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ON THE IMPORTANCE OF AN ENTERPRISE MANAGER'S ABILITY TO SOLVE PROBLEMS OF PRODUCING COMPETITIVE AND IN-DEMAND PRODUCTS FOR CONSUMERS IN THE REGIONS OF THE RUSSIAN FEDERATION

Abstract: This article examines the role of enterprise managers in ensuring their effective production of in-demand products. To this end, the authors outline a list of competencies that managers must possess to successfully achieve their stated goals and objectives, ensuring the successful production of in-demand products for consumers. The results of these studies confirm the validity of the understanding that enterprise managers, vested with authority, are accountable to their teams for the results of their work.

Key words: leader, competencies, quality, demand, professionalism, priority, market, profit, demand, buyer, manufacturer, product range policy, paradigm, economic policy, profitability.

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Introduction

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The clothing and accessories segment has always been expensive, and now logistics costs have increased by 2-2.5 times. Prices for materials are also rising in China itself, which supplies clothing and

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footwear to half the world's population. Not only are raw materials becoming more expensive, but so are equipment, energy, and labor, and transportation costs continue to rise. The situation is certainly not going to improve anytime soon.

It would seem we should take matters into our own hands. If we're already making rockets, how will we manage with shoes? However, the expert is quite skeptical about the prospects of establishing production in Russia: in his opinion, China fulfills orders for the entire world, and it will take years of active PR efforts to attract a flow of foreign orders to Russia. The second problem is materials. We purchase them for production at Russian factories, again in China, so we face the same delivery problems and rising raw material prices. The Russian mentality is also important, says Loginov: the Chinese are accustomed to working seven days a week, and we are clearly not ready for such a schedule.

The reason for the current situation in the country is They call the oil-based model of economic development: "It was believed that everything except oil and gas was insignificant, that they were trivial, insignificant." This dismissive approach has led to our current complete reliance on imports for non-food products. There are either direct imports or hidden ones. That is, even if an item is listed as Russian-made, its components are still imported.

"Setting up production just for Russia is the bare minimum. China developed production for the entire world in 10 years, and nothing is stopping us from doing the same. We have plenty of opportunities and traditions; the Chinese had to learn everything from scratch. We've lost part of our industry, and it needs to be restored. Following the localization of finished goods, we'll also localize textiles, and we'll be able to restore their production. The state needs to take up this industry. Remember how agriculture and farming were supported, and now you can buy a variety of cheeses, although just recently there was almost nothing domestic. The situation is similar here." Whoever can find geniuses will rule the world. This obvious formula is based on all previous human experience. Individual, resourceful individuals have created world religions (Zarathustra), destroyed and formed gigantic empires (Alexander the Great), constructed the world (Aristotle), and forever changed it (Joseph Gutenberg, Henry Ford). Finding such capable individuals and using them for government, military, scientific, aesthetic, and social purposes is a priceless opportunity. However, there is one small problem. Identifying, seeking out, and selecting geniuses using mediocrity is impossible. The average person will always instinctively apply their limited understanding of the world to the talent of the future and successfully select not geniuses, but the most adaptable average people. This is precisely why all intelligence tests yield high scores when testing mediocrity. The average person instinctively selects

the average person, while geniuses are generally unsuited for such work. In the previous chapter, we examined the problems of understanding geniuses and the rarity of their simultaneous appearance in the same field. Consequently, searching for a genius using a genius is impossible due to the rarity of these unique individuals and their enormous individual differences. Average people cannot be used for these purposes, as they do not and cannot have objective criteria for selection. On the contrary, the instinctive behavior patterns of mediocrity guarantee a negative assessment of any potential talent. The only solution is to develop objective, tester-independent methods for analyzing the individual organization of the human brain. No psychological tests or ability assessments are suitable for solving this problem, as should be clear from the preceding text. A method must be found for the lifetime analysis of the cytoarchitectonic structure of each individual's brain. By finding such a method, it will be possible to conduct a detailed analysis and identify the structural features that predetermine a person's most pronounced abilities. By identifying potential abilities, it will be possible to precisely redirect a person's professional training. Only in the field of activity that matches the unique characteristics of their brain will they achieve maximum success and produce the greatest results. By finding a way to assess the structural predisposition of a genius's brain during their lifetime, many complex problems can be solved. A single brilliant economist with little money can cause more harm to any economy than the most destructive and bloody war. The same talent, called upon to rebuild a country, would be more beneficial than any experienced but mediocre consultants. In the fields of invention, the creation of new technology, intelligence, politics, and fundamental science, geniuses will give any state undeniable advantages. One simple question remains: how to find them? Endless attempts are being made to use functional tomography or positron emission tomography (PET) methods to identify the functional fields of the human brain and link them to specific individual brain properties. This is currently impossible, as these methods are based not on the analysis of neuronal activity, but on identifying the characteristics of individual cerebral circulation. Brain blood flow velocity is extremely important, but the dynamics of its changes have only an indirect relationship to individual cytoarchitecture and the localization of functions. For the same reason, attempts to inject essential brain metabolites labeled with short-lived isotopes have yielded no results in the study of functional localization and are useless for developing in vivo methods for assessing individual abilities. Depending on individual blood flow, metabolite binding occurs in the visual areas during olfactory stimulation, while during associative tasks, it occurs in the motor centers. With such precision, attempting to resolve issues of cytoarchitectonic or

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functional localization is impossible. Therefore, to implement such a cerebral sorting project, two parallel processes must be organized. On the one hand, comprehensive studies of the brains of gifted individuals of various specialties must be launched, both during life and after death. On the other hand, maximum efforts must be directed toward developing physical instruments for cytoarchitectonic analysis of the living human brain. To visualize the cytoarchitectonic image of the living human brain, a tomograph with a spatial resolution of 0.5 μm is required. Such a device will allow one to determine the shape of neocortical nerve cells and, during life, calculate the size of cytoarchitectonic fields and subcortical structures of the human brain. The above processes have begun. Modest attempts to link people's socialization with the anatomical structure of their brain and to initiate cerebral sorting can already be found in the literature (Bickart et al., 2011). Further developments are a purely technological process, which will consist of collecting a data set on the correlation between certain human abilities and the individual structural organization of their brain. With proper research design, it will not take long to introduce mass cerebral sorting of people by ability and identify unique geniuses.

Main part

The quality of production and the quality of the product depend on technology, technical means, production organization, the professional qualifications of the organizers and executors, and their attitude toward work. These last two components form the essence of the concept of "subjective factor" or "human capital." Relying on the achievements of the scientific and technological revolution, entrepreneurs strive to minimize the contribution of the "subjective factor." Without being overtly explicit, the "subjective factor" is considered a condition of uncertainty and risk.

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

The original law, and essentially the principle, of this logic is the law of identity. Object and subject, and their connection, are recognized as immutable. Movement is reduced to its relative moment—rest. Rest replaces movement and, with it, change as the essence of any movement.

Charles Darwin said that nature abhors leaps, and explained that it is all made up of them. Jean

Cuvier, on the other hand, sought to understand the variability of species as a result of terrestrial cataclysms. Nature's life tells us that we should be wary of logical linearity in thinking. It is effective when something needs to be perfected in its traditional form. For example, in the case of improving an existing product range, or achieving a rational balance between consumer demands for a well-known, attractive product, its quality, and price. But everything has its limits, and improvement is no exception. Therefore, we must proactively seek out interesting, promising options for developing a product line, thinking not about what already exists and improving what exists, but rather trying to imagine systemically, anticipating demand with innovation. Managing consumer needs today in any other way is irrational.

Our thinking, in that part of it called creative, is quite expansive for innovative action. However, it's important to understand that beyond the horizon of the known, Aristotelian logic loses its heuristic potential. Prospective thinking is thinking that attempts to grasp the direction of change in commodity production. All that remains is to seek logical tools. The direction of movement should be shifted from Aristotelian formal logic to Hegelian dialectical logic, based on the principle of the development of the content of concepts and the change of the concepts themselves.

Introducing the peculiarity of dialectical logic, its fundamental difference from Aristotelian logic, Hegel wrote: "In rational logic, the concept is usually regarded as a simple form of thought and, more precisely, as a general notion, as if the concept as such were something dead, empty, abstract." He then clarified: "Of course, the concept should be regarded as a form, but as an infinite, creative form."

Here, the peculiarities of Aristotelian logic, aimed at the immutability of the conditions of inference, came in handy. If commodity production is the only universal reality of the objective historical process in a developed society, then history itself destined it to be realized with dignity exclusively in the form of bourgeois organization. Thus, the consumer mindset, also generally attuned to a formal-logical mode of action, leads to the final conclusion: the period preceding capitalism was prehistoric, merely a formative stage. The true history of commodity production is being created in bourgeois form. Objective reality has been embodied in an absolute, that is, ahistorical form. Subsequent history can only be understood as capitalism's ascent to its highest and absolute achievements and the utmost defense of the stability of the bourgeois system—the optimal one for a commodity economy.

The power of logic lies in the ability to construct an internally consistent theory, but the truth of any theory is not tested by its consistency alone. The correspondence of the theory's implications to real-life

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realities is of particular importance here. Economic theory is tested en masse, for its results directly affect everyone. People may or may not be producers, but everyone consumes the products of production, and everyone wants to ensure that consumption is consistently high-quality and in line with their ability to pay.

The marketplace was full of quality goods; the only concern was counterfeiting, which was not as prevalent as today and was resolutely suppressed by both the state and trade self-regulation. For mass production, the primary consequence of the Industrial Revolution, the issue of producer interest in product quality was not a socially significant one. It undoubtedly existed, but the nature of production prevented it from escaping the realm of private consciousness and materializing in the product range.

This problem potentially arose even before commodity production, but at that time it was merely an abstract possibility, as the reality was the actual quantity of goods produced. Production was only just gaining momentum as a source of human vitality. The problem of quantity arose first, and the increase in quantity raised the question of quality, as it became possible to compare manufactured goods, and production specialization emerged based on the unique characteristics of the natural environment.

The developing market demanded a variety of products. Products were needed to accommodate the varying purchasing power of consumers. The division of quality attributes into "primary" and "secondary" had a rationale, rooted in the specific nature of "second nature"—things transformed from their natural state by human labor. The "primary" qualities of a product or its raw materials are determined by natural reality and are completely independent of human control. "Secondary" attributes, on the other hand, are dependent on human labor. It is labor that reveals or creates them, and therefore the quality of objects transformed by labor must be determined by human judgment. Including humans as a factor in product quality enhances the influence of the laborer on the quality of production and the quality of the finished product. Consequently, the burden on management increases, specifically:

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

Only by understanding the specifics of production management can we productively explore the question: "How realistic is our desire to impart a demand for high-quality product results to mass

producers?" In other words, "is it possible to sufficiently motivate the production of a quality product from within mass production?" Unfortunately, quality management is currently being implemented by introducing ideas developed not within production itself, but within "pure" management theory. Such a quality management mechanism elevates the importance of scientific analysis, relegating the role of subsidiary, experimental farming to the role of the self-driving production towards quality.

The interpretation of product quality, influenced by economic rationality, fails to reflect the product's sociocultural status, at least for consumer goods. The qualitative characteristics of a product intended for mass consumption should be sought at the intersection of its production, household, and sociocultural merits.

Moreover, it is desirable for a product not only to satisfy existing needs but also to stimulate their cultural development, serving as a tool for the consumer's personal development. Human capital participates in the creation of a product, and production is intended to foster personal development. There is no other way to overcome alienation in the context of the absolutization of private property and its disproportionate distribution to labor. Only by infusing labor with creativity and rewarding it accordingly can the tension of alienation be "relieved," in the terms of Hegelian philosophy. Product quality, in a broad sense, can be viewed as a factor in social progress and as a test of the sociocultural achievements of social development.

The most common flaw in defining quality is the lack of system. Quality is defined as a set of essential properties. A common method for selecting these is to arrange an object's properties in a pyramid. Important, but not defining, properties remain at the base, and as we ascend to the top, a hierarchy of the remaining properties is formed. At the summit, we obtain the sum of the main properties, which are included in the definition of an object's quality. Hegel once cleverly defined quality by contradiction: "Quality is that which, by losing something, an object ceases to be itself."

