoption of Christianity and the alliance with a powerful patron contributed to the integration of the Slavs, the

formation of Russia as a single state. At that time, such an alliance was progressive in all aspects of cultural development.

Peter accepted Russia in a state of extreme backwardness, Europe was accelerating forward, leaving Russia with an Asian fate. The greatness of Peter, in contrast to contemporary politicians and spiritual leaders, manifested itself not in greater suffering and prayers, but in the ability to understand the intricacies of real life, to identify and take under personal control the nodal links of the socio-economic chain of events - past and present. He correctly assessed the situation, focusing his efforts on the economic revival of the country, and in essence began to build a new economy. Economic construction showed him a lack of education and education, a general cultural component. Peter launched a cultural "revolution".

The church did not like radical cultural innovations. Peter showed character here too. He did not try to persuade anyone or adapt to anyone. The tsar entrusted himself with the rank of patriarch.

Politics cannot be effective if it only adapts to the specifics of the economy and culture. Politics in everything should be a locomotive, act ahead, guide. It is deadly for politics to accompany a socio-economic movement.

Western ideologists are cunning, portraying the state as an intermediary between production and consumption. They argue that the task of politics is to ensure social justice in the distribution of national wealth, the state should not interfere in the economic movement - it is self-sufficient. The lies of such lobbying concepts become apparent in times of crisis. As soon as a recession begins, a decline in production, debts grow, a shortage of liquidity is formed, producers, especially financial intermediaries, go directly to the state for help and are the first to receive it.

Peter ruled the country with decrees. As a rule, he composed the text of the decrees himself, be sure to explain exactly what purpose this decree has, how it should be executed and what awaits those who do not. A.S. Pushkin, who studied the archive of Peter I, noticed that the decrees were often not fully thought out, the fruit of an impromptu. The great poet and thinker is right in his own way, with the proviso that Pushkin was not a great sovereign. Peter was forced to be operatively cruel. He was responsible for the fate of the Fatherland. The one who took upon himself such a fate should not constantly look back at the laws in force and be afraid not to fit into their letter.

The historical routes are not laid by God, they are not developed a priori, they have to be laid, mastering a new historical space. The professional traveler does not hide behind the laws of nature, exploring the unknown. And in politics it is necessary to show an innovative approach, to improve the legal order of things. Laws are not absolute, they reflect

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reality generalized in legal terms. Politics is the art of managing a historically concrete reality that changes over time. Situational, problem thinking is important here. Realizing that it was impossible to build a new industry, to activate agricultural production without free access to sea transportation, the first Russian emperor resorted to extreme measures. In our time, there is no such need - thanks to Peter I - that makes the fate of politicians easier, without reducing the level of responsibility of actions, their innovativeness.

The easiest way to write off the crisis in Russia's traditional industries is instability and a transitional economic process. The transitional period, which has clearly been prolonged due to vague politics, will come to an end sometime. As far as instability is concerned, politicians will be disappointed. In all likelihood, the cyclical nature of crises, discovered and explained by K. Marx, capitalism has left in the past. Modern crises testify not so much to the peculiarities of the dynamics of industrialized countries as to the crisis of the system of the bourgeois mode of production itself and the weakness of the social superstructure to take control of the growing negative trends.

The separation of finance from real production, the absolutization of the freedom of financial capital, the concentration of financial flows lead development to a dead end, cause anarchy provoked by stock market speculations. Instability becomes a stable, general sign, and at the time to talk about the nature of instability, which, like everything else, is changeable, to hope that instability will not gallop.

A significant part of traditional Russian crafts has developed in the Non-Black Earth Region, primarily around Moscow. The geography of the history of light industry is understandable. There was a stable sales market and there was no shortage of workers, and the Lord did not deprive the Russians of talent. Over the twenty years of the return to capitalism for centuries, the perfected industries have either already been lost, or they are surviving, having lost hope.

None of the politicians "rings the bells" that it is not factories, workshops, workshops that are dying, but a layer of national labor culture is crumbling. Kuznetsov porcelain, Ivanovo textiles, Kostroma lace, Palekh, Mstera, Kholui, Fedoskino, Zhostkovo, Gus-Khrustalny, Dymkovo, Khokhloma - all this made us Russians. Shoes can be sewn anywhere, for example, in China, clothes - in Kyrgyzstan and in the same China. But there are many household products that have grown into the culture of the people who invented them. Their originality is unique.

Talk about cheap labor in China is yet another myth. In non-capital Russia, they earn no more than ordinary citizens in China. The essence is in the organization of production, in economic policy. In the People's Republic of China, the interests of the people and the country really come first. Economic activity

in China has a clear and political landmark. In the Russian Federation, economic benefit is elevated to an absolute criterion, which is absurd, because the economy is not the goal of social development, it is just a means of this development. In China, the manufacturer is maximally protected from "assaults", the law serves as a "roof" for him; the procedure for communicating with the buyer (customer) is extremely simplified, which significantly reduces the time of the transaction and the execution of the order, minimizes non-production costs; relations in the market are close to the normal conditions of its functioning.

Russian laws regulate the market space. The market space is a legally formalized reality, conditionally built according to the formula "it should be so", and this does not mean at all that it is and will be so. The actual market reality is built as an environment for the interdependent coexistence of the producer, the seller (if the producer himself does not act as such) and the buyer - consumer (the inclusion of a reseller is highly undesirable).

Russia has always been strong in the spirit of its provinces. The capitals accumulate the spiritual forces of the outskirts. It is these forces, like springs and small rivers, that give birth to large ones. The current flourishing of Moscow and St. Petersburg should not be misleading. Real life continues in the vastness of the country. 130 million Russians still live and work where our real power of the people is concentrated. What is encouraging? Strength of character of people. J.I. Alferov's foreign colleagues-scientists asked: "Are you an optimist?" He replied: "Yes, and my optimism is invincible." "Why?" Was the next question. "Because, the famous physicist explained, there are more and more optimists around me. Pessimists have moved to your countries. With which I congratulate you."

The authorities do not want to see the specifics of the Russian model of unstable demand for consumer goods: footwear, clothing, food, furniture, and household items. In Europe, the USA, Canada, during the crisis, the purchasing power of the bulk of the population decreases and, accordingly, the prices of goods go down, compensating, at least in part, for the satisfaction of essential living needs. The dynamics of prices for consumer goods in our country is always directed in one direction - increasing. Oscillations, of course, are observed, they are only noticeable in the official statistics. A normal market cannot change regardless of the state of production and consumption.

The Russian market reacts to changes in the exchange rate, but again only in terms of price increases. The impression is that the market is run by "puppeteers". The version is not indisputable, nevertheless, it is logically quite admissible. The authorities do not show activity, explaining that the desire to use regulatory mechanisms will inevitably

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lead to the impoverishment of the market and a shortage of goods. The natural question is: where will they go? No answer. Indeed, try to explain where Chinese, Turkish, Latin American goods, products of Poland, Hungary, Ukraine, Moldova, Azerbaijan, Uzbekistan, the Baltic states will go from the Russian market? Who else needs them?

We need the protection of our own producers, who feed us, put on shoes, and dress us. Russians in the last decade of the last century understood the advantages of domestic food products. The next step is the quality of light industry goods. And the state can promote their sustainable appearance on store shelves. What needs to be done for this? Develop a specific program and strictly monitor its implementation by officials.

The program for the return of Russian manufacturers to the market should provide for reciprocal steps by the state and enterprises. Going back to what and how they sewed before is pointless. An internal restructuring of production is required, and the market begins to feel it. Shoe and garment enterprises have appeared in Russia, supplying products that are quite competitive. The buyer, however, is still more surprised to find such products. Nevertheless, the process has begun and it needs to be promoted.

Of course, we are not talking about additional financing of the industry. "Industry" is a collective concept that does not generalize not achievements in assortment, design art, quality, color. All manufacturers of certain products fall under the general concept. Both those who seek to modernize production and those who do not rely on their own strength are accustomed to asking for help from the state. Only innovators deserve additional financial assistance; it is effective in targeted implementation. We must help preserve traditional folk crafts. They are technically and technologically conservative, with limited innovation.

The government responded to the appeal for help from VAZ, St. Petersburg, Ural, Far Eastern enterprises, referring to their city-forming and national importance. Everything is correct, except for one thing - what kind of patriotism, what national pride can we talk about if a Russian is dressed and shod with foreign manufacturers, and foreigners will also feed and water him. A great power starts small - with the realization that we can do everyday things ourselves no worse than anyone else. We are surrounded by little things, they are in everything, and their meaning is not always fully visible, but it is they that create our mood.

Outdated VAZ products were exchanged for new cars, the state subsidized the exchange. An old suit cannot be handed over in exchange for a new one, and shoes that fail to meet the requirements cannot be taken back to the factory. There is another option - the state is able to compensate the buyer of domestic

clothing and footwear products, say, 15 - 20% of the price. This particular form of protectionism will turn the buyer towards domestic goods and help speed up the sale of products.

It is no secret that the Russian consumer of footwear, unlike the manufacturer, expects to carry the purchased goods for more than one or two seasons. Products will need updating, repair. Why not, following the example of branded service stations, organize a branded network to support the operation of footwear and clothing. The repair would be cheaper and better. Equally important, such service would enhance the reputation of the manufacturer. The average buyer, purchasing domestic shoes for 1500-2000 rubles, naturally thinks that he will wear them for a long time. His choice of repair addresses is small: to do it yourself, to go to a shoemaker-handicraftsman or to a company workshop. It is advisable to make workshops consolidated, so it will be less costly.

The state should take upon itself the lion's share of the costs of organizing the economic and industrial educational program. Branded foreign shoes are not worth the declared price, so sellers easily carry out various promotions and markdowns. The buyer, who is not privy to the intricacies of the market, naively believes that the difference in price is proportional to the difference in the quality of the goods and saves money, takes out a loan so as not to make a mistake with the choice, advertising constantly reminds him - "the miser pays twice!" Next to the branded shoes there are fashionable, made of genuine leather, tastefully finished Russian products, the price of which is one and a half to two times lower, but who would explain that they are of the same quality. On the contrary, the advertising policy paid by branded companies purposefully creates the idea that it is impossible to produce high-quality modern goods at Russian enterprises.

The program "Habitat" was launched on television, debunking myths about the usefulness of foreign products. We need a similar program dedicated to the quality of light industry products. Rospotrebnadzor regularly restricts the import of food products into the country due to exceeding the maximum permissible levels of ingredients that are harmful or hazardous to health. The dangers of shoes and clothing made in China are reported in Turkey sporadically in connection with any high-profile incidents. A suspicion about the strangeness of such a policy involuntarily arises. Someone benefits from shielding the main competitors of domestic manufacturers. Lobbying in Russia is legalized and has become a good business for officials hiding behind world practice.

Scattered and still weak enterprises find it difficult to resist a large-scale, well-developed policy that facilitates the occupation of the Russian market by foreign producers. This is also facilitated by the abolition of the mandatory certification of goods. The

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measure is probably suitable for Western Europe with its consumer culture, but not for Russia, which is littered with counterfeit products of the most problematic manufacturers. There is no need to wait for a decline in market tension in order to win a place in the market, to gain stability, you need to act assertively and comprehensively, to revive the former Soviet experience of organizing work with a potential consumer. Fortunately, the development of the economy opens up prospects for this kind of activity.

