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ON THE IMPORTANCE OF HAVING THE BRANCHES OF GOVERNMENT INTERESTED IN THE HEAD OF THE ENTERPRISE TO ENSURE THAT HE PRODUCES PRIORITY PRODUCTS

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 managers of light industry enterprises is the highest measure of expression of 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 personal interests alien to the interests of society, provoking the impoverishment of the people, characterizing the immorality of managers, which, of course, is unacceptable.*

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.*

Language: *English*

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Introduction

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In the article, the authors researched and analyzed the features of the interaction between demand and sales of products manufactured at enterprises in the regions of Russia, as well as the management of real product quality, not advertising, through the motivation of the leader of the enterprise team to be responsible for this very product quality.

The authors in their conclusions showed ways to solve this problem based on the use of innovative technological solutions, the development of an assortment policy taking into account the characteristics of these regions, reducing production costs due to effective technological solutions with more frequent changes in the assortment while maintaining minimal costs for reconfiguring the technological process and the formation of a pricing policy that creates advantages in the competitive struggle in markets with unstable demand.

The authors have developed software that allows tracking the movement of funds from the result of marketing policy in order to guarantee the enterprise prevention from bankruptcy. The collective monograph provides examples of calculating the main technical and economic indicators that allow the heads of the enterprise to make the only correct decisions that create economic stability for them. Of particular interest are the results of the authors' research, due to concern for children, so that the shoes they use, purchased outside of specially designated stores, would not be dangerous for them, forming pathological deviations of the foot due to non-compliance of shoes with the requirements of technical regulations. Unfortunately, the number of children with acquired pathological changes in the foot is increasing. In this regard, the authors in their research propose a set of measures to provoke manufacturers to strictly comply with the requirements of technical regulations, guaranteeing children comfort and eliminating cases of flat feet, clubfoot and other defects, providing them with a healthy lifestyle. Another very important factor that does not allow the adoption of a participatory method of personnel management at Russian enterprises can be considered the influence of the national culture of Russia. The choice of strategy for managing human resources in the practical activities of enterprises depends on this influence.

According to the majority of researchers who used the systemic approach, the cultural peculiarity of Russian entrepreneurs includes dependence on the team and the norms of behavior formed by it, the desire for trusting relationships, and avoidance of irresponsibility. Often, preference is given to the personal qualities of an employee rather than his success in performing his job, and personal and business relationships are mixed. Our Russian reality also notes the tendency of entrepreneurs and their employees to bribe, conceal income from the tax service, forge documents, and disregard for ethical standards in relation to competitors. There is a gap in communication between the manager and the employee, in other words, the manager of the enterprise is inaccessible to lower-level employees. It has also been noted that Russians have an average level of individuality and often try to avoid uncertainty.

As a result of all the above, the conclusion suggests itself that in Russia the enterprise and the management of personnel management are formed ineffectively and working collective connections are practically absent. Enterprises devote all their attention to fulfilling the conditions set before them by employees of the state bureaucratic apparatus, and not to fulfilling responsibility to consumers and society. Therefore, there is a difficulty in introducing progressive foreign management methods into Russian practice.

In order to most successfully implement participatory personnel management and prepare employees for a change in the approach to working in a team, it is first 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 implementation of all the results of the research proposals is possible only if regional and municipal branches of government actively participate in their implementation, so that, by creating new jobs in small and medium-sized cities, they guarantee their population all the social benefits for a decent life, providing their financing, including the work of preschool and school organizations, medical and cultural institutions, distracting young people from the street and other undesirable phenomena, and the appearance on the markets of demand for in-demand products with a price niche acceptable to the majority of consumers in these regions will reduce the migration of the population from these regions precisely due to the financing of all socially significant programs.

Quality is "written in fate" to be at all times at the epicenter of both scientific and amateurish reflections. The problem of ensuring the quality of activity is not just universal, relevant, it is strategic.

The domestic light industry is going through hard times, and consumers are offered products of dubious quality that have entered our markets through 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.

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.

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.

The current global practice of widespread use of modern methods is based on standardization and certification. Standardization allows to generalize best practices, formalize them in an accessible and understandable form and make them available to all those who wish to apply this best practice. Certification allows to assess the level of implementation of the requirements of standards in practice and to provide 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 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 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 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 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 create 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 the receipt of 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 carried out 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 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 Russia with a stable position both in the domestic market and in the markets of the near and far abroad. All that is needed is the good will and interest of all participants in this process.