Following the example of a great thinker, let's define "footwear" as "clothing for the feet." How accurate is this definition? For shoes, probably yes. For shoe quality, it's unlikely. If we strip shoes of their ability to be "clothing for the feet," they truly aren't shoes. If we retain only their inherent properties, the required quality of the product remains uncertain. "Clothing for the feet" can be dangerous due to the toxicity of the material, the fastenings, or the design being inconvenient for movement. Formally constructed requirements for an object don't coincide with the object's quality. It is significant as a prerequisite for the qualitative certainty of the product. Determining the quality of a product must begin with its functional purpose. Functional purpose,

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however, should be viewed as the relationship between the property that formally defines the object and the specific use of the object, its intended use, embodied in its consumer value.

Quality is not a collection of a product's essential properties; it is a system of them, the system-forming characteristic of which is, indeed, the ability to perform some formally most significant function. This is the foundation for determining product quality, and the system itself is then "cultivated," just as a pearl is cultivated from a random grain of sand, or the Periodic Table of the chemical elements is cultivated from atomic weights.

Hegel was right in his definition of quality: it's always better to begin with what's "in plain sight" and then build upon it. From a philosophical perspective, the quality of an object, reflecting the diversity of the world, reproduces this objectively existing distinction within itself. The quality of a product, especially one for mass direct consumption by humans, requires additional clarification related to the manufacturer's responsibility for the safe use of the product. The quality of consumer goods is more complexly structured. Its definition includes the systemic arrangement of core competencies of technical and humanitarian significance.

The current situation, which has developed both in Russia and in the Southern and North Caucasian Federal Districts, with light industry enterprises, particularly in supplying the domestically produced goods in demand, is regrettable. Their absence not only creates shortages but also significantly worsens the social situation of those living in these regions. For the majority of the population, these enterprises were the only source of income, were city-forming, and provided the entire infrastructure for the population, not only generating employment (which is crucial in itself) but also ensuring the flow of funds to these regions to address all their social problems.

We have attempted to demonstrate a way out of the current situation through a well-developed product range and product policy. This means that the unity of all branches of government—namely, municipal, regional, and federal—in alliance with producers will offer consumers in their regions not only in-demand and competitive products, but, most importantly, economically viable ones that guarantee businesses sustainable energy supplies, preventing bankruptcy and ensuring stability, while providing employment and addressing social needs for the populations of these regions. After the 2008 crisis, society expended considerable effort trying to restore the economy to the same rapid growth as before. However, the assumption that the problems caused by the crisis are temporary is erroneous, and we must accept this and understand that the economy in the new "post-crisis world" will operate in a new way. Thus, the QMS Goals and Objectives Policy will be implemented

much more professionally and at a lower cost through three key aspects:

- employee engagement;
- process approach;
- systems approach.

In addition, personnel at light industry enterprises are more effectively able to implement the goals and objectives of the QMS, also because control activities for the following situations are more professionally ensured:

- belief;
- execution of delegated powers;
- creating conditions for increasing

productivity and effective use of the business qualities of employees.

Researchers' attention to addressing the issue of combining state and market mechanisms for competitiveness management is justified, as this is becoming a strategic resource for the economies of these regions. In the global economy, price competitiveness will be replaced by quality competitiveness, which has significantly increased in importance due to the need to use ISO 9000. Therefore, the increasing importance of the quality of the domestic light industry's performance in its competitive strategy in global markets is a long-term trend. Improving competitiveness is particularly pressing for those enterprises that have lost their competitive positions in domestic and foreign markets due to external factors (increased competition due to globalization, the global financial crisis) and internal factors (ineffective management). In response to negative processes in the external environment, regionalization processes and the creation of various network structures are intensifying, one of which is the union of commodity producers and all branches of government.

Solutions to this problem are based on the use of innovative technological solutions, the development of an assortment policy taking into account the characteristics of these regions, the reduction of production costs through 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 and taking into account the demand for light industry products.

As a result, the Russian market has become flooded with imported products that, with rare exceptions, lack even a quality certificate, and now even children are forced to wear shoes that do not provide relief for their existing pathological abnormalities.

Thus, restoring production volumes in the light industry is a pressing task facing manufacturers and has enormous social and economic significance for the population of these regions.

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Specific present value costs are an indicator of the comparative economic efficiency of capital investments, used when choosing the best option for solving technological problems.

When comparing possible options for solving any technical problem, rationalization proposals, technical improvements, and various ways to improve product quality, the best option, all other things being equal, is considered to be the one that requires the minimum of reduced costs.

Presented costs are the sum of current costs included in the cost of production and one-time capital investments, the comparability of which with current costs is achieved by multiplying them by the standard capital investment efficiency ratio. An analysis of this software was conducted for the production of the entire range of light industry products, confirming the effectiveness of the software for evaluating the proposed innovative technological process using universal and multifunctional equipment for their manufacture within the socio-economic development zone. Implementation of one of the defining principles of production efficiency is essential: the manufacturer produces exactly what the consumer needs in a range that creates the basis for meeting demand.

Both political leaders and the government have recently been discussing the need for a sound industrial policy. A. W. Deming, a world-renowned quality expert who once served as a scientific advisor to the Japanese government and led Japan out of its economic crisis, writes in his book, "Out of the Crisis": "...managing paper money rather than a long-term production strategy is the road to the abyss." What are the current economic performance results, and what are the achievements in this area? Growth in foreign exchange reserves, reduced inflation, budget surpluses, and other financial and economic achievements. Are these the end results of public administration, rather than the quantity and quality of goods and services sold on domestic and foreign markets and the population's ability to purchase these goods and services? And, ultimately, the quality of life of the country's population?

Therefore, it is quite natural that today the task is being set for all levels of executive and legislative authorities: improving the quality of life of Russian citizens.

Let's conduct a broad factor analysis of the "quality of life" problem. Citizens' quality of life depends on the quality of goods and services consumed across the entire spectrum—from birth to funeral services—as well as on their ability to pay, which allows them to purchase high-quality goods and services. These two factors (quality and ability to pay) depend on the state of the country's economy, which, in turn, depends on the performance of enterprises in various sectors, including light industry. Enterprise performance depends on the state of management, the level of application of modern management methods,

and the implementation of production quality requirements.

Improving the quality and competitiveness of materials and products is becoming increasingly important at the current stage of Russian economic development. Positive changes in product quality presuppose qualitative shifts in technology, engineering, organization, and production management. Production must improve, but this does not mean becoming more expensive. One phenomenon, often overlooked in the hustle and bustle of problems, was rightly emphasized: the historicity of the economy. The economy as it is perceived today has not always been the same, and it will not remain so forever. Economic life changes over time, which forces us to adapt to its changing reality. The modern economy is built on a market foundation, and the laws of the market dictate its rules. Profit, competition, efficiency, and autocracy are paramount. How long will this continue? Analysts claim that the symptoms of a new economic order are already growing. The next round of the economic spiral will also revolve around the market core, but the market's significance will not remain absolute. The priority of market competition, which aggressively marginalizes social welfare, is incompatible with the prospect of economic development, as evidenced by the persistent desire of social democracy in the West to reorient the economy toward social security and a fair distribution of profits. The new economy is temporarily called "thrifty." The current principle of "survival of the fittest" will be replaced by a "social-industrial partnership"—the manager and the manufacturer will become members of a single team. Mass production will give way to an organization that implements the principle of "the manufacturer makes exactly what the consumer needs." The "thrifty" economy will be oriented toward resource-saving technologies and environmentally friendly production. It has demanded a new perspective on fundamental concepts. Therefore, the philosophy of quality must also change. We must be prepared for the coming events.

The problem of ensuring quality in activities is not only universally relevant; it is strategic. The dilemma regarding quality is only reasonable within the context of the contrast between "direct" and "indirect" actions. The expression "it's all about that" owes its origin to quality. The issue of quality can be "forgotten" only because all fruitful and enlightening activity is ultimately aimed at improving quality. Quality is either "in the mind" or "implied." From the dynamic relationship of these projections, quality issues in creative thinking are arranged into a corresponding graph reflecting the relevance and profitability of activities aimed at developing production.

International quality management standards are the most significant and comprehensive. Their

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application of modern methods allows them to address not only quality improvement but also cost-effectiveness and productivity. In other words, today the concept of "quality management" is evolving into "quality management."

Thus, the solution to the problem of increasing economic efficiency, 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 priorities.

The nature of new competition in the modern global economy, driven by globalization, places high demands on manufacturers to improve the competitiveness of their products and businesses. Improving the competitiveness of businesses and industries is one of the most important areas of real economic growth, both in Russia and in the Southern and North Caucasian Federal Districts, as reflected in the policy document, namely, the Strategy for Industrial Development in Russia through 2035.

In this regard, the problem of competitiveness of domestic footwear requires the development of conceptual foundations of theoretical, methodological and practical recommendations adequate to the upcoming changes in the organizational and economic mechanism of functioning of the entire industrial complex of the country.

In today's market conditions, competitive environment, and direct interaction between Russian and foreign manufacturers, integrating state and market mechanisms for competitiveness management is becoming a strategic resource for the economies of the Southern and North Caucasian Federal Districts. Increasing the importance of quality in light industry production as a competitive strategy in global markets is a long-term trend.

In Russia, as in most of Russia's regional entities, all the necessary conditions exist for developing production in the national interest. If something is in short supply somewhere, it doesn't trigger recession or decline.

Politics has always been understood by everyone as an activity in the interests of the state. Political responsibility in a democratic society is the highest expression of professionalism. Failure to fulfill political promises and statements indicates either an inability to engage in politics or the exploitation of political power for private gain. Eighty-five years ago, what was obvious to the mind was also so in practice. It's in vain, when discussing I.V. Stalin's cruelty, to forget that every political miscalculation affects the people, not the politicians, managers, consultants, or advisors.

In the interests of restructuring the economy toward increasing the share of added capital in commodity production—essentially modern industrialization—we must begin not with economic or scientific-technical measures, but with a political

renaissance. Of course, the new era requires different tools than the measures of the second half of the 1930s, but the essence must remain the same. Political effectiveness is the highest criterion of professionalism. This conclusion is best interpreted from the opposite perspective. The actual reality fell short of the declared changes—managers were dismissed, followed by public assessments depending on the specific conditions and the extent of the discrepancy.

Personalizing responsibility doesn't mean searching for someone to be responsible for everything. Personalization implies delegating responsibility for achieving the desired result. Here, it's essential to recognize that a "team" isn't a group of like-minded individuals, colleagues, or partners; it's a chain of accountabilities determined by the specifics of the facility and the challenges being addressed in its modernization. Responsibility for results shouldn't be diffused within the team. Even for team results, responsibility always has a personal dimension, something our senior managers stubbornly refuse to acknowledge. This desire to "push" everything onto the specifics of the facility being managed, the unpredictability of demand, currency volatility, the uncertainty of tariff changes, etc., explains the pressure from above to prove to us that management is a professional discipline, not a superstructure built on the specifics and systemic nature of a particular production.

Economics arose and developed in the context of politics, as political economy. Today, economists in politics are guided not by political economy, but by economics in politics. Instead of investing in production development, they stash money in foreign banks, cut funding for education and self-education, increase the poverty rate, fail to index pensions, deny assistance to farmers, and so on. The "Manilov" policies of the 1990s have been replaced by the "plushkin" policies of the 1920s. For a given enterprise (or, better yet, an association or group of enterprises), the prospects for promoting its products on the market are linked to developing the resources to understand quality within the production coordinates—to seek a qualitative compromise—and to educating its customers.

European and North American manufacturers are finding it easier to establish themselves in the marketplace with their products. Two or three centuries of experience in interacting with consumers have accumulated; consumers have become familiar with producers, finding "their own" based on their interests and budgets; the market has become balanced and adapted to legal requirements; the government does not exert pressure on the market, producers, or consumers, but where it is present, it does so harshly. Corruption, pressure, and monopolistic claims have not been eradicated, but the struggle is real, not merely

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ostentatious, which significantly improves market accessibility and standardizes competitive conditions.