Practice is effective when theory sanctifies its path. At first glance, turning to theory in the conditions of anarchy in the market is not quite timely. On a fire, you need to extinguish, not reason. It depends on what the fire is. Sometimes it is important to think about how to act, develop a plan, and identify possible plots for the development of the process. As for the conquest of the market, there is no way to act without a systematic understanding of the situation. It will turn out to be too primitive and ineffective.

The economy of the 20th century developed as a mass production economy. The organization of mass production was an outstanding achievement that provided access to material benefits for a significant part of humanity - there were a lot of goods, they became cheap. But mass production made the problem of the quality of the manufactured goods actualized.

The growth of prosperity, the development of education, cultural progress, the increasing technical range of products naturally shifted the interest of consumers in the direction of the quality of products offered on the market. The problem of quality was transformed from a purely production problem into a socio-economic and political one. "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 also entire countries - Sweden, Great Britain, the United States - to pay attention to quality improvement as the only means of helping national economy to resist the onslaught of competitors".

Quality is a systemic characteristic of a product, in which the product appears in its holistic expression. In its most general form, "quality" is "what Hegel wrote, losing that, the phenomenon ceases to be itself." It is reasonable to assume that the understanding of quality is due to the nature of the phenomenon. Phenomena of natural origin, that is, arising without human participation, are entirely objective, and the quality of such phenomena is the exclusive result of their self-movement.

The phenomena associated with the origin of human activity are also objectively qualitative, but the objectivity of the quality of these phenomena is dualistic. An objectified part is added to the natural basis of a commodity produced by a person, as a rule, a reified expression of the creative component of labor

- knowledge, considerations, feelings, skills, in a word, what in the aggregate appears in the concept of the qualifying contribution of the subject of labor to the process of creating a commodity from an object.

The quality of an object turned into a commodity is formed by the interaction of the natural, humanitarian and social. As a result, a person has a natural right to see the quality of a product in the system of his, human, values. From here we get the opportunity to draw a very important conclusion: the quality of natural phenomena is given, the quality of created goods (products) is built simultaneously with the formation of the ability to feel quality. The upbringing of high-quality ideas can be spontaneous, incidental, or directed, modulated. Once the famous French artist E. Delacroix was asked if he could paint a portrait of Madonna with mud? Yes, he replied, only I need an appropriate background. The upbringing of the consumer is not only a matter of the consumer himself. It is also an opportunity for a manufacturer to have a regular customer.

Investigating the problem of the characteristics of the quality of goods, we did not find works devoted to the system analysis of quality - considering it in a system that links production, market and consumption, namely, it contains the opportunity to find an answer to the fundamental question: how to achieve a stable position in an unstable environment of existence.

The literature mainly deals with the quality of production of goods. And in this direction, the theory has reached the state of development that is required for practical progress in quality management. But this is clearly not enough to manage the activities of enterprises, taking into account the volatility of market dynamics.

The demand for goods produced at enterprises of the light and food industries (and not only!) Is due not only to an expert assessment of the quality made by the production or at its request. The fate of a product is decided at the crossroads of interests and financial capabilities of three subjects: the producer, the consumer and the market that connects the first two. In concrete terms, it looks like this: everyone solves his own problem, but should not absolutize his status, remembering his systemic position, which obliges him to act with an eye to the potential of the "partners" - are they ready for the proposed solution to the problem. That is why it is so important today to stay ahead of practical steps with balanced assessments of the current situation.

In the last quarter of a century, the term "problem", pushing its "competitor" - "task" to the periphery, has firmly established itself in the verbal leaders of all discussions, regardless of their scale. The "problem" has become a kind of "brand", indicating the high professional rate of discussion. In such a rapid ascent of the "authority" of the problem, one can easily find political roots. The current, clearly



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inflated status of the problem is an ideological move that secures a certain political line. Deficiencies in qualifications can be hidden behind a problem, and politicians are led away from real matters by problems, which they are unable to solve.

There is indeed an element of mystery in the “problem” policy. In the interpretation of the term, domestic classics: V.I. Dahl, R. Brockhaus and I. Efron - point to this. Emphasizing the natural kinship of the “problem” and the “task”, they note the peculiarity of the problem, which manifests itself in its unusualness as a task: the task has a way of solving in existing existence, the problem is also solved as a task, but so far there is no way to solve it. It exists conditionally, potentially. Interpretation of the problem by reducing the concept to a more general concept of “task” contains a hint for those who are aimed not at discussion, but at a solution. The solution to the problem should be sought by considering the problem as a complex problem, composed of several coexisting in a complex or sequentially related problems. The important thing here is that the “problem” is not something inaccessible to ordinary thinking, it is the sum of tasks. Dealing with the problem is like decrypting this sum of solution problems, then the simpler, already known problems combined in the problem. The problem should be presented as a technical problem. The solution to a technical problem is carried out in two ways: empirical or theoretical. All five of the simplest technical devices were created before Archimedes, even the “Archimedes screw”, but they were all the product of an experimental search built on trial and error, so their use and modernization, integration presented considerable difficulties. The merit of Archimedes was that the great ancient thinker developed the theory of these mechanisms, thereby helping to solve practical problems of various scales. He “removed” the problem, presenting it as a sum of problems, and found their solution.

So, we must start by reducing the problem to a normal technical expression, i.e. try to represent it as a certain amount of tasks.

Why exactly tasks? The answer, in essence, has already been given: the problem has a quantitative (normative) expression, or it can be simplified to the possibility of quantitative expression. The main thing is not to hide behind the quality of the problem, but to look for its equivalent quantitative expression.

The history of science naturally begins with mathematics, and the qualitative level of development of scientific knowledge is due to the improvement of mathematics. Mathematics holds the keys to the secrets of any discovery. D.I. Mendeleev constantly emphasized: scientific knowledge begins with measurement. The normative form of scientific knowledge serves as a clear illustration of the value for science of a quantitative description of a phenomenon. Finding a way to quantitatively describe an event means fulfilling a necessary condition in unraveling its qualitative existence.

The problem is the allocation of a phenomenon in the theory of quality. The next stage is already technical - the definition of regulatory characteristics. Normativeness, represented by properties and quantitative parameters, allows thinking to be engaged in a working, professional and practical business.

When developing standards, they always feel the pressure of the need to match the set parameters to the qualitative characteristics of the product. Compliance with the norm and quality properties is objectively relative, their coincidence is achieved conditionally, i.e. it takes place because the manufacturer himself determines the quality parameters of the product, often this is entrusted to expert organizations. But all the same, some quality model is taken as quality. Someone, to put it simply, assigns quality. The real quality in such a perfectly acceptable version of the development of events remains a transcendental formation.

Why did subjective and transcendental idealism turn out to be so in demand in various spheres of non-philosophical professional activity? Because thinking professionals, including reflective engineers, scientists, teachers, have found in them a solution to their specific issues. Someone decided not to complicate professional reflections by recognizing the supersensible as reality, limiting themselves to the “quality model”, others thought that sensual reality would deprive us of a reliable intersubjective quality criterion and condemn us to eternal discussions on the topic “What is good and why is it not bad?” They accepted the idea of a transcendental substance, primary in relation to the individual consciousness, which can direct professional thought by its logic. Of course, the transcendental being will not expose the formula for the specific quality of the product, but it will communicate the logical premises of the definition. As a result, it will equip professional searches for qualitative definiteness with the technology of thinking.

Philosophy is not a set of master keys to understanding quality, however, like quality, it is not Aladdin's cave. The understanding of quality changes historically following a change in the state of real quality, and the real quality in the world of human life is far from the same as the quality of natural things.

A person learns from nature, imitates what he sees in it. If the “findings” of nature, formed over hundreds of millions of years of natural selection and inheritance of the emerging traits, help a person to solve his problems, he borrows them, remaking them for himself.

The “first shoes” and “first clothes” created by man differed little from the protection of the limbs and body of animals. The sole of the shoe is inspired by the protective layer of the skin of animals that lived next to humans, the heel is a stylized copy of the

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structure of the hooves. Our ancestors either did not wear clothes, or were made from ready-made skins.

Together with the establishment of relationships with nature, human ideas were formed, which later grew into an understanding of what was happening. The understanding of quality was originally formed under the influence of the objective properties of things. With the development of human activity, imitation gave way to creativity. Already the rock paintings of our ancestors show that consciousness was not content with copying. It was looking for its own paths of movement. A person could not only repeat the quality of things, he was obliged to supplement them with history, to adapt them to an active way of existence. The historical logic of human existence, built on the basis of its reasonably active nature, made it necessary to include in the understanding of the quality of things of anthropogenic production of elements of non-natural and non-material origin - the needs and interests of man. "Quality" is included in a system of relations that is different from the natural one, and its influence on the interpretation of quality only increases with time. This acceleration has become especially noticeable in the context of market liberalization of the economy.

Man is *Homo sapiens* for anthropologists and biologists. For himself, man is a creature conditioned by needs. And here nature cannot be deceived. F. Engels was not cunning when, at the grave of his comrade and idol, he said that before creating, a person must drink, eat, dress and have a roof over his head.

Human life as a biological phenomenon is essentially material, the possibilities of transforming human activity are determined by the state of production of the material foundations of life. A person measured and measures the quality of things not so much depending on their relationship with other things, but on their relationship to them. Even ancient thinkers noted: "Man is the measure of all things."

Modern man will not produce what he does not need. E. Deming always began listing the seven deadly diseases of the market that he established with a discrepancy between the product and the market demand. What has been said should not be absolutized, tearing it out of the general system of reasoning about quality, however, it is clear that in determining the quality of things created by man, it is necessary to proceed from the human attitude towards them, and not from their objective properties alone. A measure of professional labor is invested in the produced product, even when it is not intended for the market, it has absorbed the human principle: knowledge, will, skill, therefore it cannot be determined purely objectively through the presence or absence of natural properties.

The natural principle of the product of human activity represents only objective grounds that made it possible to build on them another part of the product,

which materialized the quality of the individual's labor. A person, as it were, shares a part of himself: he transfers the reproducible part of his professional quality to another material phenomenon. Moreover, this is another phenomenon - the product of the activity of the master.

In this respect, nature is only an accomplice, the raw material base of the master. Determining the objectivity of quality, they often simplify the interpretation of objectivity. It is inappropriate to reduce the concept of "objectivity" to material, natural existence.

It is broader and allows for such additions as "objective relations that have a nature different from matter" - they are not material, but only establish the way of their coexistence, for example, production relations: property, distribution, exchange.

When characterizing the quality of the product of activity, it is advisable to rely not so much on its natural nature as on the concreteness of the product's existence - its spatio-temporal functions and design. The portfolio is purchased not for the season, therefore the buyer is guided, first of all, by stable trends in fashion, preferences of his own taste and high-quality, natural properties of the thing. He is ready to exchange "good" money for a rather expensive product.

Moving to the shoe department, the same customer of the store will change his view of the product. Limited in funds, and most importantly, not accustomed to "throwing money down the drain", he will be guided by a different approach.

They try to buy shoes for a season, for a maximum of two, therefore, it is also possible to invest "good money", however, in the concept of "good money" it will be necessary to modify the relationship of priorities.

In the new expression, the concept of "good money" will be correlated with the concept of "price". Everything, ultimately, will be simplified to a specific quantitative proportion - money per unit of time. A portfolio bought for ten thousand rubles for five years will cost three rubles a day, and shoes for five thousand rubles (for two seasons) will cost about thirty rubles a day. The quantitative equivalent of quality is the most important sign, ignoring which the manufacturer risks losing consumer interest.

