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Article



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ON THE IMPORTANCE OF DEVELOPING A STRATEGY FOR THE PRODUCTION OF COMPETITIVE AND IMPORT-SUBSTITUTING PRODUCTS IN THE REGIONS OF THE SOUTHERN AND NORTH CAUCASIAN FEDERAL DISTRICTS

Abstract: In the article, the authors assess the strategy of producing competitive and in-demand products, which is possible only with the presence of managers who are professionally trained and politically responsible for the results of their activities. In addition, the authors reasonably believe that the political responsibility of the heads of light industry enterprises is the highest measure of expressing their professionalism. But at the same time, I would like to note that their failure to fulfill political promises and statements is evidence of either their inability to engage in economic policy, or the use of political management is carried out by them in their personal interests, alien to the interests of society, provoking the impoverishment of the people, characterizing the immorality of leaders, which, of course, is unacceptable. And it is clear that there are no such objective reasons that would justify the decline in production in the light industry, so the results of the assessment of economic policy should be either useful or harmful - this should always be an axiom. If this does not happen, then something in this very economic policy is not a professional decision, the actions are harmful to society and timely adjustments are necessary. The authors recommend that the market review the concept of forming it with popular and import-substituting goods, taking into account their attractiveness. Such a concept will fully correspond to the consumer's desire to satisfy his aspiration and desire to make a purchase, taking into account his social status, ensuring that manufacturers sell their products in full and guaranteeing enterprises sustainable TEP of their activities.

Key words: quality management, the meaning of the «standard», congruence, demand, assortment policy, footwear, assortment, light industry, import substitution, product priority, sustainability of the TEP from the enterprise's activities.

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Introduction

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The priority of the product can become a magnet that initiates the buyer's interest. The economic system is formed by production relations, radical transformations of the existing economic system,

To study the status of the concept of "Product Priority", a questionnaire was developed, shown in Table 1.

therefore, will not happen, there will be a restructuring, a reboot, changing not the system, but the order of the system's functioning, the vector evolution of economic policy. The economic system will undergo optimization by implementing costs of minimizing expenses on the range.

Table 1. Analysis and research of the status of the concept "Priority of goods"

No.	"Product Priority" Indicators	Rank
1	Perception of the need to purchase the product	7
2	Product reliability	2
3	Manufacturer's liability for product quality	1
4	Product completion	3
5	Politeness of service	17
6	Trust in the seller, manufacturer	16
7	Impressive warranty period	4
8	Availability of the product	8
9	Communication with the seller	25
10	Mutual understanding with the seller, his interest in selling the product	26
11	Service culture	27
12	Affordability	9
13	Customer Satisfaction	10
14	The level of consumer readiness to make a purchase	11
15	The level of interest of the manufacturer in the formation of "Product Priority"	19
16	Consumer purchasing power	12
17	Manufacturer's authority	5
18	Consumer communication	24
19	The presence of an opinion of the consumer about a previously made purchase of an identical product	13
20	The consumer's need to purchase a "Priority Product"	23
21	The relevance of this purchase for the buyer	14
22	Possibility of subsequent exchange of goods	20
23	The presence of several necessary functions in the product	6
24	Modern design	22
25	Payment method for purchase	15
26	Ease of use of the product	21
27	Organization and availability of service support for purchased goods	18

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Main part

At present, enterprises pay great attention to employee motivation, since the results of their work will be visible depending on how motivated the employee is. The main task of managers is to fully engage the entire potential of employees in work. Moreover, managers understand that material incentives do not increase loyalty and commitment to the company. Participatory management solves this problem. The essence of such management is that with it, the employees of the enterprise are included in the management process, participate in the activities of the enterprise, make decisions on a number of issues.

Moreover, if an employee of the enterprise has the right to vote, takes part in the activities of the enterprise, receiving a reward for this, then he will work more efficiently and productively. An employee whose opinion is taken into account, whose ideas are implemented, will have a better attitude to his place of work and will work with full dedication. With participatory management, employees can discuss with the manager the goals and tasks that he will need to complete. Employees of the enterprise can form working groups from those employees with whom they would be pleased and comfortable to work. In addition, employees of the enterprise can put forward their ideas and suggestions regarding the improvement of the work of the enterprise as a whole.