Consumer satisfaction with product quality is a key concern for European theorists and practitioners. The problem, in its most basic form, is simple: the end consumer's need for a product must be met with high quality. Upon closer analysis, this simplicity proves to be merely relative—composite. To achieve the desired result, the market must be constructed in concert with the product's value (1), price (2), and consumer purchasing propensity. In this sense, the market truly becomes pivotal for economic development. This emphasis on consumer-focused economic policy can explain the focus on the consumer in producers. Consumers cannot simply be waited for; they must be actively sought out and "converted."

In practical terms, product quality is defined by its ability to satisfy the needs and expectations of a specific consumer. Product quality is comprised of a variety of useful properties.

The concept of "product value," new to economic theory, is defined as "the totality of quality parameters expected by the consumer for the product they require." The "Consumer Satisfaction Tree" was "grown" from the concept of "product value."

A product's value is determined by its consumer need and its quality (the presence of the required characteristics). The purchase decision is also influenced by:

- buyer's confidence in the supplier;
- trust in the manufacturer;
- information received from other consumers;
- accumulated experience in using a similar product.

Consumers make purchasing decisions by weighing the product's price against the anticipated costs. The higher the level of consumer satisfaction, the greater the business's growth opportunities and the more stable its market position. I'd also like to draw attention to a phenomenon that's often overlooked in the hustle and bustle of problems: the historicity of the economy. The economy as we perceive it today hasn't always been the same, and it won't remain the same forever. Economic life changes over time, forcing us to adapt to its changing existence. The modern economy is built on a market foundation, and the laws of the market dictate its rules. Profit, competition, efficiency, and autocracy are paramount. How long will this continue? Analysts claim that the symptoms of a new economic order are already growing. The next round of the economic spiral will also revolve around the market core, but the market's significance will not remain absolute. The priority of market competition, which aggressively marginalizes social welfare, is incompatible with the prospect of economic development, as evidenced by the persistent desire of social democracy in the West to reorient the economy toward social security and a fair distribution

of profits. The new economy is temporarily called "thrifty." It requires humanization not only in the distribution of national wealth. Production itself, including the management system, is also being humanized. The current principle of "survival of the fittest" will be replaced by "social-industrial partnership"—the manager and the manufacturer will become members of a single team. Mass production will give way to an organization that corresponds to the principle of "the manufacturer makes exactly what the consumer needs." The "thrifty" economy will be oriented toward resource-saving technologies and environmentally friendly production. It will require a new perspective on fundamental concepts. The philosophy of quality will also change. We must be prepared for the coming events. To the best of their ability and interests, the authors have attempted to share their thoughts with you, dear readers, and have entrusted you with their opinions on the past, present, and future of the cause to which they have dedicated their lives.

The validity of the main propositions, conclusions, and recommendations formulated in this work is confirmed by the use of simulation methods and research tools consistent with the current state of science. To achieve the stated goal of ensuring the competitiveness of footwear manufactured in the regions of the two districts, the effectiveness of innovative technological processes, modern technologies, mathematical models, application packages, synergy theories, network collaboration, and the inherent awareness of the motivation of enterprise leaders in the production of in-demand and competitive products is examined.

The authors present a concept for import substitution in light industry products through the competitiveness of enterprises and products, ensuring their relevance, appeal, and sophistication, in order to create the preconditions for sustainable demand from consumers in the Southern and North Caucasian Federal Districts. This is possible if manufacturers ensure product demand through a product assortment policy with social protection of consumer interests, guaranteeing a stable financial position, a price niche, and an efficient cash flow policy, enabling enterprises to achieve stable technical and economic indicators.

Logic dictates that the goal of creating a domestic raw material base for the development of light industry should be a priority. Technical and technological equipment, as well as personnel training, must be implemented within this context. Naturally, all of these actions are interconnected. This base will need to be built and improved by specialists; without modern equipment and technology, it will be impossible to supply production with raw materials. Clusters will remain mere pipe dreams without a balanced system for developing what some derisively call "light" industry. Tough times await the light

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industry, but in Russia, "tough" and "success" have always gone hand in hand.

The researchers' justified desire to draw the attention of federal, regional, and municipal authorities to revising the concept of the roadmap and strategy for the development of light industry in Russia until 2025, approved by the government, is justified. Unfortunately, it lacks a key element—the role and importance of government involvement at all levels in its implementation. Without their support, both the roadmap and the strategy for the development of light industry are mere intentions and nothing more. The lack of messages and responsible parties deprived them of their binding force for these very branches of government, and without their committed participation, achieving the stated results is simply impossible. Another compelling doubt about its viability is its failure to significantly influence the restoration of light industry enterprises in the regions and municipalities as city-forming enterprises, thereby restoring social stability and security to small and medium-sized cities in Russia—that is, restoring the role they played for these very municipal and regional entities, of which there are so many in Russia, including in the regions of two federal districts—the Southern and North Caucasian Federal Districts.

The implementation of all proposed measures requires the active participation of these same branches of government, but especially regional and municipal ones, to create new jobs in small and medium-sized towns, guarantee their residents all the social conditions for a decent life, and ensure their funding, including the operation of preschools and schools, medical and cultural institutions, and distract young people from the streets and other undesirable situations. The emergence of market demand for in-demand products at a price point acceptable to the majority of consumers in these regions will reduce migration from these regions by funding all socially significant institutions.

By fostering efficient production, regional and municipal authorities, supporting business leaders in achieving their goals, and filling markets with in-demand products, especially for children and vulnerable groups in these regions, will directly fulfill their promises to voters and instill confidence in the population of these regions, which will ultimately ensure a decent life for the residents of small and medium-sized towns. Russia's fundamental and invariable advantage lies in its geographical location, combined with the absence of the risk of overpopulation due to natural population growth. We have a natural and substantial reserve of strength for centuries to come. Instead of blaming the past for political and economic folly, we should give our ancestors, who managed to unite Russia and the peoples around it, their true merits. What is worrying is not so much the decline in production itself, the squandering of what historically manifested its

national specificity and folk traditions, but the possibility of losing the labor talent of the peoples of Russia; the systemic ineffectiveness of economic policy is alarming.

Progress cannot be achieved without setbacks, slowdowns, and recessions. Policy is called upon to overcome the obstacles that arise in development through proactive, targeted action. Politicians must anticipate and guide economic development, stimulate domestic economic factors through political levers, and clear the economic path to efficient production. Instead, politicians continue to tie development plans to the price of oil and the ruble exchange rate of the European and American currencies, citing global integration trends and globalization.

The integration of transnational relations is an objective reality, but for all its objectivity, it does not negate the specific nature of national economic advancement. Moreover, integration is objectively intended to promote national development. So why aren't we doing it as we should? This question arises from a logical comparison of policies aimed at strengthening defense capability and restoring the country's international prestige in the dire circumstances of the formation of a new global architecture with what Russians observe and fully experience year after year in the rest of the economy. Do we, by any chance, have two governments? The second one "steps on the gas and brakes" simultaneously.

The protracted recession in the Russian economy has two possible explanations. The first is that the people have lost their ability to work effectively, squandering their "human capital." The second is that managers are helpless. The media insists that politicians are competent, have events under control, are taking the necessary measures, and are promising positive changes in the near future. Therefore, the cause lies in the poor performance of the executives and the unfavorable global economic situation.

How naive do you have to be to rely on the sincerity, selflessness, and sympathy of competitors when planning economic policy? The Russian President has long stated that our Western partners don't want Russia to become stronger; they want an obedient Russia, like the Baltic republics that were formerly part of the USSR. I don't want to upset the politicians responsible for the economy, but following Aristotle, we must admit: "Friends in the East are also wise"—meaning, "Plato is my friend, but truth is dearer." They will help us to the extent that they benefit from such assistance.

It's time to understand that all economic and political alliances in the modern global space are an attempt to achieve national gains in a transnational environment, meaning that partners can be relied upon as long as the cooperation is beneficial to them. This leads to the conclusion that we must focus on our own economy. Only in this way, even if it requires

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considerable effort, will we be able to solve our problems. For example, there are no objective reasons that would justify the decline in production in the light industry over the past quarter century. Light industry, closely linked to agriculture, is truly dependent on the latter's performance. However, such interactions must be approached with historical specificity, relying on scientific and dialectical analysis. There are old meteorological calculations showing that out of 10 calendar years in Russia, five are unfavorable for the development of agricultural production (2+3 and 3+2). This pattern was relied upon when determining the "five-year plan" as a planning measure.

The problems of agriculture and light industry aren't specific to them; they've always been political. Let's recall the history of the last ministers of agriculture. In the USSR, there was a Ministry of Light Industry, which emphasized the industry's importance. What's stopping us from restoring equality in industrial governance, amid import substitution and declarations about the importance of developing domestic production? A "chintz land" without light industry is like native nature without birch groves, or lyrical poetry without the works of Sergei Yesenin.

The reformers of the 1990s were least concerned with the fate of the Fatherland and its industrial identity. They built their businesses on the ease of maximizing profits and placed them far from their ancestral lands. Light industry has traditionally been a difficult management challenge. Managers must be, above all, patriots, otherwise light industry will not thrive. An understanding of the national importance of "long-term money" is also essential. Stable demand would compensate for these difficulties.

Politics isn't made based on feelings. Likes and dislikes are a matter of everyday perception of the world. With such an approach, being in the "political kitchen" is harmful. Economic policy doesn't lend itself to being labeled "good" or "bad," "effective" or "ineffective." It deserves to be called either "useful" or "harmful." The cost of such policies is too high, and therefore, responsibility isn't limited to professional forms. Politics is politics. It's anti-political and unprofessional to turn politics into a source of personal income.

Society is a system of human relations realized through the dynamics of economic activity. Activity is the means of people's social life. Activity, necessitating various kinds of relationships, is a means of human expression and development. Relationships are designed to ensure such human development. At the end of the 20th century, only the silent voices failed to speak of the need to change the form of ownership. However, the fact that the relationships generated by the form of ownership entail the distribution of the produced product or its monetary equivalent, that exchange cannot be entirely entrusted to the market, that control functions must be retained

by the state, restructured democratically, and that, in its perversely bureaucratic form, the state remains a generator of corruption—all these were hushed up, understanding the delicacy of property reform.

For the majority of the population, who owns the property is irrelevant; not everyone wants to take on the responsibilities of ownership—the hassle, the struggle, the risk. Distribution, on the other hand, affects everyone, both poor and well-off.

The most difficult component of economic reform is achieving public satisfaction with the distribution of the national product. The health of society depends on this satisfaction, not on the form of ownership. And we have come to an important conclusion: the quality of reforms is assessed not by the changes themselves, but by their ability to imbue social life with a sense of stability.

Integration and globalization are not a panacea for development. They don't eliminate competition, in which there are more than just winners. There are also more losers. Hence the relevance of an old adage, the meaning of which became clear in dialectics. Movement, under any conditions, becomes self-movement. The Chinese rationally closed themselves off and won. Their victory was ensured by Eastern caution and a skeptical attitude toward unification. They realized before us that integration and globalization are varieties of "pyramid schemes" and are conditionally beneficial for national development. From the outside, it might have seemed that Chinese reformers had abandoned the mentality of damnation: "may you live during these changes." From within, everything looked traditional – politicians didn't make abrupt national moves; they rushed, but with constant ties to the national economic order; economic reforms were subordinated to traditional political dominants, without repentance or efforts to please. No one seriously considered any economic shocks. Finance, the economic lifeblood, was firmly under state control. Stricter penalties for economic and corruption crimes were introduced, equating many of them with dangerous acts against the state. Instead of inventing new parties, they revamped the existing one. As before, special attention was paid to personnel policy. The Chinese drew on the Soviet party's experience of "cultivating" personnel, which was based on the principle of progressive promotion based on business performance and lifestyle.

In the seventy years of Soviet history, there were isolated instances of random individuals finding themselves in economic management. These individuals may have emerged precisely by chance, confirming by their exceptional nature the viability of the political personnel paradigm. Considering the economic downsides of excessive centralization in economic management, one can make the following thesis: the Soviet-style socialist economy was not rationally structured, but it contained significant reserves that enabled new revolutionaries to avoid

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repeating the old Bolshevik tactics of aiding some and robbing others.