To find the optimal proportion of the ratio of quality to quantity - to measure quality, one must take into account two requirements: first, try to comprehensively determine the quality, remembering that quality is a set of essential features of a product, built in a certain way; secondly, relying on the decoding of quality, in the most serious way to highlight the levels of quality being - the degree of quality of the product.

In Soviet times, it was no coincidence that there was a deep differentiation of the quality status of products. Only after studying the state of purchasing power, the mood of your buyer, the trends of

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macroeconomics, it is advisable to move to a pricing policy.

A manufacturer who has forgotten that the consumer, to whom he has oriented his assortment, perceives the quality of the offered products through the price combined with a clever consumption pattern, will not last long. The reason for the difficult position of the Russian manufacturer is not a change in the form of ownership, but the dictatorship of the market.

Marketing research is a new and unusual business for us. For twenty years of incomprehensible economic policy, it is impossible to integrate into the philosophy of market relations, which are several hundred years old. The absence of a civilized market in the country also hinders. In a word, the manufacturer should look for salvation not from the state, but in his own head, adjusting his consciousness to the market waves clogged with numerous "noises". To steer, you need to know the market conditions and not "stuff" thinking with memories of the objectivity of quality properties.

A quarter of a century ago, the director of a large leather and footwear enterprise bitterly explained: "Technologically, we are ready to sew the most high-quality product. No quality leather. The incoming raw materials do not allow us to expand on the market". He equated quality with the raw material base. The variety of quality was reduced to one of its features. He clearly lacked the scope of thinking. And today's thinking has remained similar to that formed forty years before 2000, when the position of classical political economy, developed by K. Marx, seemed unshakable.

A. Smith, D. Ricardo, J. Mill, K. Marx developed an economic theory based on the dominance of labor. Classical political economy is the doctrine of the production of a commodity, the contradictions between production and the nature of the commodity, alienation of the producer in the commodity and overcoming the opposites that arise. Despite significant disagreements, the classics of labor economic theory were unanimous on the main thing: the wealth of a nation grows with productive labor.

Market speculation already in the nineteenth century. actively invaded economic life. Naturally, the classics knew a lot about the market. Karl Marx, the interest in which, more precisely, in Karl Marx's analysis of cyclical crises, surpassed all expectations today, even experienced certain difficulties, moving from the logic of the development of production to the study of the fate of a product on the market.

The market, contemporary to K. Marx and J. Mill, has already demonstrated a certain independence of being, but it was not yet capable of competing with production for a master's position in the economy. He acquired this ability by the middle of the twentieth century.

In the 50s. XX century the paradigm of economic theory is changing. If earlier economic thought revolved around production, now consumption - purchasing power, market development - becomes its epicenter. The understanding of labor and the worker is changing. Market figures become the main actors in the economy. Market management pushes production managers to the fringes of life. The market is acquiring an independent power that dominates society. Politicians are legally separated from the market, adding to the illusion of its complete freedom. The new philosophy of economics seems to be this: the flourishing of the market should lead to an increase in production. The rise in production should saturate the state treasury. The state will receive a real opportunity for a strong social policy. Everything, as we can see, was painted according to notes.

There was only one question: where to get the initial capital, which would allow to ensure high consumer demand and launch the economic mechanism? The United States profited from World War II, Western Europe used cheap labor and property in numerous colonies. With Japan and South Korea, the Americans defended themselves against us and a resurgent China. The economic mechanism seemed to work. Control over it is entrusted to transnational corporations. Today there are about 3400 of them. Of these, there are more than 400 interstate, 7.5 times more nongovernmental, and the number of the latter is increasing. Between 300 and 600 companies control the world market.

The globalization of business forces us to seek adequate quality management. Total quality management is defined as a customer-centered system of continuous, sustainable quality improvement, based on the coordinated involvement of all departments and employees of organizations to maximize customer satisfaction with a minimum investment of time and resources.

Let us note the emphasis of the policy aimed at ensuring quality, on the needs of the buyer, which implies a comprehensive study of his tastes, calculations, ideas. On the merits of the case, the consumer is considered an accomplice in the definition of quality. Quality requires a new scale of understanding, objectification of consumer interest and a clear orientation in the trends of macroeconomic processes on a national and global scale. The technical regulation of product quality also needs to be systematically modified in order to be in resonance with the micro and macro movements of the economy, changes in consumer real demand.

In particular, there are reasons to predict an increase in the presence of sellers from Western Europe in the consumer market with offers within the middle range of prices for goods of "non-Chinese" quality. In 2008, there were 350 million people in industrialized developed countries. received an

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average of \$ 18 per hour. The labor force available to European and individual Asian countries is estimated at 1 billion 200 million people, earning only \$ 2 per hour so far. They cannot fail to attract attention to themselves.

Crisis 2008 - 2010 led to a decline in production, stagnation. Russian manufacturers have a chance to make themselves known. With the overcoming of the crisis, production will begin to grow and a new wave of commodity expansion will come.

The waves are unlikely to be avoided. The country's leaders are accelerating Russia's accession to the World Trade Organization (WTO), which automatically opens the borders for trade. There is only one way out - to prepare for tougher competition, and the preparation should begin with the realization that the quality of the product is and how to ensure the production of a real - not ideally built by professional imagination - quality product, the quality of which would be understandable to the buyer and aroused the desire to purchase this product.

"One of the most significant paradoxes revealed by the ongoing scientific and technological revolution," rightly believes B.S. Alyoshin et al, - it became that the most effective means of achieving a positive result is improving quality in the broadest sense of the word. " And they explain: "We are talking about the quality not only of the products themselves, but also of the organization as a whole, ie. about the quality of its interaction with the outside world, about the quality of its functioning and management, the life of its employees. "

More and more researchers are approaching the idea of the broadest context for determining quality. Quality should characterize a non-isolated phenomenon. In quality, the relation of the phenomenon to the environment of existence, the conditions of expression, and other phenomena is manifested. Confusion in the ranks of analysts is brought about by the definition of quality by Britannica, reprinted in the Great Universal Encyclopedia: "Quality in philosophy is a property that characterizes things taken separately, as opposed to an attitude that characterizes things taken in pairs, threes, etc. ". G. Hegel said that quality "is that, losing what, the phenomenon ceases to be itself," but the dialectically thinking German philosopher did not even think of isolating the phenomenon as a quality. For G. Hegel, it was a concept reflecting the relationship of a phenomenon. The advantage of Hegel's dialectical thinking was consistency. He thought of relations, phenomena as a system and logically meant a system-forming factor. The phenomenon does not dissolve in the system, it forms it by its relations, which, in turn, together with the phenomenon, form what we call quality. By the way, G. Hegel was not the discoverer of quality in the system of relations of a phenomenon. Similar ideas

were expressed, one way or another, by his predecessors. "Objective qualities (ie those inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were already distinguished by Democritus, later by Galileo, then by Locke, who was the first to use the terms " primary "(ie, objective, material-physical) and "secondary" (ie subjective, formed due to the psyche) qualities ".

Subsequently, I. Kant called Locke's objective qualities a priori (ideal), and subjective qualities a posteriori (real). It is not difficult to see in philosophy the opposition not so much between the idealistic and materialistic interpretation of the concept of "quality" as the supporters of simplified materialistic views on quality and their opponents, who suggested including in the definition of quality signs of human activity.

While there was no human consciousness, everything that exists was represented by the existence of objects, things, their properties, relationships, movement. To define the world before human existence, two initial concepts are quite sufficient: "object" and "process".

The situation changes with the emergence of consciousness. All the main directions of the activity of consciousness: cognitive, communicative, regulatory, are manifested in the format of reflection of objects, and reflections of a fundamentally different one than all known in nature. Strictly speaking, consciousness reflects, in the most general sense - reproduces. In a concrete sense, it reconstructs objects, because it is not capable of reflecting an object in a physical representation. The expression "we look with our eyes, but we see with our mind" quite correctly reveals the essence of the "reflection" of an object in the forms of thinking. If the image is still somehow comparable with the object, then the ideas are very far from object-specific certainty. At the same time, one thing remains: to recognize the qualitative relationship of the object and the reconstruction of the object by consciousness, similar in essence, but not in the form of being.

For consciousness, an object acquires a specific way of existence - it becomes an object. An object is a product of the interaction of an object and consciousness. Along with the object, the quality of the object also appears, which may or may not coincide with the objective quality of the object - in the case when the subject enters into systemic relations with the object, it forms a system of the "subject - object" type.

Specifically, such a system manifests itself in the form of production, manufactured product, relations in production. "The quality of processes, organization, life is a motivator of a higher level in comparison, for example, with profit," says B.S. Alyoshin.

In support of this, he gives an interesting table (Table 1).

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**Table 1. The results of a sociological survey on ten factors of the successful operation of the enterprise**

Success factors	Share of surveyed enterprises, highlighted the most important success factors, in%	
	1995	2000
Product quality	95	98
Customer service	93	96
Introduction of new technologies	88	90
Attracting highly qualified personnel	85	91
Development of new products	85	90
Shorter time to market with new products	80	89
Improving the organizational structure	75	84
Intellectual property protection	59	60
Cooperation with suppliers	55	63
Development of foreign markets	54	70

Correct definition of quality, consistency and systematic quality management gives the manufacturer a decisive advantage in the competition for the consumer. It would seem that everything is simple, but simplicity is equally brilliant and deceiving. The general plan for solving the problem determines the vector of movement, sets the factorial priorities of the activity - no more.

The program requires a detailed study of all components, starting with clarity in the definition. The definition of quality, as we have already seen from a digression into philosophical history, is not so obvious and unambiguous. Hence the confusion in the idea of quality.

The first reason explaining the weakness of the quality management policy is the vague distinction between "item quality" and "item quality", i.e. subject in the system of human interests. Over the two decades of perestroika, we have retained an orientation toward defining quality as an objectively given state of an object, a set of natural properties. The mechanistic transfer of the characteristics of natural phenomena to the definition of the phenomena of an artificially created world of things has nothing in common with dialectical materialism. This is a parody of the dialectical understanding of the world.

A product made by man is dual in nature, it combines the natural properties of raw materials and the characteristics brought into it by human labor. The product has a rental value and added value. In this context, it is not value that is important - it serves as a quantitative equivalent of the quality of a product in general, and the result of labor is presented in the form of a transformation of the natural state of an object. The product of human activity has a natural, basic, level and a superstructure, introduced. Hence the need for a dualistic perception of the quality of the product,

which should not be interpreted primitively as a double quality. The quality of the product is one, but the production duality of the product is associated with it.

Such two-sidedness of the quality of the goods misleads those who have not yet understood the art of dialectical thinking, strives to sort everything out "on the shelves", forgetting about the structure of which these shelves are parts. The quality of a product is determined only by a natural basis, but it is built artificially.

The quality of the product has several creators. Some of them - fashion designer, constructor, technologist, manager - are always in sight, their qualifications and experience are measured without problems. Others are also within reach, only their measurement is difficult, especially when it comes to the consumer.

The economic situation affects both producers and consumers, shakes the market on the waves of its uneven movement, and together with purchasing power and perceptions of quality.

Our emphasis on market research should not be seen as a call to market the clues to quality. Thus, we want to emphasize the importance of the market factor in the development of the theory of product quality.

The market attracts attention as a concentration of opposing interests, this is the "frontal" place where some "execute" others, then "execute" these others. Americans rightfully consider the market to be a "sacred" affair for society, carefully protect market tournaments from monopoly "raids".