Moreover, there should be a reward for putting forward ideas. However, the participatory approach has its disadvantages in addition to its advantages. Not all people, due to their character, are ready to participate in the management of the enterprise and put forward ideas and proposals, bearing responsibility for them. Many employees find it much easier to do work according to the instructions of the manager. Involving employees in the management of the enterprise may not have the best effect on managers, since they may lose their influence on employees. A lot of time will also be spent on discussing problems, while an unambiguous solution may not be made, and time is wasted. Many ideas and proposals of the employees of the enterprise may be irrational and inappropriate due to insufficient knowledge.

Therefore, the managers of the enterprise need to inform employees about the state of affairs at the enterprise, train personnel in order to deepen their knowledge and put forward more effective and relevant proposals. Lack of recognition of the employee's idea can cause an ambiguous reaction in the employee putting forward his innovative proposals, thereby demotivating him. Therefore, the managers of the enterprise need to explain why this idea is not suitable in a particular situation. Having considered all the pros and cons of participatory management, we can conclude that such management is not a lifesaver for improving things at the enterprise, but it allows you to see the problems of the enterprise

from the inside and try to solve them not by the efforts of one person, but by a group of people, where everyone can show themselves for the benefit of the enterprise. Regardless of whether that the participatory method of personnel management of the enterprise is gaining more and more approval every year in most countries with developed and developing economies, Russian enterprises are not yet ready to implement and fully realize the advantages of this method. All this is because HR departments prefer to work according to the established traditional scheme.

Most Russian enterprises, both long-standing and recently created, use the directive method of management. At such enterprises, management decisions are made unilaterally, career growth occurs due to "good connections" with the manager, and not one's own merits in work, frequent violations of labor laws are commonplace. The reason for the preference for the directive method is the national mentality of our country that has developed over many centuries, as well as the Soviet ideology that is still present in many enterprises. As a result, management at such enterprises is centralized, administrative and has a formal nature. No more than half of HR managers can achieve and skillfully use the consistency of the set goals with the capabilities of the enterprise and the interests of employees. Another very important factor that does not allow the adoption of a participatory method of personnel management at Russian enterprises can be taken as the influence of the national culture of Russia. The choice of the strategy of human resource management in the practical activities of the enterprise depends on this influence.

In order to most successfully implement participatory personnel management and prepare employees for a change in the approach to working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and eliminate the established inaccessibility of the manager for the lower level. It is important to create a high-quality and effective system of motivation and continuous professional development so that the personnel becomes a source of competitiveness of the enterprise, meets modern requirements for human resource management. and the Soviet ideology that is still present at many enterprises. As a result, management at such enterprises is centralized, administrative, and formal.

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management and prepare employees for a change in the approach to working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and eliminate the established inaccessibility of the manager for the lower echelon. It is important to create a high-quality and effective motivation system and continuous professional development so that the personnel becomes a source of competitiveness of the enterprise, meets modern requirements for human resource management. No more than half of HR managers can achieve and skillfully use the consistency of the goals set with the capabilities of the enterprise and the interests of employees. Another very important factor that does not allow the adoption of a participatory method of personnel management at Russian enterprises can be taken as the influence of the national culture of Russia. The choice of a strategy for managing human resources in the practical activities of the enterprise depends on this influence. In order to most successfully implement participatory personnel management and prepare employees for a change in the approach to working in a team, first of all, it is necessary to establish measures to encourage individuality in each employee of the enterprise and eliminate the established inaccessibility of the manager for the lower echelon. It is important to create a high-quality and effective motivation system and continuous professional development so that the personnel becomes a source of competitiveness of the enterprise, meets modern requirements for human resource management.

The non-classical science that replaced classical science had a common nature with its predecessor, its objects had the same nature, but in a deeper expression. Scientific knowledge plunged to a new level of complexity and it turned out that the scientific and philosophical approaches tested by past experience were not effective. It was necessary to look for another way of thinking - to develop dialectical logic.

The idea could not evaluate its real advantages except through discussion, moreover, it had no alternative development option. The monism of Hegel's anthology was idealistic, but in the system the idealistic principle no longer had a decisive significance, which allowed K. Marx to assert: "Hegel's philosophy is materialism turned on its head."

The efficiency of design and digital production of products depends not only on the equipment and software used, but also on the qualifications and professionalism of the personnel employed in the design bureau. It is necessary to introduce information on how to minimize defects in production.

Step one. Create a table with the characteristics of all cases of defects at the enterprise. For indicative statistics, it is recommended to analyze data for at least a year.

Step two. Combine similar causes of defects in a common group. By identifying a group of similar causes of defects, it will be possible to calculate the number of cases for the period, as well as losses from them and ways to eliminate them.