Despite the odious nature of their policy of nationalization, the Bolsheviks, portrayed as revolutionaries, appear more favorable than those who squandered national wealth in the 1990s and are extremely reluctant to change their interested attitude toward current events. The 1917 Revolution resulted in industrialization and the rise of light industry and folk crafts. The counterrevolution resulted in a 25-year economic depression, a struggle for survival in textile, footwear, and clothing production, and a decline in the organization of skilled personnel training across the entire spectrum, from blue-collar workers to engineers. Under these circumstances, it is time to abandon the abstract political ideals of the democratic reformers and begin to seriously develop a "roadmap" for the revival of light industry, relying on the fact that the crisis underscores the relevance of rational "brainstorming" as opposed to the trending "economic schools." What kind of "roadmap" does this seem like, based on the historical experience of the 20th century, when all the major events occurred.

1. National advancement must be a stable priority. While it would be great to talk about development, it's currently unattainable on a national scale. We need to "lick our wounds." Currently, the most optimistic economic assessment lies in achieving sustainable stabilization of economic indicators. Doctors are reassuring in this situation: the condition is "stable, serious." Unfortunately, the economy cannot be put into an "induced coma" that would help overcome the crisis by more economically using vital energy. What interests us is the first point of the "roadmap." Doctors strive to mobilize the body's vital potential, to help unleash the will to live. Our economy is capable of fighting for survival; it contains many intelligent, knowledgeable, and dedicated patriots, although their number dwindles with each lost year. According to V. Inozemtsev, Doctor of Economics and professor at the National Research University Higher School of Economics, a regular contributor to Arguments and Facts, approximately 400,000 people leave the country annually. Naturally, not everyone is seeking permanent residency; some are working under contract or looking for temporary work. The first priority is to help energetic people, to give them a green light at the end of the tunnel. It's unrealistic to rely on officials of the type that has been established over a quarter of a century, convinced that what hangs over them isn't the sword of justice, but the safe of a senior bureaucrat for receiving a reward. A possible option is the ONF. The Russian President regularly and enthusiastically communicates with its activists. The conversations are productive.

Academician A.G. Aganbegyan testified that a year of economic decline due to poor management requires much longer to restore the economy. One should act in the initial stages to ensure sufficient

strength to finish and still have some left over for the next stage. One should also avoid hoping for great achievements. Miraculous transformations can be expected in private enterprise. Chance is quite likely to play a role here. In the overall process, chance plays a minor role. Refusing to believe in luck, however, is unwise. Some believe that "luck" comes to those who are lucky. A favorable outcome can perhaps be induced through professional activity, character, faith in a favorable outcome, and even in higher justice. Faith, which accompanies reason, has never hindered anyone in their efforts to do good.

All interstate alliances must be viewed solely in the national interest, otherwise you'll lose. An economic agreement is an international condition that can realistically be exploited for personal advancement, both at the company and industry level. However, it's important to understand that if you fail to capitalize on the agreement's terms, your more savvy competitors will. A compromise option is also possible, whereby the profits are mutually shared and temporarily proportional to participation. The main thing is to understand that an agreement, in any form, keeps competitors competitive; it gives competition a civilized appearance, limiting arbitrary actions. Production speaks for China's leaders. In 2022, the Chinese produced approximately 14 billion pairs of shoes—two pairs for every person on Earth. Therefore, Chinese leaders are reticent at meetings and when signing protocols. Ours is more difficult—in the absence of similar indicators, they are expected to offer assurances of friendship and mutual assistance. Good, neighborly, and mutually beneficial relations are the only true reality of a progressive movement. Everything else is virtual reality.

2. The focus on comprehensive support for light industry, like most public investment (financial, legal, political, and humanitarian), carries risks, but they are within acceptable limits. History has tested Russia's ability to produce diverse, high-quality consumer goods in sufficient quantities, both as an independent state and as part of the USSR. The strengths of domestic light industry products include the quality of materials, hygiene, compliance with national ergonomic and climatic conditions, and product diversity.

Russia can produce virtually all types of materials needed for light industry. Production of certain raw materials is limited in volume, which is essentially regulated by scientific and technological progress. The development of science and technology has supplemented natural materials with artificial and synthetic ones. Scientific schools have developed in the agricultural and light industry sectors, and a system of specialized vocational education has been established. Personnel were trained in vocational schools, technical schools, and universities. Some educational institutions disappeared during the democratic transition, but the training experience

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remains. It is not difficult to revive. Industrial centers and enterprises have survived, precisely in areas with high unemployment rates. The revival of light industry enterprises will lead to a revitalization of the socio-cultural environment, regional traditions, and a belief in the future among the population. Social optimism will return.

The size of the consumer market also supports the focus on developing production of goods essential to satisfying human physiological needs. This guarantees a stable supply of orders for relevant products.

3. The creative potential of specialists remains high and quite competitive. Domestic artists, fashion designers, engineers, and organizers enjoy high international ranks. They are often more widely and better known abroad than at home. Like all creatively inclined people, they strive to diversify production development, taking into account market specifics, and recognize the importance of monitoring the interests and capabilities of the mass consumer. We have abandoned state regulation of the quantity, quality, and price of manufactured products, a move quickly exploited by those unrelated to the industry. Those who, having privatized enterprises, understood this as a way to improve their personal incomes and sought to squeeze out maximum margins, are no less to blame for the collapse of the industry than their "senior" partners, who determined the fate of the economy created by the people through ineptly implemented reforms. Oligarchs and oligarchic capitalism are also a historically evolving phenomenon. It is a mistake to deny the socially positive meaning of their existence. It's one thing for oligarch-financiers and oligarch-media magnates who made their fortunes through speculation, brokerage, and the wild extraction of carbon raw materials; it's another matter for those who developed real production with a significant share of added value, i.e., thought about the future.

Following the Gaidar Economic Forum and the 2016 Congress of Industrialists, oligarch Oleg Deripaska expressed a very mature political view: "2016 is the last year the state will be able to use its reserves to support production; starting next year, we must begin supporting the state." One can be confident that the opinion of one of the most active and experienced Russian oligarchs is not his exclusive view on the interaction between the state and economic entities.

Fleeing Russia, counting on the future, is the fate of those who are anti-Russian, hiding in the "white fluffy fur" of an abstract democratic idea of world unity, along with their greed. The West doesn't need them; it's their finances—not as impressive by Western standards as in their plundered homeland—and their "anti-Putin views" that are needed.

Russian history is rich in examples of intelligent, patriotic economic policy, particularly by large business owners who anticipated the actions of

government bodies vested with professional political responsibility for the development of production. It seems that those directly responsible for financial and production policy, having studied historical experience, are waiting for production itself to produce "locomotives" to advance the existing team. G. Gref, who rose to the top of Sberbank from this sector of the government, openly spoke at the aforementioned Gaidar Forum about the need for an active government policy to plan for overcoming the economic crisis, investing in real production, and monitoring banks' use of state loans. Frightened by the "wrong"—non-cyclical—crisis, banks are reluctant to risk even short-term loans in the interests of production. They "protect" speculators in the market and have themselves become ordinary speculators, putting state loans into financial circulation, leaving manufacturing enterprises without credit, or setting payment standards that are fatal for them.

Light industry companies have a somewhat simpler approach in this situation. Firstly, replacing equipment is less expensive. For example, equipping a physics lab with basic modern equipment costs \$5 million. Secondly, they can get by with short-term capital, which aligns the interests of the financier and the manufacturer. However, light industry companies are more dependent on rapidly changing market conditions, so they need to be able to pivot quickly and harness centrifugal forces—to diversify production. "Diversification" is a versatile word. Dictionaries distinguish four to five meanings. Three are relevant in the context of our study: "Production diversification" as the expansion of business activities into new areas, branching out production, and expanding the product range; a type of marketing strategy that involves expanding the range of products unrelated to the company's core business; and credit diversification—the distribution of capital investments.

Diversification is currently operating in a "most favored nation" mode, naturally, with a creative approach, calculated risks, and skillfully structured monitoring. We are referring to the ongoing transition in the development of mass production from the first type to the second – "*lean production*," which can be translated as "sparing" or "thrifty production."

This type of production fundamentally changes the very purpose of the production process. The traditional task of producing a large number of identical products that meet regulatory requirements, from which the consumer must select the most suitable ones, is replaced by the task of producing the exact product needed by the consumer, in the required volume, and within a specific timeframe.

The new type of mass production organization shifts research from planning optimization to the study of the uniqueness of market demand as a cumulative expression of individually varying desires. The market is personalized based on a large number of

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factors, requiring greater diversification of production. The nature of the market is changing, and entrepreneurs are obliged to respond to this transformation adequately and quickly.

The ongoing restructuring of production isn't enough to shift the paradigm integrating production organization and management policies, but a serious overhaul of enterprise planning is long overdue. This has begun, perhaps only in the minds of producers and owners, but it's a natural introduction into practice. Studying the mosaic of market demand has become more complex due to the search for new markets. The desire to capture the market in 2016 is foolish, just like dreaming of overtaking China—we can only catch up in our dreams. Fortunately, there are different ways to overtake. The most basic option is to create something bigger; a more promising one is to get ahead, to squeeze into a less dense market structure. N. Treshchev, CEO of the Novosibirsk-based company "Clothing Factory," is confident that it's possible to squeeze into the ranks of products "made with high quality" from fairly expensive fabrics and featuring interesting designs. In the 1990s, Russia was inundated with "Bush legs," and it seemed like nothing could displace them from the market. Nowadays, they're not even mentioned. Our poultry industry has won. Why should we fear the intervention of Chinese consumer goods? Protectionist measures are needed within the WTO and SCO, but fundamentally, they're not the point. Progress is productive because it's independent of external factors. Sustainable development is a consequence of self-propelled development. If current conditions aren't conducive to development, we must seek reserves within the process itself, mitigating the negative impact of external circumstances.

The state must reverse the declining prestige of light industry professions and create an attractive environment for those who have decided to dedicate themselves to this exciting field. Business owners are seeking ways to raise wages. It's also important to consider that China's economic growth will inevitably lead to higher wage costs. This will highlight the importance of logistics calculations. Ultimately, the Chinese will lose their economic attractiveness, making it possible to compete with them in the economic segment. Russian industrialists also have the advantage of their own natural raw materials. We hope that the promised investments in agricultural production will reach farms and fields.

4. In modern times, it's essential to thoroughly develop a culture of consumer demand—to educate the buyer. We've repeatedly emphasized in our publications that understanding the quality of natural and artificial phenomena is not identical. Consumer goods are made by humans and for humans. They alienate the human essence, including the individual's sociocultural status. Consequently, an understanding of quality must also include a subjective perception of

a product's properties through the senses and reflection. Perception of quality cannot be left to chance, abandoned to the elements of the senses or simplistic thinking. It's important to learn not only the art of modern design and the art of high-quality shoe and clothing production; it's also necessary to help the consumer understand all of this, guide their aesthetic and hygienic perceptions, and encourage empathy and satisfaction with the purchased product.

The wise Buddha laid out four key steps in the Eightfold Path: correct understanding; making the right decision; finding the right words; and, finally, the right actions aimed at implementing the right decisions. The fate of the light industry now depends on this final step. Its implementation is the responsibility of the government. The political paradigm is extremely simple: we should not compete with anyone for the global market, least of all with the Chinese. The Chinese rightfully want to shoe and clothe the entire world. A fifth of the world's population lives in the PRC. Our task is entirely different. We need to ensure that the Chinese do not shoe and clothe us. We need to shift consumer demand to our own Russian production, to interest people in goods made in the country. This task is quite within our capabilities, as manufacturers say. And the government must consistently and promptly carry out its primary work: thinking, making decisions, achieving results, working as a team, and, most importantly, respecting each other within that team. But first, this team must identify the problems that characterize the light industry today, and, more importantly, tomorrow. The emergence of systemic problems in the industry is caused by both internal and external factors. These factors are linked both to the industry's own activities and to ongoing institutional transformations and changes in the national economy, the country's legislative and foreign economic policies, and changes in the global economy.

This is primarily due to structural imbalances in the light industry—the current inadequacy of the industry's scale and ability to effectively meet growing demand for products, halt the critical decline in the share of domestic goods in the domestic market, and prevent the emerging threat of loss of national security.