In the United States, a lot of money is spent on the study of market trajectories, unlike our capitalists, of whom every second is an "illegal" in the economy, and the third is a representative of a "gray" economy. In such a situation, try to obtain an objective result of

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research on the "spirit" of the market, to monitor the mood in the market with the expectation of getting closer to the true reflection of the existing attitude towards the product.

The difference in product quality and understanding of quality is becoming increasingly significant. In determining the quality of a product, such factors are taken into account that are irrelevant to consumer attitudes: environmental component, manufacturer's traditions, etc. Add to what has been said and views that do not coincide in a number of positions, we get an interesting picture: no matter how hard the interacting subjects of relations try to develop a consensus of quality, the discrepancies will persist and will increase over time. If the natural properties, taken in the initial state of the product and taken into account in its quality, should not change significantly during the warranty period, then the perception of the product through quality changes under the influence of many reasons. That is why leading manufacturers are reviewing their product range, looking for new design ideas, trying not to be hostage to traditions, minimizing their presence and modifying them whenever possible.

The quality in terms of the expression of the spiritual component in it has been little studied. The prospect, on the contrary, strongly requires such knowledge, the development of methods for obtaining and evaluating it. One must come to terms with the fact that the era of workshop production, when the quality of the product and the image of the quality of the product coincided due to absence, the competition was forever gone, then the consciousness had nothing to choose from, and without choosing an image different from the object, it is difficult to form. The quality of the goods was dictated by the shopkeepers, no one could object to them.

In the XXI century, the situation is different. The image of quality is no less important for the market than the objective quality of the product itself. As soon as the object of production turns into an object, the human component is included in the quality of the object, and it is completed in an image, combined with the object, into the overall quality system.

The consumer who is able to unravel the tangle of subjective-objective relations that form the quality of the goods presented to the buyer to satisfy the market need in the state. In their student days, today's specialists most often did not understand why the philosophers were explaining the "objective" and

"subjective" to them. It seemed that they were engaged in irrelevant business.

The Soviet limited consumer market did not reveal the dialectic of the objective and the subjective. Often, teachers unprofessionally analyzed these concepts, there was no specific context. Surprisingly, even today not everyone has managed to realize the professional significance of the basic philosophical categories; they think like materialists-metaphysicians who divorced the ideal and the material, the subjective and objective into independent and incompatible sets.

Analysts describe the world surrounding the modern manufacturer rather harshly; "The consumer dictates what, when, at what price and in what form he wants to receive; competition in the market is intensifying due to its globalization: the needs of buyers and the situation on the market are changing at an ever-increasing speed. "

From the outside, what is happening looks very chaotic, raises doubts about the systemic organization of relations. Nevertheless, we are not facing chaos, but a complex system that obliges us to think systematically. Whatever fantasies the master who constructs the lock is guided by, he knows that there will be someone who can make a key to it and gain access, because all creativity begins with chaos and ends with the acquisition of order.

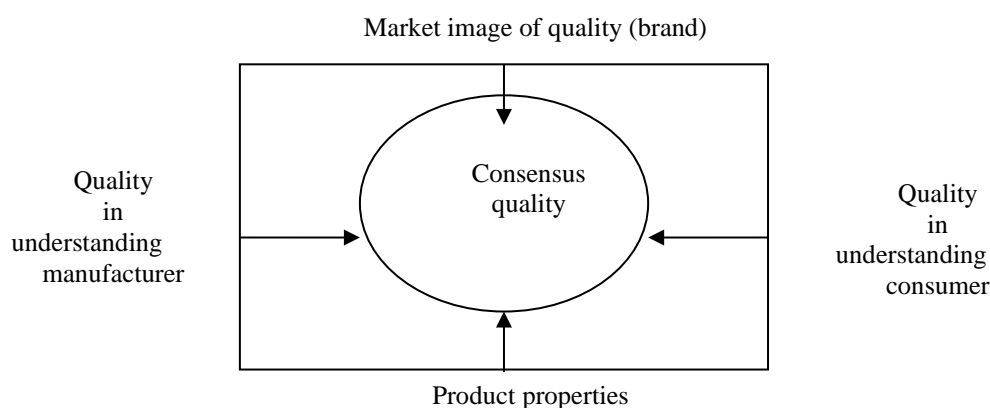
Outwardly, determining the quality of a product produced for sale on the market seems to be an impossible task, because for this it is necessary to combine not converging, but, in the main, diverging views.

The designer, technologist, manager develop their understanding of the quality of the goods (they can be combined), they are linked by the common interest of the manufacturer. The buyer has a special approach to quality. As a consumer, he is not sure about the integrity of the manufacturer. In addition, the buyer has his own tastes, conditioned by the real buying opportunity.

There are also the interests of the market, which has become an independent subject of the economy. Speculation is legalized and attracts with its potential. By controlling the market, an intermediary speculator is able to form an image of quality in his own interests, in particular, through advertising, giving priorities, etc. Finally, there is the quality of the product itself, expressed in the totality of properties of natural origin and added by the manufacturer; as a result, we came to the "quality square", combining the quality of the product and the image of quality (Fig. 1).

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**Fig. 1. Quality square**

Consensus quality is not true quality, quality “agreement” is a virtual reality phantom. No documents, no procedures, everything is done “in the dark.” There are too many factors, their dynamics is great, and interests are conflicting. However, the spontaneous genesis of the consensus quality should not confuse anyone.

The evolution of nature without human intervention is an extremely spontaneous process, built on random intersections, from which the necessary connection arises, becoming stable, repeating, general, i.e. law. Chance and necessity are correlative dialectical relations, as well as chaos and order. Chaos is not opposed to order; it differs from concrete order. Chaos is disorder in the pure case in relation to some decency. In general terms, chaos is also order, not yet open to the observer.

Before analyzing the factors that ultimately determine the consensus quality, let us dwell on one more aspect of the quality problem that remains on the side of researchers - the heterogeneity of the content of the concept of “quality”.

It is advisable to structure the content of the concept “quality” in relation to a commercial product depending on the nature of the properties included in the content. The properties that form the content of the concept of product quality are divided into three groups: objective properties, intersubjective and individual (subjective).

Objective properties (signs) reflect the natural foundations of the concept, for example, natural or synthetic raw materials for shoes, clothing, and haberdashery products.

Intersubjective - are formed as products of the activity of the consciousness of participants in economic relations: a manufacturer, an intermediary, a consumer, supervisory organizations, national traditions, world trends. In a sense, intersubjective representations can be spoken of as conditionally objective, objectified in collective thinking. At the top of the pyramid of properties, united by the content of

the concept of quality, there are individual, subjective signs.

Every common thing exists objectively, but only through the individual, therefore at the end of the process there is always a separate, concrete buyer Pyotr Stepanovich Sidorov and boots, which Pyotr Stepanovich chose from dozens of different ones. They seemed to him the best in quality and price. The sales assistant professionally explained to Pyotr Stepanovich that there are better quality and also inexpensive boots, but, being an independent person, he did not change his mind. This is why pre-sale preparation of products is important. The last word belongs to the buyer, his perception of the quality of the product. Everything else only plays up to him.

Signs of the content of the concept of “product quality” are built in the form of a pyramid of properties (Fig. 2).

The most serious contradiction, apparently, remains the discrepancy in the images of the quality of the product of the manufacturer and the consumer. The special importance of a different approach to the quality of the manufacturer and the consumer is natural. They are the main subjects of the system of economic relations; they have a common goal - a product. The former make it, the latter consume it, but they have different motives due to their position in the system and the culture of target perception.

The manufacturer creates the product, but not the product - the ultimate goal of the manufacturer, but the sale of the product. The direct connection between the producer and the consumer is local because it has a negative effect on the producer. The seller blocks the consumer from the manufacturer, and the manufacturer is forced to focus not on the market, but on the market situation, which is most often artificially formed by a speculator and advertising.

The manufacturer, unlike the seller, is responsible for information both by law and by its professional reputation. The seller manipulates the information as he sees fit - the manufacturer is

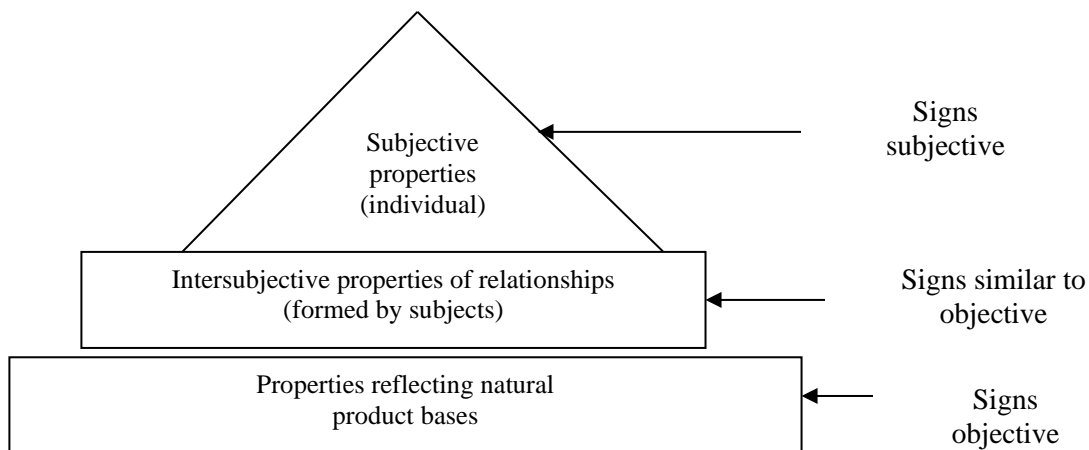
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constrained by responsibility, besides, the market often dictates the rules of relations to him.

What is the way out for the manufacturer? There is only one way out - a direct presence in the market and significant investments in education and education of consumers. It is difficult to overcome such a program alone, while uniting is absolutely real. The domestic manufacturer has everything it needs to oust the speculator from the retail market. He has professional experience, qualified personnel, scientific and technical support, a certain trust of buyers returning to the old, pre-reform priorities, which are actively exploited by unscrupulous

manufacturers and to which the authorities shyly close their eyes, which cannot return to the Soviet experience. Confectioners, meat-makers, wine-makers shamelessly use Soviet brands, replacing them with surrogates. Brands of Vyatka, Orenburg, Ivanovo, some Moscow and Leningrad enterprises are returning to the market. The trend of returning interest is gaining stability. Of course, clothes and shoes are not sausages and vodka, or chocolate and confectionery products of natural origin. At the same time, all goods have something in common - the responsibility of the manufacturer.



**Fig. 2. Heterogeneity of the content of the concept of "quality"**

The euphoria of the nineties has passed, democratic freedom, which turned into arbitrariness in production and on the market, sober up the souls of Russians intoxicated with will. Disappointed with democratic reforms, they are no longer so impressed by many others in the new way of life. Now is just that historical moment when light industry can regain its rightful place in the market. Only you need to act in a new way. Reconsider and remake yourself. To abandon the old one-dimensional view of the consumer as an "object" of relations.

In the old days, the consumer was completely dependent on the manufacturer. The market was closed, the choice was dictated, i.e. essentially, the buyer did not have it. Today the consumer has more options to choose while satisfying his own taste. The new configuration of relations in the market and the manufacturer needs to take advantage.

The modern Russian market only from the outside satisfies the tastes of the consumer, in fact, our market has rather awakened, roused the taste of the buyer with its diversity. The real choice for the mass buyer, for whom this market is designed, is still small.