Step three. Conduct an analysis. Usually, after grouping, it turns out that only a few identical causes are regularly repeated, leading to the bulk of defects in production. They deserve priority attention.

Step four. Determine the cause of defects in the enterprise with the maximum number of cases and the greatest losses.

Step five. Reduce or eliminate the likelihood of recurrence of common causes of defects in production. In lean manufacturing, there is a term "poka-yoke" (poka-yoke, Japanese - protection against errors). This term suggests that in order to prevent production defects in the future, it is necessary to provide conditions where it is physically impossible to repeat the defect, so that the employee does not have the opportunity to make a repeat error, etc. Before solving the problem, our management often blamed subordinates, referring to the problem of the human factor. However, improving the production process allowed us to dramatically reduce the likelihood of errors at the enterprise - fewer mental operations began to be performed, responsibility was delegated between different employees, and favorable working conditions were improved. Lean manufacturing: system and examples.

Step six. Development and implementation of a personnel motivation system aimed at reducing production defects. Possible measures include a certain amount of employee bonus deduction for the release of each ton of defective goods or for errors made. Bonuses can also be paid for reducing the share of defects to the established standard, individual indicators of employees can be posted on stands - this will stimulate the desire of employees to reduce the level of defects.

Step Seven. Organize a continuous quality improvement process. Individual quality indicators should be defined for each employee. As a rule, 1-3 indicators are sufficient, within the framework of participatory management.

To solve all kinds of problems related to the appearance of defects, equipment malfunctions, increase in the time from the release of a batch of products to its sale, the presence of unsold products in the warehouse, the receipt of complaints, it is necessary to use the Pareto diagram. The Pareto diagram allows you to distribute efforts to resolve emerging problems and establish the main factors from which you need to start acting in order to overcome emerging problems, using the advantages of participatory management, namely: increasing staff motivation; team building; increasing employee loyalty to the enterprise; accelerating the development and implementation of innovations; improving the

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image of the enterprise; increasing the efficiency of economic activity. And the success of the enterprise team is guaranteed.

Conclusion

The problem of ensuring the quality of activity is not just universal, it is relevant, it is strategic. The domestic light industry is going through hard times, and the consumer is offered products of dubious quality, which got to our markets by counterfeit and other illegal means, that is, they do not have guarantees for buyers to use their rights to protect themselves from unscrupulous manufacturers and suppliers.

Reanimate the role and importance of a quality-oriented strategy, since only in this case will enterprise managers be subjectively and objectively forced to improve their production using nanotechnology, innovative processes and digital production, so that competitive and import-substituting materials and products fully satisfy the needs of domestic consumers. At the same time, our assertion that the consumption of domestic materials and products is regulated by the market is justified. In this case, market requirements should shape the role of the state and consumers in production to create sustainable demand for domestic materials and products, namely:

maintain the range of goods, regulating it through federal, regional and municipal orders;

stimulate price stability; increase consumer power 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 to realize that improving the quality of materials and products cannot be associated only with rising prices, but also through technical innovations in digital production aimed at applying new technological and engineering solutions.

Today, and especially tomorrow, it is important to implement one of the defining principles of production efficiency - the manufacturer produces exactly what is needed not only by domestic, but also by foreign consumers.

It is equally important to understand the role and significance of quality activity, that is, to what extent leaders have penetrated the essence of things, learned to manage things, change their properties (assortment), form, forcing them to serve man without significant damage to nature, for the benefit and in the name of man.

Both political leaders and the government have recently begun to talk about the need to conduct a competent industrial policy. However, if we carefully examine the regulatory and methodological documents on the structural reorganization of industry, then the thought arises whether we are not stepping on the same rake that we have been stepping on all the years of reform.

What is the essence of economic reforms and the importance of industrial policy in them, which are theoretically substantiated and tested in practice in a number of developed countries?

This is the fight against inflation, strengthening of the national currency and financial stabilization. This is a change in the forms of ownership in various spheres of the economy through the process of privatization. This is a structural reorganization of the economy to the conditions of market relations.

At the same time, structural restructuring must be the basis of all these fundamental processes of economic reform. Both financial stabilization and privatization must be subordinated to the process of structural restructuring, since it is precisely structural restructuring that determines the final result of reforms and the effectiveness of the adaptation of various forms of production to civilized market relations.

The basis for the structural restructuring of the economy must also be the final result. And this is the products, services - their competitiveness in the domestic and world markets.