The reasons for the first group of problems – the technical and technological backwardness of the light industry compared to foreign countries – are:

- the low potential of the equipment installed in the industry, much of which is obsolete and outdated. The share of equipment in the industry's machine tool fleet (according to Rosstat estimates) that is less than 5 years old was only 1.2% at the beginning of 2023, 39.6% of equipment 6-10 years old, over 45.4% of equipment 11-20 years old, and 13.8% of equipment more than 20 years old.

Worn-out and obsolete equipment not only fails to produce a modern range of high-quality products

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but also creates unsatisfactory working conditions, leading to increased occupational injuries. As a result, the industry's labor intensity is 3-5 times higher than abroad.

- lack of modern technological processes and automated production control systems;
- The pace of technological modernization is lower than accepted international standards. The equipment renewal rate at Russian enterprises is 1-2% per year, financed through loans and internal funds. At foreign companies, this figure is 16-19%, largely due to investment support from their governments interested in developing the light industry. The low rate of equipment renewal leads to a reduction in production capacity (due to the significant excess of decommissioning of obsolete and worn-out equipment over the introduction of new equipment).

Over the past 5 years, production capacity has decreased:

- for raw cotton fabrics by 14 percent;
- for linen fabrics by a third, and for woolen fabrics by almost 4 times;
- for knitwear by 1.8 times, hosiery by 10 percent;
- for footwear by 62 percent.

Summary: the state of fixed assets, especially their active part, does not meet modern requirements for indicators characterizing the competitive and technical level of the production potential of the industry;

– a significant lag behind foreign enterprises in the level of production organization, operational control over the technological process, the efficiency of the marketing services of enterprises, and a 2-2.5 times longer lead time for orders for the manufacture of products.

As a result of the above factors, textile enterprises are highly dependent on the quality of raw materials, dyes, and textile auxiliary substances (TAS), and, consequently, high production costs, due to the high cost of raw materials, dyes, TAS, and accessories (a large proportion of which are imported from abroad), and high energy costs, the prices of which are unreasonably rising at an extremely rapid pace; and weak competitiveness in the domestic and European markets of Russian goods compared to imported ones, both in terms of quality, design, price, and product range, which is the main obstacle to the successful competition of domestic producers with foreign ones.

The second group of problems – the low level of innovation and investment activity – is caused by the following reasons:

- The lack of investment necessary for modernizing the industry and implementing breakthrough innovation and investment projects that would remove structural constraints on industry development and enable the production of entirely new (in terms of consumer properties) types of products in demand on both foreign and domestic

markets. It is important to keep in mind that while today's domestic light industry can meet the needs of the public procurement sector, tomorrow, when demand for products increases, domestic production will be unable to meet the growing demand even in this segment—which is unacceptable. In this regard, the development of import substitution through increased output of high-quality products is the only possible solution to the problem of production potential, the growth of which, beginning in the public sector, will spread to the market as a whole.

- A reduction in the volume and effectiveness of research and development due to a decline in budget funding for R&D (in 2021, budget funding for R&D amounted to 22.7 million rubles, while in 2022 it amounted to 25.0 million rubles—which is, of course, negligible). This has particularly affected fundamental and exploratory research. Many scientific developments, capable of forming a new technological foundation for the industry to expand the production of competitive science-intensive products, have not been completed and require continued and in-depth development. Scientific organizations are also not receiving funds to develop their experimental facilities, which reduces the effectiveness of scientific research. This is despite the fact that the achievements of Russian scientists are equal to, and many even surpass, world standards in the development of new technologies and a new competitive range of products.

In developing science and its experimental base, 6-9% of the turnover of production is invested in foreign countries, which allows them to consistently achieve high achievements in science, improve the technological level of production and the competitiveness of goods in accordance with the requirements of the global market.

Failure to address issues related to scientific development and the effectiveness of scientific support for the industry will inevitably lead to potential economic and social risks. Deprived of an influx of new technologies, the industry will no longer be able to compete with foreign firms, which will impact the ability of Russian manufacturers to maintain their positions in the domestic market and conquer new segments in foreign markets. The industry's technological backwardness could become irreversible in the foreseeable future, increasing Russia's strategic and economic risks.

The low level of adoption of positive results of scientific research and innovation in industry (less than 1 percent of enterprises) negatively impacts technological modernization, the expansion of the range of products (both civilian and strategic) and quality, and the ability to impart new functional and consumer properties to them using modern technologies, including nanotechnology.

Without effective measures to improve the current situation in the industry, its condition could reach a critical

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level. Improving competitiveness is particularly urgent for footwear companies, which have lost their competitive positions in both domestic and foreign markets due to external factors (increased competition due to globalization and the global financial crisis) and internal factors (ineffective management). In response to negative external developments, regionalization and the creation of various network structures are intensifying, one of which is the union of producers and the state.

There are three main variants of the concept of enterprise in developed economies: neoclassical, agency (joint-stock) and partnership concept.

The concept of partnerships, or stakeholder theory, examines the dependence of a firm's actions on the interests of a wide range of stakeholders, including consumers, suppliers, shareholders, managers, employees, and others. At the same time, each partner has certain rights to control the enterprise, so the concept assumes the need to make decisions taking into account their interests.

Strategic management theory is one of the most complex areas of management science. In its relatively short existence, characterized by the rapid development of a number of concepts, it has developed into an independent scientific discipline with its own academic infrastructure. A key question that the theory must answer is determining the sources of long-term competitiveness of enterprises. These sources are determined by the enterprise's strategy and, accordingly, raise the question of its nature.

Reliability and universality are hallmarks of quality knowledge. Reliability minimizes risks, while universality relieves the stress of searching for new solutions to problems—"You can't look for good when things are already good." Quality comes at a price. This price, it is commonly believed, is financially dependent, but this isn't always straightforward. In the history of civilization, there are two remarkable achievements, at the level of revolutions, that clearly haven't received equivalent recognition:

- the discovery of the value of knowledge, comparable to the value of things for a person, "knowledge is power";

- an awareness of the special significance of theoretical knowledge in the form of concepts and related forms of abstract thinking – judgments, inferences. This naturally led to the need to develop a specific technology for their production – a methodology for understanding the essence of the relationships between existing phenomena. The visible part of the world is "designed" for the consumer, the invisible – for the producer. Competition between producers can be formalized as a simple technical task – to penetrate the chaotic multitude of phenomena of the visible part of the world to its hidden part, to understand it, and, upon returning, to understand chaos as the order of the

coexistence and development of phenomena. Order is law. Laws exist independently, separately, only in textbooks. In reality, a law is stability, commonality, and the necessity of order in that with which we interact – we cognize, reproduce, change, and manage.

In the 20th century, economics found itself in a difficult situation, which by the end of the century had become critical. A. Smith's theory and K. Marx's method did not fit into the contours of the ideology of developed capitalism. In Europe and North America, the very idea of the historicity of capitalism was perceived as heresy. The history of capitalism has a beginning, but the existence of a beginning cannot be the basis for concluding that it is finite. Mathematics is an exact science; it allows for infinity in one direction. The dialectical interpretation of infinity is metaphysical, abstracted from real history. The salvation of economics must be sought not in a historical, but in a formal-logical understanding of reality—that is, in mathematical calculus and statistics.

We will pause our exploration of the philosophical, or more accurately, methodological, foundations of science, not because we need to quickly dive into practical application, but because of the importance of understanding the production of goods through understanding that all production presupposes the reproduction of relationships, along with the product. Production begins with the achievement of certain relationships and leads to the development of these relationships—between producers, producers, and consumers. Understanding such a complex production system is possible only through scientific analysis based on conceptual thinking.

We further quote: "School uniforms should be made from fabrics made from natural fibers, such as wool, linen, and cotton. These fabrics are the most hygienic, have high hygroscopic properties, and good temperature-regulating properties." According to the study, out of 98 school trousers manufacturers, only 14 (!) of their products met the quality mark and were deemed safe for health according to the requirements. Of the 30 shirt manufacturers, 28 had violations."

It's unlikely that anyone familiar with the state of the domestic light industry expected any different results. What's striking isn't so much the depressing statistics as the expert's comments addressed to consumers of clothing products. Through a journalist, the expert advises: "If the label doesn't indicate the manufacturer's name and location, the fabric composition, or the production date, then that's cause for concern. The suggestion that such products shouldn't be manufactured is a silent one."

The transition to independent standardization of technical characteristics is actually possible within the boundaries of objective quality parameters only if two conditions are met:

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– development of modern production technologies;

– an established high professional culture, the system-forming factor of which is the personal responsibility of performers at all levels.

Of course, non-governmental control over production, a kind of popular oversight, must be added to the basic conditions. The ONF could be the center of such popular oversight, but there's a danger of it becoming a party. The ONF's true strength lies precisely in its status as independent of inter-party relations, or as an organization directly subordinate to the President. Senior management, unfortunately, has acquired experience in taming those who display independence.

- The achievements of quality management policy during the Soviet period were linked to the characteristics of socialist planning, built on the principle of directiveness. Unlike indicative planning, economic incentives were directly subordinated to political goals. When the administrative-command practice of enterprise management became unnecessary, the practice of quality management faded into history along with it.

- It's no secret that with the collapse of the USSR, Russia's future was viewed entirely differently—systemically. There was an attempt to integrate the Russian economy not into global production, but to mold it to the needs of the existing architecture. We were relegated to the role of producers and suppliers of raw materials, primarily of natural origin. The quality of such products isn't determined by production. Production quality, on the other hand, depends on the amount of added value—the lower the costs, the greater the difference between price and cost, and the higher the profit. Producing a barrel of oil in Qatar and Saudi Arabia costs significantly less than in Russia. By abandoning market control, the state consistently freed itself from the responsibility to oversee the production process. And this occurred despite the bureaucratic apparatus and its maintenance costs increasing exponentially. The very concept of "quality management" was downgraded to "quality control," after which each producer was free to manage quality independently. Ultimately, quality was simplified to technical regulation.

- The quality of production and the product itself are functionally linked to the quality of the market, which in turn depends on consumer willingness to purchase products bearing a quality mark. A quality product can be in demand under two essential conditions: effective demand from the mass consumer and a trustworthy seller. Neither is present in the domestic market. Even in boutiques and luxury stores, buyers don't feel guaranteed protection from counterfeit products or deceptive manufacturers.

The market is an integral part of society. Market order reflects the state of society, and producers are

guided by market conditions. For them, the barometer is not national interests, but market opportunities. The market is the driving force of production. If market culture truly outpaced production culture, then objections to a consumerist approach to production would be minimal. In reality, market culture in Russia was not established by producers, much less by consumers with their meager wallets. Our market has been dominated by intermediaries and speculators from the very beginning. Legislation is designed to accommodate them, allowing for a wide range of interpretations of actions and an equal number of opportunities to avoid criminal liability. In this situation, quality management has become a means of manipulating quality in the interests of market owners. Until we restructure the relationship between the exchange of goods and money and increase consumer demand to the point of offering a choice of quality products, the problem of quality will remain at the level of economic theory.

Manufacturers are currently uninterested in producing quality products; costs are high, production costs will rise, and the actual price will be significantly increased by intermediaries and retailers. Ultimately, the market will be unable to handle such a product, and the manufacturer will be stricken with E. Deming's fatal disease No. 1. On a limited scale—clearly negligible for Russia—quality products are guaranteed to be produced, manufactured, but this practice has no bearing on the production situation; it is exclusive.

TQM in the 2000s were, again, localized and temporary in their success. In Soviet times, commands from above seemed logical and forced people to heed them. The reality that had shifted from socialism to capitalism responded to these initiatives sluggishly, without any enthusiasm—one might say, purely educational, but not practical. It's not surprising that, in addition to the detached soles of shoes, malfunctioning rockets incapable of reaching space were added.

To the above-mentioned causal factors, we add a long-standing problem inherited by Russian management from the socialist period. "The creation of a quality system in Russia is confronted with another problem, typical for our country," writes B.S. Aleshin. This problem is that instructions are written for someone, not for a specific employee. Therefore, simple violations of instructions have become commonplace. This is fundamentally unacceptable at enterprises using a quality management system." Not trusting senior management to solve this problem, B.S. Aleshin seeks support at the corporate level: "... when preparing and creating a quality system in Russia, it is useful to broaden the scope of the problem and consider creating a system of corporate standards that supports the quality system."