Objectively high-quality, high-tech products are, as before, inaccessible to a Russian of average capabilities. He admires them, like models, or gets

annoyed, realizing that all this is not for him. Chinese consumer goods have lost their appeal. Turkey and Eastern European producers are forced to adjust to WTO requirements. The product they offer increases in price, but not in quality. The disproportionately increasing costs of carriers also help the price rise.

In the new market conditions that have awakened the taste of the consumer, it is important to try to take control of it. This is not about changing the economic strategy based on quality management. We pay attention to the component of this strategy. In the West, a version is gaining strength, the essence of which is that the economy is becoming "smart", the stage of systemic quality management is moving into a new stage - the quality of education. If this is the case, then the focus on nurturing consumer taste fits fully into the strategy of economic policy.

The consumer lives in a specific environment, forming a certain symbiosis with it. Access to consumer creation is efficient both in the immediate application and through the living environment. The manufacturer is still sluggish, and the market is vigorously fighting for the buyer, presenting him in their marketing research as a kind of ready-made, statistical subject who needs to be lured with an offer. The real battle for the buyer lies ahead when the



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manufacturer realizes the benefits of a full-fledged consumer education and training program. The consumer needs to be prepared, then he will follow the market labyrinths by the given route.

Belief in the miraculous power of advertising is a dangerous companion for a manufacturer. The advertising engine was presented by the advertisers themselves and the market, which is not responsible for anything in principle. An exclusive product is rarely advertised - it has a regular consumer with a mature taste and exclusive purchasing potential. Such a buyer is simply notified, he is satisfied with the presentation of the collection, especially not sparing money.

Advertising is a call to an ill-mannered and unenlightened buyer, whose credulity towards advertising is inversely proportional to the state of knowledge and taste. The mass consumer is given over to the slaughter of advertising and market arbitrariness. Responsible producers, instead of complaining about fate, it's time to turn their face and get into spiritual contact with the consumer. It is naive to hope that he will independently get out of the fake decorations of the market and advertising. But even if the consumer manages to overcome the ingenious inventions of the market, by that time domestic producers will become relic phenomena and the revival of the activities of national producers will lose public relevance.

There is no doubt that the business of educating your customer is costly, troublesome, unexplored, difficult, requiring a lot of patience, the ability to appreciate the slow, uneven progress towards the goal, to fight against all who declared themselves and their occupation a supranational, democratic phenomenon and makes a name for themselves on speculation in the area of human values.

Nobody disputes the priority of universal human interests, and the need for comprehensive protection of national security is indisputable. And without modern production of essential goods for a person, national security cannot be ensured. So, domestic producers will have to solve a dilemma: either simultaneously with the development of production, produce their own consumer, or continue to groan about the outrage and push themselves to the market periphery closer to the edge of the market and its end.

The revival of the domestic light industry will force the market situation to change as well, the market will have to react, because its interests are determined by the dynamics of consumer demand. Then it will become easier for many to breathe: producers, consumers - will feel the national taste and intermediaries.

Work with a customer should be structured systematically in the format of a target program. Its main sections, presumably, will be, along with the improvement of production and assortment, educational and interactive communication with a potential buyer.

Having closely engaged in the education of the consumer's taste, manufacturers themselves will have to improve their qualifications. No wonder they say that the best way to educate yourself is to try to teach others. It can be argued that the manufacturer has considerable reserves for improvement in all areas of activity. The first steps must be taken towards the consumer. You cannot trust the consumer to the "cares" of the intermediary and it is unreasonable to leave the consumer alone with himself - he should be taken as comrades-in-arms, accomplices and seriously prepared for the perception of the product.

Fashion and quality are like symphonic music. They are polyphonic. Just as the ear must be prepared for the perception of a complex piece of music, so is the mind for the evaluation of the product. Shoes, clothes are not a simple commodity. They accumulate the high professional status of the manufacturer, his skill, the experience of generations. The buyer must be connected to the joint process not at the final moment "money is a commodity", but somewhere in the technological process.

When a wave of protest against the construction and operation of nuclear power plants spread across Europe, the French opened access to those wishing to get acquainted with the operation of the nuclear power plant. They realized in time that it is difficult to convince with a word, it is necessary to give an opportunity to a person from the outside to see and decide. Schoolchildren went on excursions to the nuclear power plant, they were given meetings with experts, showing videos, and a specially developed program. And the work done was crowned with success. Doubters overcame the critical attitude, re-educated. Especially after they calculated with a calculator how much it would cost to shut down a nuclear power plant, who would benefit from re-profiling electricity production in a country that does not have hydrocarbons. The French have lived in a market economy for several centuries and have learned to value both personal wealth and national security.

Russian democrats of the late twentieth century, took care of the human rights of the abstract, taken outside the homeland, and caused significant damage to patriotic feelings. In the 90s of the XX and the beginning of the XXI centuries, the Russian authorities condescendingly looked at the destruction of the image of the Soviet past, the active revival of pre-Soviet antiquity. Few people understood that any stone thrown into national history ends up in the national present and future. Who needed to "break the bond of times"? Those who wanted to change the situation on the market and make their own business on this. The buyer was convinced that everything that was domestic was no good, that it was necessary to buy something from abroad.

The formula "everything is bad!" has been known for a long time, and in times of trouble it works

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well. It would be pseudo-patriotic to say: "Everything is fine with us!" However, the domestic manufacturer did not sew their products with a bast. The approach should be differentiated. By replacing Russian products with Chinese ones with the help of advertising and a pricing policy, sellers not so much deceived the buyer, but undermined the position of the national manufacturer in the crisis, instead of rebuilding production in alliance with him and forming their own market.

The market is synonymous with competition. Competition is vital, but competition is always politics, and not only economic. The state has no right to be free from the market. First, the state is called upon to ensure national security and to express in everything that is done on the territory of the country, the interests of its people. Secondly, the Constitution of the Russian Federation says: "The Russian Federation is a social state." And the Russian government in the 1990s. she was not afraid of the market, she built the market just like that, because she herself was a part of this market. The authorities created the market for themselves, knowing about the fragility of their own and the market.

The change of leaders in Russian politics took place when the market fulfilled its political function: it illegally enriched the reformers and made the national producer an appendage of foreign production.

Changes in economic policy after 2000 are important steps, but after what has been done, it will take a long time to wait for positive changes. Economic science testifies that annual destructive actions are compensated by three years of creative activity. Apparently, it is no coincidence that promising programs have recently been built up to 2030.

1990s - time of missed opportunities. The reasons here are primarily political. Twenty years later, a prospect appeared for the domestic manufacturer to form a market, which was absent in those dashing years. The trip to the existing market will be successful if it is taken "in the ticks" by the national manufacturer and the consumer prepared by the manufacturer. Routine advertising work, even under the professional supervision of the product manufacturer, will not solve the problem. The time is new and, albeit spontaneously, unskilled, slowly, with deviations, a consumer who was kept without advertising in half-empty counters with a very meager choice, and then deceived by advertising, looks critically at what is happening.

The consumer is ripe for a serious relationship with the manufacturer. The last word. Producers have a responsibility to take the first steps towards a smart economy and lead consumers. It is not always clear what an "innovative solution", "intellectual capital" is? This is in our reflections - a new policy of the manufacturer in relations with the consumer, aimed at achieving mutual trust. The consumer must trust the

producer, the producer - the sustainable choice of the consumer whom he has brought up.

The formation of a civilized market is one of the main tasks of the plan of measures for the development of light industry for 2015 - 2025. Despite the well-known positive dynamics, the situation cannot be reversed. The market for domestic goods remains below 25%. More than 50% are counterfeit and contraband products. More than half of the sold garments, fur, outerwear and footwear are concentrated in the clothing markets.

The image of goods, their quality, as before, builds the clothing market. The clothing market is associated with gross violations, product substitution in stores. The lion's share of 1.5 trillion rubles is "spinning" in the clothing market. The market is "covered" by the authorities.

It will not be possible to overcome the hypertrophiedness of the market overnight, and how long the process of strengthening the status of the official domestic manufacturer in the market will take depends on a number of factors: political will, ensuring the consistency and vigor of the struggle (here it is possible to transfer the American practice of suppressing mafia structures without discussion); the size of investments - the state traditionally transfers them to non-budgetary organizations; development of the raw material base - back in 2006, the Ministry of Agriculture ordered to reflect in the departmental program urgent measures to combat the subcutaneous gadfly, prevent and rehabilitate cattle from hypodermatitis for 2015–2025, but how all this happens in our country is known: sheep breeding remains in a protracted crisis, the hunting industry has declined sharply, the cultivation of cage furs has been minimized and continues to decline; stimulation of expert production remains on stamp paper; development of innovative activities and training of qualified personnel. Innovation activity in our time is due to investments in R&D - they are scanty. In such a difficult situation, an extraordinary solution can help, and it is, however, it was bypassed in state circulars.

Counterfeit and contraband products, which are often the same, have always been on the market and in assortment. The difference is that in Soviet times, the amount of illegal product depended on the rigidity of state control over illegal activities, and such rigidity did not irritate the West. Nobody tried to hinder us, on the contrary, they showed understanding. In 2016, like all the past 20 years, illegal immigrants in the clothing market openly establish their own rules. The preventive measures have been established so democratic that they can be neglected without prejudice to business.

The reason for the flourishing of illegal relations in the legal market is not the existence of criminal groups - they are in the consumers of counterfeit goods. And the current market will not allow the

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domestic manufacturer to develop. They will not share their customers voluntarily, and the power of the customer cannot be taken, it needs to be converted, having become interested in domestic products. And here many questions arise: firstly, it is useless to enter a corrupt market with your competitive products. They will set their own price, they need to launder money received in other areas of business, also illegal, but more profitable. The enterprise is interested in working capital, i.e. is to quickly sell a product at a profitable, but not overpriced. State intervention is required.

Secondly, "there is no dispute about tastes, but tastes are brought up." Having changed the position of their products with the help of competent authorities on the market or by cooperating and opening their own sales market, domestic manufacturers have the opportunity to separate part of the buyer from the market masses and make this part their own, with a good prospect, without deceiving the consumer, to significantly increase the number of fans of Russian goods.

Specialists need to go to school, universities, technical schools, colleges, schools, organize meetings with interesting people, demonstrate products, production, open joint creative circles, hold contests, quizzes, disputes. It is necessary to disclose production. You will have to endure for some time, apparently, the diversion of funds will cause some decrease in economic indicators. Everyone knows: to jump further or higher, you need to retreat.

Surprisingly, there is no section in the industry development program aimed at the formation of their own consumer sector. The program is tailored to the patterns of the Soviet era, without taking into account modern realities, with the exception of an indication of the need to more actively involve private investment in the process, which is very difficult to implement in the current economic environment. The shadow economy is based on counterfeit goods, "gray" producers prefer to invest in customs in order to import smuggled goods. The most realistic is the formation of the stability of consumer interest in the manufactured products by attuning the tastes of the buyer to it.

Orientation in long-term plans for the export of products is, in principle, the right task. The goal setting, pushing the national boundaries of the market, contributes to the involvement of reserves, primarily intellectual ones. The authorities are trying to repeat the Japanese way of reviving industrial production.