What was happening in the Russian reforms? All three basic processes (financial stabilization, privatization and structural restructuring) were going on by themselves, without any mutual connection with each other. Therefore, the methods that were used by the government and the Central Bank to combat inflation and other economic indicators often ran counter to the tasks of structural restructuring.

As for the process of structural restructuring, the government's position is expressed by the following statement: "the market itself will put everything in its place." With such a position on structural restructuring, it is not surprising that in the national economic policy at that time there was no place for the words quality, competitiveness, import substitution

This is, unfortunately, the reality of the reforms carried out today. In this regard, I would like to refer to the well-known world experience.

World-renowned quality specialist E. Deming, who was once a scientific consultant to the Japanese government and led Japan out of the economic crisis, says in his book *Out of the Crisis*: "... managing paper money rather than a long-term strategy for digital production is a path to the abyss."

Regarding whether the state needs to conduct industrial policy, we can cite the statement of the outstanding economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of the market economy. 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 egoism of traders." This seems to be about us today and our situation in the economy.

What are the results of economic activity today, what are the achievements in this area? Growth of

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gold and foreign exchange reserves, reduction of inflation, budget surplus and other financial and economic achievements. But is this the end result of public administration? And not the quantity and quality of goods and services sold on the domestic and foreign markets, and not the solvency of the population 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 set for all levels of executive and legislative authorities - to improve the quality of life of Russian citizens.

Let us conduct a general factor analysis of the problem of "quality of life". The quality of life of citizens depends on the quality of consumed goods and services in the full range - from birth to funeral services, as well as on the solvency of citizens, which allows them to purchase quality goods and services. The two factors named (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 depends on the state of management, on the level of application of modern management methods.

The current global practice of widespread use of modern methods is based on standardization and certification. Standardization allows for the generalization of best practices, formalization of them in an accessible and understandable form and making them available to all those wishing to apply these best practices. Certification allows for the assessment of the level of implementation of standard requirements in practice and for providing an appropriate guarantee for the consumer. At present, no more effective mechanism for disseminating best practices has been invented. experience in solving various problems, and corresponding international structures for standardization and certification have been created in the world.

An analysis of current international standards aimed at improving the level of enterprise management shows the following areas of their action:

- quality management systems (ISO 9000 series of international standards and industry supplements);
- environmental management systems (ISO 14000 series of international standards);
- occupational health and safety systems (OHSAS 18001);
- social responsibility systems (SA 8000)

The structure of the problem of "quality of life" and a set of international standards aimed at solving it.

At the same time, international quality management standards have the most significant and global character. The use of modern methods in them allows solving not only the problem of improving quality, but also the problem of cost-effectiveness and

the problem of productivity. That is, today the concept of "quality management" is moving into the concept of "quality management".

Thus, the solution to the problem of increasing the efficiency and specificity 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 innovations based on digital production and quality should become priority areas of the state's economic policy. Innovations and quality are the path to high living standards.

The problems of improving the quality and competitiveness of materials and products at the current 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 USA in the 1930s, Japan, Germany in the post-war period, later - South Korea and some other countries) shows, in all cases the basis for industrial policy and economic recovery was a strategy for improving the quality and competitiveness of products that would be able to conquer both domestic and foreign markets. All other components of the reform - economic, financial and credit, administrative - were subordinated to this main goal.

The developed software for the formation of the technological process of production of import-substituting products and determination of specific reduced costs, which are the sum of current costs (cost price) and capital investments, measured using the standard efficiency coefficient taking into account the production program, allows for calculations of static parameters of the technological process of production of import-substituting products under various forms of production organization. Developed software for calculating cash receipts from operating activities of light industry enterprises based on an assessment of the degree of performance and dynamics of production and sales of products, determining the influence of factors on changes in the value of these indicators, identifying internal reserves and developing measures for their development, which are aimed at accelerating product turnover and reducing losses, which guarantees light industry enterprises stable TEP and prevents them from bankruptcy.

Models of product sales during the month at 100%, 80%, 50% are proposed. Calculations show that with 100% of footwear sales, not only the costs of production and sales of footwear are compensated, but also a net profit of 1900.54 thousand rubles remains, which indicates the effective operation of the enterprise, as well as the correct marketing assortment policy of the enterprise. Profit is also ensured when selling 80% of men's, women's and children's footwear. When selling less than 50% of footwear from the production volume, the enterprise will incur losses. To solve this problem, conditions for the sale of footwear in a specified period of time and a sales

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volume of at least 50% are necessary. If such a situation arises, it is necessary to attract borrowed funds to cover costs and organize subsequent release of products through the use of a bank loan, factoring, leasing.