Experts consider one of the fundamental rules of quality management to be a return to the starting point

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if a process has stalled. Therefore, the restoration of the previous model of economic recovery should be credited to the government. This should also be complemented by the principle of consistency in implementing the socialist imperative of the unity of theory and practice. Soviet VIPs from the Politburo did not develop decisions. They coordinated and adopted them. Draft decisions were prepared by professionals, consultants, "subcontractors," and "initiators," supported by scientists from the USSR Academy of Sciences and the most successful production managers.

The criterion for the level of subject-oriented knowledge is the quality of management of the corresponding area of subject reality.

The paradox of economic management is inherent in the specific nature of social production. Effective management requires theoretical and, therefore, general scientific knowledge, generated by economics, but one almost always has to manage a single enterprise, closing the economic chain. In this sense, economic management is already an art, akin to medicine, whose principle is also seemingly simple: we diagnose the disease, but we treat the patient. Therefore, algorithms are effective in the theoretical training of a physician, but their applicability to patient care is limited. Economic management is somewhat similar to fashion. High fashion determines the style, color preference, specific shape of a product, the nature of its combination with trim and fittings, and the type of material. As for a single product, its specificity is determined by the customer, based on their constitution and financial capabilities. It is commonly believed that fashion is restrictive, but we disagree. Fashion provides ample freedom of action within given parameters. It tests the cultural development of the consumer's personality. The enterprise manager also has freedom, including in determining the attitude toward product quality. A manager's dream of achieving quality by reducing costs is understandable, as otherwise they would have to raise the selling price, which is incorrect from a quality management perspective. The authoritative Japanese management expert Ishikawa has repeatedly stated that it is immoral to talk about raising prices when improving product quality, since improved quality is associated with stabilizing production, reducing defects and costs, and, consequently, reducing production costs and prices. According to Ishikawa, price increases are only justified when the consumer receives a product of a new technical level.

In the context of the poorly organized transition to a modern high-tech economy, aggravated by the global recession and Western sanctions against Russia, it is hardly realistic to expect individual manufacturers to be professionally responsible for the quality of their products. Morality emerged before commodity production, but economic development subsequently brought morality under its control,

ideologically entrenching the new relationship. Only in novels is moral development controlled by the characters' inner strengths. In economics, morality exists like a precious stone in the grip of a ring. Why do ISO standards emphasize three areas of application—management responsibility, cost reduction, and human resources policy? There are three "golden truths" of a quality policy in quality management:

- ignorance is the root cause of all troubles in management, in economics first of all;
- quality is a source of income, as it is associated with a reduction in production losses, in addition, it guarantees economic stability and contributes to improving the image;
- a careful policy towards professionally trained personnel, such people are the main wealth of any production.

Rules apply when there's no reason to disobey them—every violation is costly. In our environment, where regulations are selectively enforced, few producers follow them; far more often, they act according to their own rules, that is, under the guise of imperfect regulations and agreements with officials. And here we can formulate the essence of the political moment, as leaders liked to say not long ago. So, what do we have?

First, it's no coincidence that economic theory was separated from politics, and political economy was neutralized within economics. Render to God what is God's, and to Caesar what is Caesar's. Gaidar and the oligarchs were particularly fond of American economic liberalism, and they reflected it in their own unique way. They embraced free enterprise with enthusiasm, but forgot to tell the people about America's draconian measures for violating economic regulations. It wasn't profitable. People only started remembering this after everything had been divided up, and the question of redistributing the proceeds of privatization arose.

In the effort to purge economic theory of its political implications, the practical, managerial component was concealed. Economic management was separated from the specific subject matter of production, to resemble theoretical mechanics, physics, and chemistry. The next step following the abolition of political economy and the priority accorded to the subject matter of production management was the elevation of economic management as a universal factor.

Economic managers became the legislators of order in the development of production. In the 1990s, a large number of economic advisers and consultants arrived in Russia, and Soros, perhaps the leading financial speculator, became active. The question arises: why was all this necessary and who benefited? The answer is not so complex – these changes provided cover for the transition from a policy of managing production quality to a policy of

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manipulating quality. Quality parameters began to be determined by economic managers, naturally, based on managerial interests. Karl Marx tellingly called the economist Proudhon's attempt to understand the philosophical foundations of poverty "the poverty of philosophy." Liberal economists stepped on the same "economic" rake as their French predecessor. The result was the same. Having removed objective certainty, economists – managers – restored the scholastic philosophy of the "realists." Instead of moving toward the concreteness of true knowledge, they absolutized the abstraction of general ideas. Economic science is called upon to reconstruct an objective, objectively defined reality, not to produce knowledge convenient for calculation. This is how theologians interpreted the functions of science and philosophy in the Middle Ages. However, it seems that this status of science is particularly intriguing; otherwise, how can we explain the shift away from objectifying the criteria of scientific evaluations?

"Quality" is a philosophical category that, together with "quantity," forms a dialectical pair, meaning they are interdependent. In one of our publications, we identified three fundamental characteristics of "quality":

- "quality" is a system of defining properties of a phenomenon;
- the definition of "quality" always implies quantity in one of its manifestations – integrity, intensity;
- reflecting the world's objective diversity, quality reproduces in itself the objectivity of the differences in phenomena; it is structured.

"Quality management" is a concept in political economy; it allows for variability in development, but within the limits of objective quality characteristics. Quality manipulation represents the definition of quality attributes, free from actual characteristics, on a general—theoretical and specific—practical scale. Prior to the 1950s, economic theory lacked a specific procedure for assessing quality costs. The "traditional approach to determining the 'optimal' cost of quality" prevailed. 100% product compliance with specifications was considered unattainable, so the cost of quality was factored into the post-purchase perspective. Consumer operating costs were believed to be inversely proportional to product quality. They decreased as the product improved in quality, tending toward zero. The concept of an "optimal quality level" emerged. It corresponded to the minimum cost of quality for both the supplier and the consumer. Total costs were defined as the sum of producer and consumer costs.

A new economic reality emerged in the 1970s under the direct influence of the scientific and technological revolution. Product complexity increased, and warranty periods grew longer. These changes necessitated the abandonment of a simplified model for determining quality costs. The concept of

the cost of quality emerged, based on a reduction in quality costs through more rational financing and a reduction in overall production costs. Attempts were made to make the economy leaner. The emphasis in quality management shifted toward addressing the general challenges of production development and standardization. G. Taguchi generally defined cost as a measure of quality, citing the following calculations: one wash of a shirt costs 250 yen; a shirt is typically washed 80 times during its lifespan. Laundry costs amount to 20,000 yen. If a shirt can be made that wrinkles and stains half as slowly, the consumer's savings reach 10,000 yen. Suppose a new shirt costs the manufacturer 1,000 yen more, but sales increase by 2,000 yen. The manufacturer will earn 1,000 yen in profit, and the consumer will gain 8,000 yen. Society will save 9,000 yen, plus a reduction in environmental costs due to less laundry waste. We are not against quality manipulation. Within certain limits, this is a necessary measure, reflecting the limitations of cognitive and other capabilities. Theory should not be conservative, but quality manipulation is a tactical management level, unlike the strategic value and significance of quality management. Manipulation is one of the management tools, and it must remain a specific, variable matter within the quality management system.

The second thing to keep in mind when analyzing the prospects for private self-monitoring of quality is that private initiative is conditioned by the overall political and economic situation. Socialism could have been built in a single country, but ensuring its competitiveness proved impossible at this time in history. Capitalism is still strong. The same situation awaits private producers. They will produce high-quality goods, but will they be able to operate sustainably in an environment that is not yet ripe for such practices?

It's not enough to just be able to produce a quality product. It must be in demand by the masses, and this approach is a matter of socio-economic policy.

Everyone always wants quality products. However, this is an abstract desire. It exists as a dream, a fairy tale. Only as abstract desires acquire the status of concrete, real possibilities will favorable conditions for prioritizing "good taste" emerge, and buyers will seek out quality goods rather than gaze enviously at the baskets of a wealthy, but distinctly minority, individual. Furthermore, the relationship between producer and buyer is characterized by Higgs fields. In nature, particles passing through them acquire mass and transform from energy particles into "material" particles. In the commodity market, a product passes through the fields of sellers of varying ranks and acquires an unrealistic price, advertised as a true value, corresponding to quality. Until the domestic market is restored to a normal market condition, which will be a very long time coming, there will be no interest in producing quality goods. It

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is entirely reasonable to assume that among Russian producers there are many honest entrepreneurs who have a sincere desire to feed, clothe, and shoe their fellow citizens as best they can. But who will allow them to do so? The market rejects them as "convention violators." Legislators will pass laws in accordance with the procedures and costs of lobbying—it exists legally; officials will comment through recommendations, directives, and so on.

Of course, there's a niche in our market, exploited by the more respectable segment of the middle class. This niche is insignificant due to the thin social strata and their instability in the face of economic volatility. Nevertheless, this sector exists, and there are producers of quality products to meet its needs—for example, sausages for 1,500 rubles per kilogram, shoes for 5,000 rubles or more, suits for 15,000 rubles. But what does this exclusive market have to do with the characteristics of our economy as a whole? Perhaps it serves as an exception to the rule, only confirming it. The issue of the status of a quality producer—a national one—and the potential of individual, relatively prosperous countries relates to it like the fate of passengers escaping in a boat after a storm has ravaged their larger ship.

We haven't covered everything about our market, but we've highlighted the main points. Our market is dominated by middlemen and speculators, often operating in the same person. Corrupt officials are connected to them. Therefore, the proportions shown on the right side of the diagram look different in our market, especially in terms of costs per sold product. This part of the market is a gold mine for everyone feeding on it, and a headache for the true workers. No one has ever given up their advantages so easily. Without market regulation, no good intentions will find a good path to the buyer, because it's clear where such a path leads.

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

- weak development of market infrastructure, interregional and inter-industry distribution network and commercial relations with countries near and far abroad;
- Deficiencies in legislation governing the production, export, and import of Russian products. Given the complex and multifaceted nature of these problems, drastic measures are needed to address them, including government support, as is done in other countries. For example, the recognition of light industry as a strategic sector by the governments of China, Turkey, and several other countries has enabled them to rapidly transform outdated production facilities into modern ones and facilitate the rapid development of raw materials, chemical, and mechanical engineering industries in these countries.

In recent years, the Russian government has taken several steps to normalize the situation in the light industry. The Russian government has granted a

number of preferences to companies in the sector. For the third year running, technological equipment has been imported into the country with zero import duties and VAT exempt. A mechanism for subsidizing interest rates on loans for the purchase of raw materials and supplies is in place. Since 2014, this mechanism has been extended to loans received for technical retooling. Support and incentives are provided to industrial exporters through federal budget reimbursement of a portion of the interest costs on loans received for the production of export products. Although not significant, federal budget funds are being allocated for R&D in the interests of the light industry. The total budget allocation for industry development for the period 2018–2025 amounted to 671.54 million rubles.

Effectiveness of preferences: every ruble invested in the industry in the form of loan subsidies provides additional revenues to budgets at all levels and state extra-budgetary funds from 6 to 7 rubles, and for individual enterprises - from 20 to 30 rubles.

Operational and preventive measures, known as "Counterfeit," were carried out to curb the illegal trafficking of light industry goods. Specifically, in 2022, over 700 crimes were identified, resulting in financial damages in the criminal cases initiated, amounting to over 2.7 billion rubles. During the criminal investigations, property valued at over 73 million rubles was seized, property, money, and valuables were confiscated, and damages totaling over 57.6 million rubles were voluntarily repaid.

To reduce counterfeit products, the Russian government has announced increased penalties for false microchipping of fur and light industry products, effective January 1, 2023. This will protect consumers from substandard products that do not comply with regulatory requirements. Government officials and manufacturers hope these measures will significantly reduce counterfeit products and allow consumers to purchase high-quality goods.

The newly developed labeling system makes it possible to visualize the industry's structure online and track instances of customs valuation understatement, tax evasion schemes, and violations of goods circulation procedures. Using the fur industry as an example, where labeling was introduced in 2022: over 9,000 participants (2,500 business entities) have been registered; retail sales have grown by over 51.7 billion rubles (908,000 units); the legal introduction (production/import) of fur products into circulation has increased by 57% (the number of goods in legal circulation has increased fivefold); 3.9 million products have been labeled (the forecast is 2.5 million products); over 20% of project participants have legalized their businesses.