Significantly lagging behind technologically from the United States and Western Europe in the mid-1950s, Japan in the 1990s. pushed the Europeans out of the world market, having gone through four stages of production growth in 40 years. The revival began with the copying of world samples, in which the Japanese were helped by the United States and Canada, right up to the provision of access to nuclear

technology. Then there was the stage of independent development of products identical to world models in quality. In the mid-1970s. independent developments were already, in essence, at the level of the best goods, the Japanese learned to make products of higher quality. By the 1990s. Japanese goods have become global brands, and they have become equal to both the United States and Western Europe.

Japanese progress is quite specific, it is unlikely that this will be repeated anywhere on the scale of the "Japanese miracle". Japan was ideally in the right place at the right time, helped by world politics. Now, neither the Europeans nor the United States are organizing the most-favored-nation regime for anyone, not even Israel. Nevertheless, this scheme, at least in part, must be adopted, in particular, by manufacturers of consumer goods.

In Russia, there are good traditions, exclusive technologies that attract the custom-made consumer striving for originality and economy. For example, craftsmen from one of the regions of the Central Region brought products made from nettle fiber, which have a confirmed healing effect, to the 2016 folk craft fair in Novosibirsk. Cedar fibers are used in the production of linen. In Western Europe, a cooling cycle has begun, snow, which was exotic for residents, is entering everyday life. Russia has a wealth of experience in the manufacture of ecological clothing and footwear for snowy winters; it is enough to give them a design familiar to Europeans in order to interest a Western buyer, or maybe hold back something modern, Russian. In a normal European market, the main thing is to register, then gain a foothold, including by setting up joint ventures.

At the same time, one should not follow in the footsteps of the Japanese. In Russia, everyone has enough of their own buyer. The interests of the domestic consumer should be prioritized. All of us, not without reason, hope that a better time lies ahead of us. Accordingly, changes in consumer ability will affect the status of the manufacturer.

The revival of interest in domestic goods will add optimism to domestic producers. It is only important that confidence does not develop into overconfidence. The recommendation of the classic of modern economic theory E. Deming, known as "E. Deming's chain reaction" (Fig. 3), will help to avoid a fatal disease.

E. Deming initially tried to implement his approach to creating a quality economy in the United States, but failed. The reformer himself explained the reason for the failure as follows: "My initiatives were welcomed by engineers, heads of individual departments, but they were ignored by top management, who did not want to think and act in a new way."

E. Deming relied on the triumph of professional thinking, his natural striving for the new, coincided with the progressive movement. Developing the

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intellectual approach of his predecessor V. Shuhart, E. Deming linked four creative acts of thinking with a logical knot: observation, development of actions, implementation and analysis.

The listed operations, which made up the "Deming cycle", unite the commonality of the

personality's status, its innovative interest in the case. In fact, half a century before the first works on innovative economics, an American specialist presented the very concept of "innovativeness" as applied to the management of economic activity.

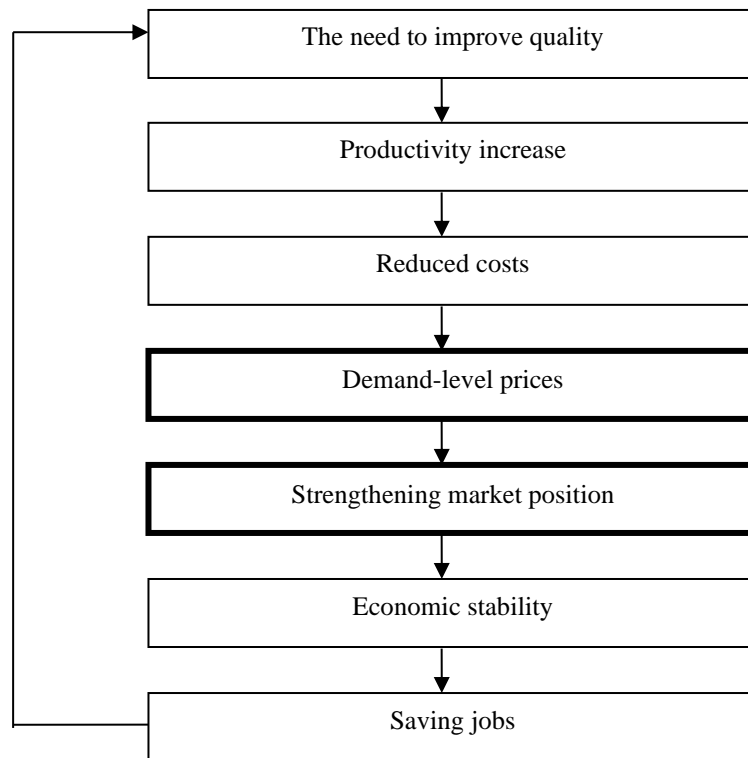


Fig 3. "Chain reaction" E. Deming

The basis of the content of this concept is formed by four sequential actions: professionally built observation of the situation, its monitoring - the beginning of the path of innovation, a very crucial moment of scientific knowledge - the description of the object; development of measures for improvement - a positive change in the situation, the main thing here is to organize the process in a new way, so that a motive appears that stimulates the performer; the next step is implementation and the final act is analysis, the purpose of which is to evaluate the results of implementation and gain experience to start the next round of the spiral of creativity.

Inviting E. Deming to Japan in 1950, the initiators of industrial restructuring tried to prepare well for the reform. They even made adjustments to the curriculum of technical universities. The course "How to Use Experimental Data" was introduced to all students of the Industrial Department of the University of Tokyo.

In a new time, you have to go with new ideas and, moreover, with programs, but there is always continuity in the process. The wise E. Deming foresaw

what is always relevant - a reminder to the management of all ranks about "difficulties and false starts."

Its one-sidedness should have long been recognized as a serious mistake in the methodological training of domestic specialists-managers and engineers in universities. Our professional education is traditionally focused on progress and innovation.

We clearly underestimate the warnings of experienced, recognized professionals about the impossibility of knowing everything and the need to be prepared for the most difficult circumstances of the case. The well-known Russian doctor puzzled journalists and specialists a lot with his answer to the standard question: "What should be a good doctor? He said: "A good doctor differs from a bad one in that he knows well how not to heal."

Professional training presupposes a thorough, demanded analysis of mistakes, miscalculations, shortcomings, in a word, negativity in all its manifestations. A specialist is not insured against shortcomings with honors, experience, or systematic study. This is not about eliminating negative

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consequences, but about their "quality" side and frequency. It is possible and necessary to fight against this; it is in this direction that the lessons of E. Deming are especially significant.

The most dangerous is the desire to go the beaten path. This path will eventually lead to a dead end. You need to learn not in order to do like everyone else. Learning means developing independence.

The theory of quality management in our universities is taught outside the "production - consumption" system, the course is conveniently reduced to the history of the problem and the quality management system, isolating it by the area of production. The consumer, the exploitation process, was located outside the main subject, presenting it as an infrastructure, without thinking about the fact that production is not self-sufficient, it is conditioned by consumption by other production, but, ultimately, any production is put out for consumption. The very word "production" is just the beginning of phrases: "production of services", "production of a product." The former can be read as "relationship production."

If production is "production of relations (services)," then why do we argue about the quality of production in isolation from the subject of relations, opposing the manufacturer of the product or services? That other subject is the customer of services, products, therefore the quality of production is of no less interest to him than the manufacturer.

The advantage of the manufacturer over the consumer is in professionalism, therefore, it is necessary to spread one's professional knowledge, to involve in the circle of professional interests, problems, and the customer; seriously and for a long time to engage in his upbringing, leading away from "brainwashing" in market advertising.

For two decades now, the youth consciousness has been under the pressure of "glamorous" fashion, which reigns supreme in everything: in TV shows, youth programs, TV series, weather forecasts, in programs designed for home life, in the speeches of VIPs, "stars", officials and deputies. One gets the impression that it is shameful and indecent to live otherwise.

By the way, in the countries that we have to catch up with, life is not carried out in the style of "a la glamor". Popular in the USSR and in the Western world, Soviet international journalist, historian V. Zorin recalled the details of an exclusive reception hosted by the mayor of New York, billionaire G. Rockefeller. The mayor rarely met with journalists at work. For our compatriots, an exception was made for political reasons - to support the course of easing tensions in the relations of world leaders.

"Having learned about G. Rockefeller's consent," V. Zorin said, "we were more confused than happy. It seemed uncomfortable to go to the richest man in the United States in our suits and purchased shoes. Our American colleagues advised us not to

fuss, recommended to focus on the content side of the dialogue. But we thought differently, we were afraid to look unworthy, so we decided to rent costumes from fashionable couturiers for a day. Came to the meeting in advance, were received by the mayor at the appointed time.

Once again, we entered the office with the feeling that our equipment corresponded to the circumstances. We experienced a real inconvenience when the mayor came out to greet us in a simple work suit and ordinary shoes. And smiled at our sight. "

Where is the anti-adware perversion? Educational institutions, instead of turning into centers of aesthetic, business, and everyday education, themselves contribute to misinformation of the mass consumer.

Universities by their status should actively cooperate with production and, together with production, carry out systematic, widespread work to educate consumer consciousness. Without such creative activity, the future of the domestic manufacturer of clothing and footwear looks similar to the present of the Russian car industry - we will become an application of Europe, we will lose the creative component, we will lose traditions and national characteristics. We should strive to sheathe not the whole world, like the Chinese, but our own, Russian, consumer. He is still able to appreciate the dignity of his fellow countrymen, but he must not be left to his own devices.

E. Deming paid special attention to the socio-psychological support of the organization of production. Our today's experts are looking for the keys to success only in technology and statistics.

E. Deming's concept of "difficulty" and "false starts" are psychologically loaded. The talented economist E. Deming was experienced in spheres related to economic activity - psychological and social. He presented production management in a broad, complex context. Most of today's managers are one-dimensional. Hence the constant failures in management.

E. Deming attributed to the "difficulties":  
- expectation of results from work in the field of quality improvement in the shortest possible time, which is typical for highly specialized training - a surrogate for professionalism. Quality is the state of the essence of the process, product, management. The essence differs from the phenomenon precisely by its stability. Quality is not a quantity that can be reduced at once, and sometimes even increased. Quality loses and gains itself in the process. It takes time and, of course, equivalent tasks to train specialists;

- the opinion that mechanization, automation and computerization will help make a breakthrough in the field of product quality. This opinion is again a defect in the training of a specialist, a limited professional culture. The quality of the product, and in the general sense - "boots are clothes for the feet", and in the particular sense - the quality of shoes as a set of certain

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properties of boots, is a matter of human creativity. Boots are not harvested on a tree - in the workshop, boots are sewn by specialists according to models developed by related specialists from leather that was made by other specialists. Only at the beginning of the product's production chain are we able to detect the presence of a natural phenomenon of nature - the skin of an animal. Technology in any form (outdated, modern, future) was, is and will forever remain a means of labor created by man and launched (or not launched) by him into production. Technique allows you to make products of a certain quality, gives stability to the quality of the product - and that's it! Let's repeat: the quality of a product is created by a specialist, it is a product of his activity. It is not technology that creates quality. Hence, E. Deming's warning follows: do not expect a breakthrough in the field of quality from a technique;

- neglect of the actions necessary for the successful implementation of the quality improvement program. Another confirmation of the importance of the humanitarian development of a specialist's personality, which top managers in the vocational education system do not want to hear about. S.P. Tymoshenko wrote that in US universities the humanitarian component is at the level of 20-25%. In England, it is approaching a third. Savings on liberal arts education result in large losses in specialized training. The place of dialectical thinking is taken not even by the formal-logical, but by the defective-everyday, based on the "kondovaya" phrase "maybe it will work out, it will carry". Why was the historical thought "We wanted the best, it turned out as always" by the former Prime Minister of the Russian Federation? Because they managed as they could, and not as they should, unprofessionally. Since then, the situation has changed little, if the Prime Minister is forced to go to all major incidents, and the President strictly warns the Government and officials.