Based on the current situation in the economy of our country, in our opinion, an equally significant problem in the development of the regional consumer market is the lack of a full-fledged regulatory framework that ensures the functioning of the mechanism of state regulation of the consumer market in the regions. Based on this, it is state and regional intervention that should correct the situation in the market of domestic products of light industry enterprises in the regions, and thus there will be an opportunity for the development of competitive and import-substituting products.

The implementation of the planned measures will lead to covering the deficit for all types of products, will ensure increased mobility of the workforce in the Southern and North Caucasian Federal Districts and a reduction in negative processes in the labor market, as well as a stable balance of interests of consumers, employers and municipal, regional and federal authorities. For the successful implementation of all the above measures, the interest of regional authorities in the development of competitive and import-substituting production, reduction of prices for components and energy costs and benefits for transportation of manufactured products by enterprises of the Southern and North Caucasian Federal Districts is most necessary.

Therefore, only the focus on innovation, quality, and competitiveness of products and services should be the basis of the industrial policy being conducted at all levels yesterday, today, and, especially, tomorrow.

The economic effect of the results of the work is limited, consisting in increasing labor productivity, the level of mechanization of production, reducing the indicators of unfinished production and costs of digital production. An accessible tool for digital production technologists for rationalizing the design of technological processes is proposed, allowing the enterprise to form a competitive assortment and predict the amount of maximum income from the production of import-substituting products.

An assortment policy has been developed to form competitive products taking into account factors influencing consumer demand: compliance with the main fashion trends, taking into account the economic, social and climatic characteristics of the regions of the Southern and North Caucasian Federal Districts, the production of which using modern innovative technological processes, as well as to meet the demand of the elite consumer, using manual labor creates the basis for meeting the demand for footwear for buyers in these regions.

Innovative technological processes have been developed for the production of import-substituting

products using modern technological equipment with advanced nanotechnologies, forming the basis for reducing the costs of import-substituting products and ensuring their increased competitiveness with the products of leading foreign companies, with the possibility of a wide range of product release not only by type, but also by age and gender groups, which guarantees their full demand.

The proposed layouts of technological equipment make it possible to form a technological process for the production of import-substituting products with an optimal output volume, taking into account the production area and the form of organization of digital production.

Software has been developed to calculate cash receipts from operating activities of light industry enterprises based on an assessment of the degree of performance and dynamics of production and sales of products, determining the influence of factors on changes in the value of these indicators, identifying internal reserves and developing measures for their development, which are aimed at accelerating product turnover and reducing losses, which guarantees enterprises stable TEP and prevents them from bankruptcy.

Software has been developed to form the technological process of digital production and determine the cost of production of import-substituting products. A computer simulation model has been implemented that describes the dynamics of the process of production of import-substituting products. The proposed methodology and the software implemented on this basis make it possible to reduce the duration of technological preparation of production and increase, due to the rationalization of the technological process, the specific consumer effect of import-substituting products.

Complex indicators of the efficiency of innovative technological processes of footwear manufacturing, similar to other types of priority products, have been calculated. Taking into account the production program, promising options of technology and equipment have been formed, the most efficient one has been selected; possibilities for streamlining the flow have been identified, allowing to eliminate "bottlenecks", minimize equipment downtime, which is one of the conditions for designing innovative technological processes. The reliability of the calculations performed to assess the efficiency of technological processes using target programming methods for various technological and organizational solutions is confirmed by calculations of economic efficiency indicators: cost price, profit and profitability, and other indicators.

The proposed methodology allows to reduce the duration of technological preparation of digital production and reduce the time of expert work while maintaining the required depth and validity of engineering conclusions. The economic effect of the

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conducted research is expressed in the intellectualization of the technologist's work with a reduction in time costs for the development of the range of manufactured import-substituting products and the assessment of the efficiency of technological processes in comparison with the typical economic calculation of the full cost of manufacturing such products.

The analysis of the influence of digital production organization forms and manufacturing technology on the cost of import-substituting products is carried out using the example of the technological process of manufacturing children's, women's and men's shoes taking into account the shift program.

Theoretical dependencies are obtained to assess the influence of the "production organization" factor on individual costing items as a whole and other technical and economic indicators in order to prevent enterprises from bankruptcy.

Thus, all this taken together will provide light industry enterprises of the regions of the Southern and North Caucasian Federal Districts with a stable position both in the domestic market and in the markets of near and far abroad. All that is needed is the good will and interest of all participants in this process.

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