Many regions of the Russian Federation also offer a broader range of tax benefits, including those for property and land taxes, among others. However, existing incentives and the industry's problems,

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addressed to varying degrees at the federal and regional levels, are still insufficient to eliminate the impact of negative factors on the industry's development and transform it into a competitive and self-developing sector of the national economy. This also allows domestic producers to strengthen their position in the domestic market and compete equally globally, not only with the EU and the US, but also with manufacturers from China, Turkey, India, and several other countries. Therefore, the key objective is to accelerate the qualitative modernization of the industry and its supporting infrastructure using cluster approaches and the widespread adoption of the best global and domestic advances in textile, clothing, fur, leather, and footwear production technology, including nanotechnology.

Social and personnel problems are caused by the state of the qualitative component of human resources, which in many enterprises is in the zone of critical values, and in some it is already beyond them.

The deteriorating professional and qualification training of workers, low wages, and the perceived prestige of the workforce are leading to an annual decline in the workforce, primarily among young and promising workers aged 30 to 40. Over just a few decades (from 1990 to 2008), the workforce declined threefold, and over the following nine years, by 2.8 times, leading to a decline in output. Moreover, the anti-crisis measures taken by government agencies and management to manage unprofitable enterprises have failed to reverse the growing structural imbalances in the industry.

Failure to address these issues will significantly impact the industry's ability to boost its economy and increase production of competitive products at the levels necessary to ensure national security. Furthermore, all of these problems are exacerbated by the impact of the global financial crisis. During this crisis, light industry is beginning to feel its impact like no other. Even those companies that have achieved positive results in innovative development in recent years, focusing on modernizing their production, have already been forced, and will be forced, in the coming years to reduce production volumes and abandon long-term investments. This is due to difficulties in securing bank loans (the share of borrowed funds in working capital has reached 40 percent in recent years), on the one hand, and an increase in official imports, counterfeit and smuggled goods, a decline in demand and a slowdown in sales of many goods, and layoffs of workers and specialists, on the other. Some companies have experienced delays in wage payments ranging from two weeks to one and a half months, temporary work stoppages have begun, and experts estimate a possible 10-15% reduction in employment by the end of 2023. This is particularly true in three federal districts—the Central, Volga, Southern, and North Caucasus Federal Districts—which are the most socially significant. The industry's capital structure, concentrated in these districts, makes

their territories particularly vulnerable to the consequences of a deepening decline in production, increasing the significance of the social impacts resulting from production shutdowns. The share of Russian goods in the domestic market will decline even further and may reach less than 20% by 2024.

The current situation can only be changed by developing and implementing anti-crisis measures aimed at stimulating innovation, increasing production efficiency to a new technical and technological level, and creating favorable conditions that ensure stable annual growth in the production of competitive goods. It is encouraging that all expert respondents are unanimous in their assessment of the role of product assortment policy and the need to employ effective innovative technological solutions to ensure that manufacturers produce products that are in demand by consumers in the Southern and North Caucasian Federal Districts, ensuring effective technical and economic indicators for their performance, and that their products are in demand not only in domestic but, most importantly, in international markets. This reaffirms the trustworthiness of the a priori ranking results and the longevity of the software developed by the authors for assessing the competence of survey participants. This use of software is particularly justified when assessing the competence of expert respondents invited by customs committees to serve on customs commissions. Customs officials receive an objective assessment of each expert respondent based on their participation in customs commissions. In this case, the expert cannot disagree with the objective assessment of their competence. Customs committees receive a ranking methodology, giving preference to the most qualified and objective experts to ensure that only high-quality products enter domestic markets, guaranteeing consumer safety.

The Strategy's implementation plan includes cross-cutting measures to be implemented throughout its entire period of validity:

- support for the creation and development of Russian clothing and footwear brands;
- combating illegal and illicit trafficking of light industry goods;
- stimulating exports in competitive segments of the light industry;
- preservation of raw materials for leather and footwear production;
- formation of human resources potential in the industry;
- stimulation of R&D and technology transfer;
- information and marketing support for industry development;
- monitoring the effectiveness of strategy implementation and adjusting the plan; in addition, a number of strategic initiatives will be implemented in stages.

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If customer satisfaction is determined by the manufacturer's level, i.e., its benchmark level is determined by the affordability of the product offered by the product range, and, naturally, quality, and by the consumer's level, i.e., its benchmark level presupposes the presence of a customer service culture, product priority, customer satisfaction, and, of course, the solvency of the consumers themselves, then respondents who took part in the survey believe that consumer satisfaction will be ensured by product reliability, its affordability, and the ability of buyers to make purchases, i.e., their solvency. Natural product quality, product range diversity, prioritization of design solutions, i.e., keeping up with fashion, products should have a sufficiently long warranty period, and, interestingly, all respondents unanimously agree that manufacturers should strive to earn the respect of buyers, their trust, and the desire to purchase products from these companies, i.e., The brand and image remain in demand at all times, which together solves the main problem – providing consumers with domestic products within the framework of import substitution.

Reason is the ability of a person, within the framework of systemic relations with the natural environment, to complete the animal (biological) form of subordination to nature not only through the art of adaptation, but also through transformation.

Planning emerged as humans harnessed the advantages afforded by rationality. Here, it's necessary to clearly contrast rationality and consciousness as specific characteristics of modern humans. Rationality is primarily a biological trait, while consciousness is its concrete historical development within the context of the social form of human life, a way of realizing the potential of rationality. Consequently, the systematic use of the concepts "consciousness" and "rationality" differs. "Rationality" is part of consciousness as a tool for constructing the latter. Rationality distinguished humans from the aggregate of biological species; consciousness enabled them to develop into modern humans and build their human, social structure of relationships, thanks to the ability to foresee and plan, and, in planning, to foresee possible—desired and undesired—outcomes.

Planning is an attribute of activity, one of its qualitative characteristics. It is doubly qualitative: both as a qualitative characteristic of activity and as a measure of the activity's perfection. The art of planning reveals the active side of homo sapiens. To a certain extent, it is a sign of the highest state of activity. Attempts to contrast planning and creativity are nothing more than a desire to limit the universality of planning, to simplify the nature of human rationality. Similarly, opposing planning to free competition is a mistake. Both creativity and competition are modes of activity, and therefore, all its attributes must be present in them. Another point is

that the general is realized through the particular and therefore, in its reality, is specific, concretized. S.V. Kovalevskaya dared to come up with an original solution to the problem of describing the rotation of a rigid body with a shifting center of gravity—an aerobatics in mathematics, according to the Paris Academy of Sciences, previously accessible only to L. Euler and J. Lagrange. She planned her actions both in terms of subject matter and time, meeting the deadline. Even the ancestors of today's apologists for the fight against the planned economy - the pioneers of the development of the riches of North American lands - cowboys, who are generally considered free from everything, planned their actions within the limits of available knowledge.

At the beginning of the third millennium, the most pressing question is how to optimize the organization and management of production development, prioritizing consumer interests and environmental safety.

The underestimation of the strategic scale of planning reveals flaws in the understanding of rationality, and ultimately, flaws in the rational capacity of those behind the attacks on the universality of planning. In relation to planning, one can easily trace

firstly, the lack of panoramic thinking;

secondly, his ideological orientation towards the narrow format of utilitarianism as a perverted pragmatism

The outstanding achievements of the classics of political economics include precisely what the learned economists, who guard the interests of the current heirs of the revolutionaries – the bourgeoisie of the 18th and 19th centuries – strive to carefully conceal:

- a fundamental position in the production of that labor which can be specifically measured in the produced product;
- development of a theory of value in relation to such work;
- freedom of the producer as a necessary condition for the development of production;
- the decisive factor in the development of production is labor productivity, and the improvement of labor productivity is determined by the division of labor, which also facilitates the introduction of scientific and technological achievements into production;
- the goals of economic movement are only partly within the development of production; the main goal is determined by the systemic position of production itself in the life of man and society. Production is a tool for solving problems of social and personal development; therefore, planning must be socially and culturally oriented.

Planning demonstrates the depth of knowledge of the economic process requiring management and the degree of rationality of management actions. The latter requires special clarification.

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Rationality, as a phenomenon, has a dual interpretation. In the philosophy of the past and in the new century, "rationality" was and is understood as an independent phenomenon, realizing the identity of thought and being—for example, Hegel's expression of this was the absolute idea. Alternatively, it is viewed as a unique capacity of the subject—the highest level of ideal ability to reflect reality. The characteristics of this level are determined by the adequacy of thought's reproduction of what occurs outside itself.

Rationality guarantees the possibility of obtaining a perfect copy of objective reality. The task of rational thinking is to transform possibility into a corresponding result. The process of cognition—the reflection of reality by thought—is lawful, and therefore can and should be planned. Here, the main condition for achieving a product is to match actions to the nature of the object. The path to truth faces many obstacles, related both to the nature of the planned action and to the specific nature of thinking itself. Thinking is capable of cognizing the truth, but it is also prone to movement in the wrong direction, which can be delusional, intentional, aimed at tailoring the outcome to serve someone else's interests, or the result of moral dishonesty.

Human rationality has its own unique history, but it is absurd to understand it separately from biological evolution and the sociobiological continuation of natural history. Before human rationality emerged as the singular ingenuity of liberal economists inspired by the idea of reformism, it was itself a derivative of labor, that is, the formation of economic reality.

The actual history of the mind is naturally embedded in the development of what was eventually called the economy through a historical process. Consequently, sociocultural progress, which reveals the potential of human rationality, must inherently belong to the economic movement. The concept of "superstructure" does not characterize some artificial structural addition to the basic structure; it helps us understand the architecture of a monolithic structure. No matter how you depict the first floor or call the second the first, you cannot escape their structural unity. The second will be seen above the first, and the second will exist because of the first: without the first, there will be no second. But the first without the second is entirely real.

Optimization in planning has destroyed healthcare and education systems; forest fires have become regular disasters, and floods, significantly different from the usual and long-established ones, have been added. The authorities are trying to blame them on "natural disorder" caused by climate change, but few believe this explanation anymore. Populations are migrating from the Far East and Eastern Siberia, and Western Siberia is next. Just 50 years ago, people were flocking to these places to build and promote

science and culture. The Baikal-Amur Mainline (BAM) was built jointly by the entire world; funding was limited, but money was found for social and cultural services, albeit modest.

Those who developed the plans understood from real-life experience that it was impossible to implement projects without something that fostered personal development, satisfied their cultural needs, and warmed the soul. After all, people from established and comfortable areas were moving to large construction sites. The question: what was the matter? The answer is simple. During the boom described above, despite all the setbacks and costs, the goal was universal—the well-being of the Fatherland. Of course, even then, the benefits were not equally shared—there were those who were rich and those who were not—but the main thing was that the goal was shared and career opportunities were equally available. They built and produced not for the pleasure of "golden parachuters"; they advanced the country and themselves along with it.

Capitalism, we repeat, had completed its "classical" history by the 20th century and was forced to restructure itself, forcibly abandoning what had once helped it rapidly accumulate advantages: the colonial system collapsed as a result of a protracted struggle for independence; wars aimed at the redistribution of property became a dangerous undertaking—they could boomerang; the idea of peaceful coexistence had to be embraced; a stronger social dimension was required in economic policy; and the issue of the maximum burden on the natural environment became acute. The history of capitalism had already seen various stages: the primary accumulation of capital; revolutionary activity; the monopolization of capital; and the concentration and dominance of finance capital.

Speculative thinking is a well-known phenomenon arising in philosophical reflection or during scientific discourse. Its epistemological nature has been well studied—an asymmetrical evaluation of individual aspects of the subject of thought and, consequently, an absolutization of the significance of these aspects. Mental speculation falsely reflects objective reality, and therefore can be classified as a cost in the production of sought-after knowledge. Speculation has rarely been the product of artificially inducing the cognitive process in a false direction. The "scientific permissibility of speculation" (as defined by liberal economists) has a completely different epistemological mechanism of formation, indicating that their thinking has nothing in common with the postulates that distinguish scientific from non-scientific modes of cognition. It is always necessary to clearly differentiate philosophical reflection, scientific thinking, and non-scientific ways of understanding the world. The problematic nature of philosophical cognition is logically compatible with the subjective costs of thinking. The falsifiability of

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philosophically identified problems is limited, since philosophical knowledge is conditionally standardized.