In dialectical logic, there are some wise and simple rules that reflect the actual order of things. First, you need to carefully study what was and how it was, so as not to step on the old rake again. Second, to thoroughly, comprehensively understand the essence of the matter, its infrastructure and relations, including the analysis of macroeconomic dynamics. Thirdly, the starting point should be the practical expression of the concept, but the very concept of "practical value" is important to interpret not narrowly pragmatically. And finally, the last thing: the truth is always specific and unambiguous.

In a big business, unimportant little things happen only to those who approach it unprofessionally. Everything matters here. The concept of "quality of raw materials" includes organoleptic characteristics, age, storage and transportation conditions on equal terms. One has only to try to rank them, as a succession of non-persistent "little things" will go and the quality will pass into

unconditioned. Involuntarily forced to return to the beginning and highlight the relevance of technical regulation of the quality of goods and services, as well as their production.

Quality management began more than a century ago with primitive actions and taking into account the little things. G. Ford Jr., A. Sloan, F. Taylor and A. Foyle - different people were united by a common attitude to the details of production. They, like everyone else, naturally recognized them, however, unlike everyone else, they did not disdain them. Spontaneously, they understood that the essential does not arise by itself, it arises in the insignificant, the big grows out of the small, the necessary arises at the crossroads of the accidental. Quality cannot be carved out of quantity, but in order to obtain the desired quality, you need the required quantity. A measure is formed from the quantity - "quality quantity".

In the presence of "quality quantity", i.e. measures, we can already make the appropriate quality. The Bible states: "In the beginning was the word, and the word was with God, and the word was - God." In the theory of quality, the beginning seems to be different: "First, quantity is required: funds, specialists, ideas, etc." Therefore, Ford's quest for quality began with economy, and with Taylor and Foyle, at the organizational level. And the main problem at that time, perhaps not yet so obvious, was the "scissors" in the relationship between quality and quantity.

Let us explain: the economic effect is manifested not in an abstract, pure quantity, although it is potentially embedded in it, but in a realized quantity, similar to demand.

Abstractly taken demand is a more psychological and less economic category. From the economic point of view, demand takes on the importance of a factor when it is provided either by purchasing power or by calculating ability to obtain a loan.

The manufacturer must strive not to create quality. Its goal is production efficiency. The quality is just simply a means of achieving efficiency, a spoon, a bait in the understanding of a fisherman. You can get a product that is modern in quality and go bankrupt, because you will not be able to sell the product at a profit. The market will not accept him.

Quality in an economic application is a concept that is correlated with efficiency and does not coincide with it, as many people think. Quality management, including the development of technical standards, regulation with their help, involves modeling the filtration of ideas, plans through the "gateway" of quality goods to the vastness of the market. Will open or slightly open the market to innovations access to mass demand.

K. Ishikawa invented a "circle of quality", suggested diagrams "cause - effect". The idea of the Japanese specialist is extremely simple: it is necessary to involve the entire team of the enterprise in quality

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management. The totality of participation is a guarantee of the quality of production. K. Ishikawa's concept was embodied in the history of Toyota. B.S. Alyoshin argued that "it was at this phase of quality assurance that quality management in its modern sense was formed".

K. Ishikawa, thanks to the involvement of all those involved in production in the process of creating high-quality products, managed to remove "the contradiction between improving quality and increasing production efficiency in its previous forms." Practically in all countries with a high average income of the population, the consumer began to receive goods and services of high quality at an affordable price, bringing a number of European countries, Canada, the United States, and some Arab states closer to the "consumer society". The "miracle" that was born in Japan, like all the previous miracles of the economy, turned out to be short-lived, which once again confirmed the position of skeptics: "Miracles do not happen! There are ups and downs. "

Any "miracle" is a success acquired by a concrete historical situation, and flourishing within the boundaries of its time. Features of historical time contribute to the birth of "miracles", they also determine the wonderful limits.

Let us turn again to B.S. Alyoshin: "The concept of standardized quality, according to which a quality product is understood as a product, the requirements for which were defined and fixed in the standards by the manufacturer, and the consumer has the right to either buy the proposed product or reject it, has led to an aggravation of the contradiction between quality and efficiency in a new form, with an error in determining the needs of consumers when products that are suitable, from the point of view of manufacturers, enter the market, the costs are extremely high. "

K. Ishikawa closed the concept of "quality" to those who produce it. Those for whom the product was designed were left out of business. They were not interested in their opinion. The isolation argument is impressive: consumers are not aware, they are not specialists. K. Ishikawa did not systematically consider the main relationship in the economy "producer - consumer". Once they were in one person, they were opposed by commodity production. It arose as an alienation of the personality's abilities, bifurcating it not conditionally, but physically, but at the same time the personality remained in both hypostases: producer and consumer. The proportions of the hypostases have changed and continue to change. However, their essence is a dialectical opposition, which does not allow to exist without each other, and this must be reckoned with.

The consumer is a partner in the quality of the product. The division of labor separated the consumer from professional knowledge, the skill of the manufacturer, opposed them, but did not divide them

so that they could not depend on each other. They are still a unified socio-economic entity.

Modern economics shows that the manufacturer, opposing himself to the consumer, has turned the arrow of his movement to a dead end. It is necessary to come to grips with the return of the consumer to mutual understanding, for which, first of all, it is necessary to reduce the distance in the professional aspect of relations - to educate and educate in the consumer the subject, not a passive, outside, casual one, but a partner in a common cause.

In the latest economic policy, technical regulation is one of the main conditions for achieving quality standards. It allows balancing the relationship of centrifugal and centripetal forces in the development of production, democratizing production management and, at the same time, preventing it from slipping into production itself, i.e. autonomous self-sufficient production. The system will disintegrate if its constituents decide that they are the system themselves. Democracy and arbitrariness are incompatible phenomena. Freedom in a democratic interpretation is reasonable only when it is freedom to act both in one's own interests and in the interests of the system. Control can be in the form of self-control, and in the form of centralized activity, but it must take place in the interests of democracy, which in our context means the interests of the consumer.

The essence of our position lies in a new perspective of perception in managing the quality of consumer goods - consumer interest, more precisely, in the transformation of a consumer from a buyer into a producer. As long as the consumer is left to himself, he forms himself in the market environment perverted by an unscrupulous manufacturer and advertising unregulated responsibility, he is a statistical value for a responsible producer.

All plans of the manufacturer are based on statistical models, more or less indicative of the national economy, but not on the average capabilities of the enterprise. In order to replace virtual, speculative landmarks in planning with real, much more viable ones, it is necessary to lead the consumer out of the zone of unlikely certainty into the space of cooperation, which gives a much more probabilistic forecast. From a spontaneous, opposing, divided by a "counter" subject, it is necessary to turn him into an accomplice through education and enlightenment of consciousness.

The trouble with our current state is not in the Chinese commodity expansion (the Chinese have filled both the United States and half of the world with their specific goods), but that we have left the consumer at the mercy of intermediaries.

Formally, this alienation looked quite logical and attractive: "To each his own!" The shoemaker gets on as he should - boots, shoes, sneakers, etc .; the merchant is busy with his business - the sale of goods; advertising has its profit by helping the merchant.

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In reality, the manufacturer found himself in isolation, submitting not to the market, but to market speculators and those who serve them. The market is a relationship within the "producer - consumer" system. Anything built in between them breaks their natural relationship. Leading European manufacturers do not allow themselves to supply products to our market. They enter the market themselves, with their own network of specialized stores, which are under strict control and carry out independent advertising work with the consumer. By replacing "consumer" with "buyer", enterprises form an uncertain perspective. The producer has a consumer, not a buyer, by his dialectical opposite. The consumer also needs to be connected to the problem of technical regulation: to teach him industrial literacy, educate, educate. We need to revive knowledge universities for the consumer in a new form.

The work presented to your attention is the fruit of joint reflections on topical problems of improving the activities of an important branch of the public economy of leading Russian and foreign experts. A collectively executed monograph always has an advantage over an individual form of creativity. An individual author, no matter how knowledgeable and authoritative he may be, is forced by the nature of the circumstances to explain not only his point of view on the problem under study, but also to talk about how colleagues "see" this problem, to present someone else's view of the order of things, to transform in the process of the declared discussions in their opponents. Such a transformation, despite all its conventionality, is not so harmless for objectivity in understanding. Even such a wonderful thinker as G. Hegel sinned, willingly or unwillingly substituting opponents so that it would be more convenient to criticize them. This work presents an original author's approach and opens up the opportunity to learn the most significant first-hand, without intermediaries, which often darken creative relationships.

The quality is "written by nature" to be at all times in the epicenter of both scientific and amateurish reflections. The problem of ensuring the quality of activities is not just universally relevant, it is strategic. The dilemma in relation to quality is reasonable only within the limits of opposing the ratio of actions "direct" and "mediated". The saying "it's all about him" owes its origin to quality. It is possible to "forget" about the problem of quality only because any fruitful and luminous activity is ultimately aimed at improving quality. Quality is either "in mind" or "implied." From the relationship in the dynamics of these projections of the quality problem in creative thinking, an appropriate schedule is built, reflecting the relevance and profitability of activities aimed at the development of production.

The quality of an activity is the final criterion of its individual, collective and national status. It is in the quality that the energy of creation is accumulated. The

quality of activity indicates how much we have penetrated into the essence of things, learned to manage things, change their properties, form, forcing us to serve a person without significant damage to nature. Quality allows us to see the person himself from new perspectives, to pay tribute to his talent, will, and professionalism. Research carried out under the UN Development Program has made it possible to measure the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth is accounted for by natural resources and production structure. A quality-oriented strategy undoubtedly contributes to the growth of the very role of the subjective factor in the development of production, and to a more complete all-round satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to one's capabilities", together with the communist ideal, no one openly and officially dared to cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by both the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive. Learning about nature, we discover its qualities, state of quality, quality levels, embodying new knowledge in production. Classical political economy (A. Smith, D. Riccardo, K. Marx, J. Mill) concentrated quality problems in production. Post-classical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in the systemic sense - temporary, conditional. The main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands must dominate production. The task of society is to contribute to the development of demand in the market worldwide: to maintain the range of goods, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning, which is not focused on such goods and services for which the market is in demand." Try to argue with him. Production during the transition from industrial to post-industrial society of mass consumption is thought of as a function of the market.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. For all the economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, just like the premieres of modern production. Analysts predict the course towards the



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quality of goods confidently and everywhere. The consumer realized the need to pay for the advantage of quality services and products. Prominent economists unequivocally declare that the improvement in the quality of goods is not causally related to the rise in prices. Positive changes in the quality of goods imply qualitative changes in technology, technology, organization and production management. Production should improve, but not become more costly.