Main part

Such a quality management mechanism elevates the importance of scientific analysis, defining the role of subsidiary, experimental farming in the self-movement of production towards quality. A retrospective look at the history of understanding how to manage production quality in general clearly demonstrates that this history is very similar to the movement of thought by the principle of "trial and error". Each subsequent "theory" after S. Colt (1870s), G. Lalande, G. Ford, A. Fayol, M. Weber, F. Taylor, W. Schuchert, E. Deming, I. Ishikawa, I. Juran, F. Crosby, A. Feigenbaum invariably resembled a way out of the impasse into which its predecessor led, until eventually the key concept of quality control was replaced by quality management system. Comparison of quality management system with quality control system allows us to consider the trend of the movement - the desire, by developing a new approach to quality management, to overcome the narrow technological view of quality as a standard limited by the production process outside the conditions of consumption.

A special place in this list should be occupied by the desire for a quality economy. The essence here is the following: opposites, by definition, are mutually alienated. Dialectical opposites, to which the individual and society belong, differ favorably in that the unity in their relations is inherent at their emergence. It only needs to be brought to a general position by ascending from the formally necessary stage to the absolutely necessary, loading the process with real content, objectively demonstrating the advantages of interaction. There is no other way to overcome the alienation objectively inherent in the relations of opposites of the individual and society. Through the quality of activity - to the quality of social improvement. It is unnatural to alienate that which serves as a real condition for your development. Under the conditions of classical capitalism, alienation was a prerequisite for achieving the power of capital, and the political organization of society itself openly adapted to ensuring the bourgeois state. Democracy was adapted to the bourgeois social structure.

The 1917 revolutions in Russia and the subsequent history of the USSR should be assessed not so much as national achievements, but as a turning point in the history of classical capitalism, a transition to post-classical capitalism. The dominance of private property and the advantages of capital remained intact, but significant changes took place in the social superstructure. Class antagonism gave way to social partnership. Access to capital led to the emergence of various forms of associative use of it in production. Cultural progress was accompanied by an interest in the quality of life, a change in this very concept. World cataclysms, undoubtedly, did not simply frighten the peoples of Europe and Asia. They moved consciousness away from the abyss of extreme interests in resolving contradictions.

The alienation of the individual in labor has not been overcome, but development has been carried out objectively (society) and subjectively (individual) through mutual movement. Certain conditions for the removal of alienation have developed. And the new approach to quality -- consumer-production -- is a milestone on the path to bringing together the main subjects of social life. It will force adjustments to be made to economic policy, will return a systemic understanding of society, limiting the desire to put social life "on the shelves."

A high-quality vector of economic development will, of course, require additional expenses, but that is what the state and its economic instruments are for, to try to compensate for them. And the market will certainly react positively to a high-quality product with its activity.

In our view, the existence of private property in itself in the diversity of its forms of implementation is not a sufficient basis for alienation in the labor of the individual. K. Marx, developing the idea of alienation of G. Hegel, apparently had in mind a certain way of organizing labor associated with the absolutization of the dominance of private property. Private property serves as a potential economic basis for exploitation.

But exploitation is not an immanent feature of it. Private property alone is clearly not enough for exploitation. As for the opposite private property, public (national), which is managed by the state and serves as the real subject of property, it also does not contain economic guarantees for overcoming alienation, which is easy to verify from the experience of the activities of domestic state monopolists.

Production management assumes that the relevant management services manage the process of processing raw materials, materials and semi-finished products entering the enterprise into a product that the enterprise offers to the external environment. To do this, management carries out the following operations: managing the development and design of the product; choosing the technological process, placing personnel and equipment in the process in order to optimize production costs and choosing the methods of manufacturing the product; managing the purchase of raw materials, materials and semi-finished products; managing stocks in warehouses, including managing the storage of purchased goods, semi-finished products of our own manufacture for internal use and final products; quality control.

Marketing management is designed to link the satisfaction of the needs of the enterprise's clients and the achievement of the enterprise's goals into a single, consistent process through marketing activities for the sale of the product created by the enterprise. For this purpose, management of such processes and actions as: market research; advertising; pricing; creation of distribution systems; distribution of created products; sales is carried out.

Financial management consists of the management managing the process of financial resources movement in the enterprise. For this purpose, the following is carried out:

- budgeting and financial planning;
- formation of financial resources;
- distribution of money between the various parties that determine the life of the enterprise;
- assessment of the financial potential of the enterprise.

Personnel management is associated with the use of employees' capabilities to achieve the company's goals. Personnel work includes the following elements:

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

Accounting management involves managing the process of processing and analyzing financial information about the company's operations in order to compare the actual operations of the company with its capabilities, as well as with the operations of other companies. This allows the company to identify problems that it should pay close attention to and to choose the best ways to carry out its operations so as not to provoke bankruptcy.

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