And I would also like to draw your attention to one phenomenon that usually escapes in the troubled bustle of the economy - the historicity of the economy. The economy has not always been the way we perceive it now and will not remain forever. Economic life changes in time, which forces us to tune in not its changing being. The modern economy is built on a market foundation, and the laws of the market dictate their own rules to it. In the foreground are profit, competition, efficiency, unity of command. How long will this continue? Symptoms of the new economic order are already mounting, analysts say. The next round of the economic spiral will also revolve around the market core, but the value of the market will not remain total. The priority of market competition, which aggressively squeezes the social sphere to the sidelines, is incompatible with the prospect of economic development, as evidenced by the steady desire of social democracy in the West to deploy the economy as a front for social security and fair distribution of profits. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the fittest survives," will replace the "social-production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer produces exactly what the consumer needs. The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at core concepts. The philosophy of quality will also change. We must be prepared for the coming events. To the best of their competence and interests, the authors tried to share with you, dear readers, their thoughts, entrusted you with their judgments about the past, present and future of the case to which they have dedicated their lives.

### Conclusion

The manufacturer is traditionally preoccupied with thinking about how to ensure the maximum possible conformity of commercial products to model samples. In the conditions of mass production, such a problem is quite costly, since it requires the organization of a special expanded service, and most importantly, where to find a significant number of

qualified workers. The Japanese, faced with the problem of providing production with qualified performers, were forced to solve it in a very peculiar way - to their enterprises located in neighboring states: Malaysia, Thailand, Singapore, Indonesia, they supplied the most advanced equipment in order to minimize manual labor. Not everyone is ready to follow Japan's example.

The linear development of the economy would surely lead to a dead end - mass production would become extremely costly over time. No amount of complex mechanization and automation helped. Firstly, the reduction in personnel would cause an increase in unemployment with all the ensuing social negatives, and secondly, qualified workers would still be needed in large numbers.

Salvation came from the nonlinearity inherent in the dialectic of progress. The economy of mass production has exhausted its resource and, like the next stage of a rocket, has lost the need for existence. The economic paradigm has changed. Irrational in various aspects - environmental, humanitarian, economic, mass production gave way to "lean economy" (lean production). Manufacturing fundamentally changes its purpose. The traditional task of manufacturing a large number of similar products that meet the requirements of regulatory documents, from which the consumer is invited to choose the most suitable ones, is replaced by the task of manufacturing exactly such a product that is needed by this consumer and exactly in the required volume and at a certain time.

The "lean" (sparing) economy focuses the attention of the producer on the state of consumer sentiment. A manufacturer needs to study demand, look for a niche in consumer demand, "educate" through advertising, educational work, and the organization of customer service.

The new economic philosophy brings the producer and the consumer closer together, emphasizes the dialectic nature of their relationship - they are opposites, but such that exist only in unity. Initially, the manufacturer and the consumer were generally in one person. The division of labor and the increase in its productivity have physically separated one from the other, but the essence of the relationship has not changed. The market opposed them, complicating the system of spatial relations with intermediary, transport and other tools. The task that unites the producer and the consumer is not to lose sight of each other, to clean up market superstructures, to make ourselves direct financial partners, reducing the financial burden on production.

At the same time, the manufacturer and the consumer in the system of market relations generated by the commodity economy are opposed to each other, therefore their understanding of the quality of production, goods partially coincide, which is also important to take into account when setting up a

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presence on the market, hoping to gain a foothold there for the rest of their lives.

Common signs of the quality of a product for a manufacturer and a consumer will be its usefulness, convenience, hygiene, ergonomics, resistance to deformation, ease of handling, and fashion compliance. The consumer, in contrast to the manufacturer, is of little interest in the quality of the production of the goods, although the "promoted", that is, the enlightened consumer should not, according to the logic of changing things, completely ignore the technology and organization of production. The connection between the quality of the product and the quality of production is of a causal nature, and this is quite accessible to the amateurish understanding.

For its part, the manufacturer runs the risk of being out of work if he underestimates the specifics of consumers' ideas about the quality of goods. E. Deming - the author of the classification of "fatal diseases" for the manufacturer - among the seven deaths named under No. 1 "orientation of production to such goods that are not in demand in the market", that is, are not in demand by the consumer; # 2 - "focus on short-term profits and short-term benefits." In both cases, the producer makes the same methodological error - he removes his activity from the system of relationships, makes "his area" universal, for which he pays in full measure.

The consumer's idea of the quality of the consumer goods is less objective, in comparison with the producer's understanding. A conscientious manufacturer, assuming professional obligations, attracts scientific knowledge, independent expertise, etc. The consumer, in contrast to the professional producer, is, in general, an "amateur". His views on the quality of goods, to put it simply, philistine, are based not on scientific knowledge, but on common sense. They are dominated by a pragmatic approach, a subjective assessment. In theory, the manufacturer should always be right; practically - then there would be no normal market, so everyone knows the opposite statement: the buyer is always right.

The dominance of a pragmatic approach to the quality of a product from a consumer is a kind of cost in relations between the main market actors. We have to put up with this, otherwise, apparently, it is impossible to build a system-forming link in market practice. The consumer, as a buyer, is limited by his ability to pay. The manufacturer has certain theoretical resources, for example, to increase sales, working capital, cut costs, etc. The consumer-buyer has no real reserves - loans will only increase his expenses, and in the Russian Federation it is very significant. Based on his situation, the consumer looks at the quality of the goods through the sight of the amount of rubles set by the seller as the equivalent of quality. To the above we add the skepticism that awakens in the mind of the buyer the annoying repetition: "the price corresponds to the quality." The

price can be equivalent to the quality only in a special case. A pack of middlemen feeds on the market.

"Quality" and "price" are basic concepts for both the producer and the consumer, but they are woven into systemic considerations in different ways - depending on the opposite of the market situation. Each of the subjects measures the quality of the goods based on their own status.

The third subject of relations between the producer and the consumer, and one more "evaluator" of the quality of the goods is the market, which is a tool for regulating the relations between the producer and the consumer. The role of the market has historically strengthened with the development of national economies and the creation of transnational companies. The market from an episodic limited in time instrument, has become a completely independent economic phenomenon. The growth of the market was accompanied by its structural evolution; it eventually built up into a complex pyramid of direct, indirect participation; retail trade completed wholesale; transactions from the present have gone into the future. A leader has emerged on the market - the financial transactions market, which should be considered as a symptom, because the financial market, by definition, is remote from the subject and quality is presented here in a generalized, conditional way.

"Product quality", from the market point of view, is a sign of the liquidity of a product. The product is not stale, therefore, the desired quality has been achieved. The market does not care if the quality of the product really satisfies the consumer. In the market, the "king" is not the buyer, but the seller, and the quality criterion is the time of sale of the goods. What will happen next? - the seller does not really care. That is why such a "deadly disease" as striving for immediate results is common. Nevertheless, the "market theory" of quality takes place and must be reckoned with when determining economic policy.

Production, consumption and the market, which turned out to be the subject of their relations, are cultural phenomena, their historical concreteness is determined by time, national and regional characteristics of development. The word combinations "culture of production" and "culture of consumption" have long and firmly entered the professional vocabulary, which cannot be said about the "culture of the market". The difference is not difficult to explain. Production and modern consumption are based on scientific knowledge that reflects the objective order of things; it is easy to trace the influence of cultural traditions in them.

The history of the market is not so great and the attitude to the market is somewhat different in culture. The market of the 20th and the new century undoubtedly absorbed elements of culture, but it turned out to be the very activity that does not have fundamental cultural values. The motto of Russian

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merchants: "Our goal is profit, but honor is higher!" took root thanks to the inherent and culturally designed guile. Honest and conscientious sellers in the market have never lingered - not their place. If the art of deceiving is counted among the totality of cultural phenomena, then the market is a form of reality of mass culturally shaped deception. They deceive everyone, always and in every way. And deception in the art market is no less than in the theater, where, in its own way, deception too.

Subjective, with unstable, multidirectional dynamics of movement, the market is poorly predictable. The attempts that are made in predicting the behavior of the market are unproductive precisely because of the lack of objective indicators of the systemic type. So the market reserves, as an area of real quality management, are small, especially in the absence of the state's desire to actively intervene in the architectonics of market relations.

For a specific enterprise (better than an association, a group of enterprises), the prospects for promoting marketable products to the market are associated with the development of resources for understanding quality in the coordinates of production - looking for a quality compromise, and educating its consumer.

It is easier for European and North American manufacturers to settle in the market with their products. The experience of communicating with the consumer has been accumulated over the course of two or three centuries, the consumer has dealt with the producers, found "his own" according to his interests and pocket; the market has balanced, adjusted to the requirements of the legislation; the state does not put pressure on the market, the manufacturer and the buyer, but where it is present, it does it toughly. Corruption, arrivals, monopoly claims are not over, but the struggle is real, not decorative, fake, which greatly facilitates the availability of the market, unifies the conditions of competition.

Satisfaction with the quality of consumer goods is among the main problems of European theorists and practitioners. The problem, in schematic terms, is simple - it is necessary to qualitatively satisfy the end customer's need for a product. On closer analysis,

simplicity turns out to be conditional - composite, in order to obtain the desired result, it will be necessary to build an ensemble on the market of the value of the product (1), price (2) and the consumer's purchasing power. In this sense, the market really acquires a key importance for economic development. This emphasis of the economic policy of producers can explain the concentration of interests on the consumer. It is not important to wait for the consumer, he must be actively sought and "converted".

In foreign analytical reviews, information has appeared that avant-garde marketers representing large companies producing consumer goods are proposing to significantly expand the format of participation with product consumers up to discussing the recommended price for an economy-class product. The idea is quite reasonable and practically feasible at no extra cost. Buyer's conferences are not realistic here, but the detailed practice of holding promotions, advertising actions with the device for displaying goods, reporting the estimated price and asking for a consumer assessment of the plans are quite promising and can be effective. One should not underestimate the modern buyer, his financial readiness, just as one should not force him to pay for the unqualified policy of the manufacturer with overstating the price. The agreed prices are also not fatal for the enterprise. There are always unused resources: materials science, technological, organizational, activating which the manufacturer makes the process profitable. A stable market position in the face of increased competition and volatility comes at a price. Perhaps it makes sense to rationally modernize what is called "bargaining" in a "market" such as a bazaar.

The quality of a product, in practical consciousness, is determined through its ability to meet the needs and expectations of a particular consumer. The quality of a product consists of many useful properties. In fig.4 highlighted the main qualitative properties of the goods.

New for economic theory, the concept of "product value" is defined as "a set of quality parameters expected by the consumer for the product he needs." The "consumer satisfaction tree" was "grown" from the concept of "product value".

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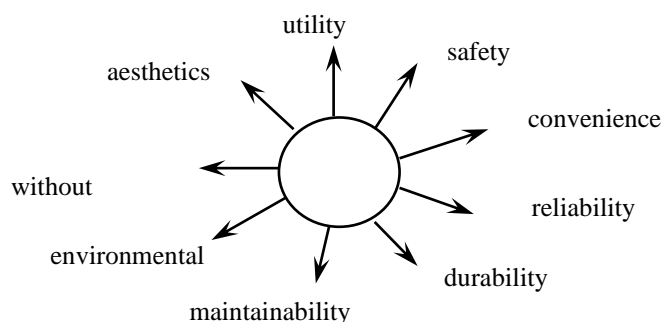


Fig. 4. Basic quality properties of the product

The value of a product is made up of the degree of necessity for its consumer and the level of quality (the presence of the required characteristics of the product). The buying decision is also influenced by:

- confidence of the buyer in the supplier;
- trust in the manufacturer;
- information from other consumers;

- accumulated experience of using a similar product.

The consumer makes a purchase decision by weighing the ratio of the proposed price of the product to the estimated cost. The higher the level of customer satisfaction, the more opportunities for business development, the more stable its market position.

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