Scientific knowledge must be subject to either rigorous verification or equally rigorous falsification. It does not reproduce its relationship to the object (subject) in consciousness; in its content, it is a 100% objectified process. Even the subject's choice of coordinate system, reference point, and so forth is regulated at all stages of cognition. When scientific knowledge is "enriched" by the "admissibility of speculation," such an addition indicates one thing: a desire to modernize the post-classical stage of scientific history with something that has no relation to the current era or to scientific history at all. By admitting speculation not as a cost, but as a scientific phenomenon in understanding economic movement, innovative economists seek to squeeze an inherently subjective action into the chain of objective reflection of evolving reality, ultimately descending into solipsism. Scientific knowledge is objective; objectivity is the defining characteristic of scientific knowledge. If economic thinking aspires to be scientific, it must filter knowledge by the criterion of objectivity. "The permissibility of speculation" is tantamount to its legalization in scientific knowledge. This is nonsense for legal sciences, logic, ethics, aesthetics, and cultural studies, and a negative phenomenon for historical science, political science, and sociology. As a fact of objective reality, speculation undoubtedly exists, and therefore, scientific interest in it—economic, political, psychological, and legal—is justified. However, scientific attention to a fact is one thing, and the desire to substantiate the systematic nature of speculation as a necessary condition for its development is quite another.

Speculation is persistently portrayed as a necessary component of scientific thinking, and this is done in the interests of the minority that controls distribution rather than produces the actual product. Speculation has long flourished legally within the artificially constructed relationships of the superstructure of production, but it is unnatural within the established system of production itself, where everyone, regardless of their position, is a participant and has the right to expect their legal share in the product. Distribution is determined primarily by ownership, and only secondarily by the share of participation in the commodity's production. The gap between two realities—labor and property, the direct creator of the actual product and its actual owner—that has emerged due to the lawful development of production and the social superstructure opens up a real opportunity to supplement objectively lawful reality with a conventionally existing, virtual, or speculative reality. This reality is seen as the path to property.

Speculation is a roadmap to the capital sufficient to initiate real business. And in this case, speculation has real meaning and can be a conditional fact of scientific research. But under the dominance of financial, essentially speculative capital, speculation has become a persistently autonomous form of activity, divorced from the production of real goods. Speculation on the market is an excessive form of intermediary activity. It has already become an obstacle to the development of production. And therefore, the costs of social movement have begun to concentrate in it. By and large, speculation has matured, blossomed, and outgrown the boundaries of legally protected reality.

The "specialist" displaces the individual from the goals of social development. Economists need a specialist honed in the technology and organization of production, while liberal economists see personal development as transcendental to the goals of production. Production requires not the individual, but a knowledgeable and skilled specialist for its development.

They are aligning both cultural and educational functions with the development of specialists. The arguments are clear, and there's no need to delve into US history. We simply need to focus on modernizing domestic specialized education—both secondary and higher—by eliminating from curricula anything that promotes personal development in favor of focusing on training specialists in their respective fields. The personalized model of education has given way to a competency-based one.

Economic globalization is a policy that exploits the objective trend of integrating national economies. This is clearly demonstrated by the example of the WTO. The WTO, on the one hand, encourages planned economic management, while on the other, it strictly regulates the possibilities of planning economic development on a national scale, subordinating national interests to global goals whose scientific justification appears insufficient and politically biased. Meanwhile, by joining the WTO, a country is forced to accept the terms of this largely political game.

National economic development projects are increasingly overburdened and adjusted to serve interests that are not in the national interest, which must be accepted as a cost of globalization. At the same time, it should be kept in mind that there is no alternative to integration. Homo sapiens exists as a universal species. The Earth is its common home, and development is a shared interest, synthesizing biological evolution and socio-cultural development.

When planning, it is necessary to proceed from the dialectical requirement of a comprehensive, objective analysis of reality, first, and the need to act together in the common interest, second. States have much to divide, but history cannot be tested; humanity has no other, and never will. Dialectics has revealed

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to us the range of both practical and theoretical opposition. Struggle is rational only within the boundaries of unity, therefore contradictions must be filtered through the need to achieve a common result consistent with the laws of movement of human reality.

Conclusion

Today, scientific, philosophical, and practical interest in competition has intensified. The scale, content, forms, and significance of competition have placed it among the global challenges of human development, with one important caveat: it's not so much humanity itself that benefits from competitive achievements, but rather individual actors, from the individual performer and manager to the states in whose interests they serve. Therefore, the organization of effective participation in competition should be considered a leading indicator of professional competence, spiritual maturity, and political awareness, with an eye, of course, to economic policy.

Applied to production in general and consumer goods in particular, the conclusion is further simplified to the creation of technical, economic, and humanitarian conditions within a specific production facility aimed at producing a high-quality, in-demand, and affordable product. The organization of production can only be considered rational when it is subordinated to a single goal: satisfying consumer needs. Unfortunately, our modern economic organization pits producer and consumer against each other, turning them into adversaries, instead of encouraging them to act as a unified team.

What are the reasons for this anomaly? Is it due to objective factors whose resistance we are not yet able to overcome, or are the inhibiting forces inertial, inherited and introduced through modernization, and we are capable of combating them rather than the consumer in the market? What are our reserves?

Answers to the questions posed must be sought in systems analysis, which requires reference to scientific and philosophical theory.

In economics and politics, many phenomena are known to contradict the nature and functions of these spheres of social life. Practical development does not always align with historical logic. History, despite its rational foundation—the history of the activities of Homo sapiens—often drives rational reflection into a dead end. This raises a problem: if the history of the sociocultural activity of "Homo sapiens" should be at least no less rational and logical than the individual human mind, which is subject to chance to a far greater extent than the collective mind of humanity, then how can we explain the presence of social anomalies, a kind of "mistakes"?

Are they historical dead ends from which we must regularly escape, or are they the product of the underdeveloped organization of social relations and

governance, including a limited understanding of historical patterns? In other words, we are confronted with a historical riddle, and we must determine where to look for the keys to its solution—in consciousness or in objective reality? Where should we focus our attention? We lack a sufficiently substantiated answer. Moreover, we believe it would be more appropriate to explore the nature of this problem in parallel—both in social existence and in social consciousness.

The improvement of production is driven by the transformation of science into a direct productive force and technological progress. However, the productivity and quality of productive activity are no less dependent on the moral factor—a person's attitude toward work. In this light, the Japanese mentality, developed by an original economic policy that links the interests of owners and employees, is indicative. Its core is a national tradition rooted in Confucianism. Confucius taught: "In governing a state... constant attention to business and sincerity in dealing with people, moderation in expenditures, and love for the people are necessary. And no less important is motivating the people to work..."

In Japan, China, and other Eastern countries, one can find examples of moral deterioration, but they are less evidence of a sociocultural reorientation within a national framework than of the historical costs of national cultural development. There, the overwhelming majority of the population continues to heed the words and reasoning of teachers. "Wealth and nobility," explained Confucius, "are objects of human desire, but a noble man does not use them if they were acquired illegally..." How can a noble man bear such a lofty name if he has lost his love for humanity? A noble man never parts with humanity for an hour; it is always with him: in adversity and in the vanity of this world."

Production quality and the quality of the product depend on technical conditions—technology, technical equipment, production organization, the professional qualifications of the organizers and executors, and their attitude toward work. These last two components form the essence of the concept of "subjective factor" or "human capital." Building on the achievements of the scientific and technological revolution, entrepreneurs strive to minimize the contribution of the "subjective factor" due to its volatility. Without being overtly explicit, the "subjective factor" is considered a condition of uncertainty and risk.

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

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logic, which expresses one aspect of development: conservatism.

The original law, and essentially the principle, of this logic is the law of identity. Object and subject, and their connection, are recognized as immutable. Movement is reduced to its relative moment—rest. Rest replaces movement and, with it, change as the essence of any movement.

Beginning with artisan labor and its guild-like organization, product quality relegated all other production characteristics to the background. While the division of labor was guild-like, and within the guild, each individual produced goods to their final form and fully guaranteed quality with their own brand, production quality and product quality were inextricably linked, and the issue of product quality was simplified, reduced to adhering to technological production standards. Production was the producer's means of subsistence, so the relevance of product quality was negated by the specific nature of their relationship to production.

The marketplace was full of quality goods; the only concern was counterfeiting, which was not as prevalent as today and was resolutely suppressed by both the state and trade self-regulation. For mass production, the primary consequence of the Industrial Revolution, the issue of producer interest in product quality was not a socially significant one. It undoubtedly existed, but the nature of production prevented it from escaping the realm of private consciousness and materializing in the product range.

Including humans as a factor in product quality enhances the influence of the laborer on production quality and the quality of the finished product. Consequently, the burden on management increases.

Management is driven by the goal of consistently producing a high-quality product. As with any task, it is necessary:

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

Only by answering these questions will we be able to productively explore the problem: “How realistic is our desire to impart a demand for high-quality product results to mass producers?” In other words, “is it possible to sufficiently motivate the production of a high-quality product from within mass production?” Unfortunately, quality management is currently being implemented by introducing ideas developed not within production, but within “pure” management theory.

The most common flaw in defining quality is the lack of system. Quality is defined as a set of essential properties. A common method for selecting these is to arrange an object's properties in a pyramid. Important, but not defining, properties remain at the base, and as we ascend to the top, a hierarchy of the remaining properties is formed. At the summit, we obtain the sum of the main properties, which are included in the definition of an object's quality. Hegel once cleverly defined quality by contradiction: “Quality is that which, by losing something, an object ceases to be itself.”

Following the example of a great thinker, let's define “footwear” as “clothing for the feet.” How accurate is this definition? For shoes, probably yes. For shoe quality, it's unlikely. If we strip shoes of their ability to be “clothing for the feet,” they truly aren't shoes. If we retain only their inherent properties, the required quality of the product remains uncertain. “Clothing for the feet” can be dangerous due to the toxicity of the material, the fastenings, or the design being inconvenient for movement. Formally constructed requirements for an object don't coincide with the object's quality. It is significant as a prerequisite for the qualitative certainty of the product. Determining the quality of a product must begin with its functional purpose. Functional purpose, however, should be viewed as the relationship between the property that formally defines the object and the specific use of the object, its intended use, embodied in its consumer value.

The consumer, with their interest in the quality of the product, is theoretically not excluded from the development of strategy, tactics, and advertising. Let's cite B.S. Aleshin: “For a quality strategy to be successful, both internal and external consumers must not only be satisfied and involved in the process that ensures this satisfaction, but also directly participate in the continuous improvement of the quality of this process.” The Kaizyo system was refined for this purpose, replacing it with a new version of Kaizen. Changes in the organization of quality management have revealed the advantages of those countries where the mass consumer—who is also the production worker—feels more comfortable and feels a sense of participation in the development of production. In the second half of the 1980s, Japanese companies received 40 times (!) more suggestions for improving the production process from their employees than US companies (40 million versus 1 million). It is also significant that over 90 percent of the suggestions were implemented in one way or another.

The dialectic of a market uniting producer and consumer is simple: they are opposites, existing only in unity. Therefore, a balance must be sought between the interests of both entities to ensure the sustainable production of quality goods, serving as a hedge against recessions and crises. Crises of overproduction—classic for capitalism in the 19th and

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first half of the 20th centuries—have become a thing of the past. They have been replaced by financial systemic upheavals. Experts are seeking a panacea in a high-quality, intelligent, thrifty, and lean production economy. "Historical experience shows that with increased attention to quality, many countries have begun to emerge from crisis situations. The shift in the quality strategy of economic policy from encouraging high-quality production to fostering demand for a quality product is not yet another attempt to revive economic romanticism or communist nostalgia for the cultural need for labor, as it might seem to those experts who have shifted from political economy to economics, reducing dialectical analysis to statistical analysis adapted to the volatility of modern production. We're talking about solving a system-forming problem in history—the relationship between the individual and society, and between society and the individual, and which side of this contradiction appeals to whom more strongly. But in principle, this is merely a double helix of social progress. A developed society is tested as a prerequisite for the development of the individual. A developed society, in turn, is itself a product of the individual's cultural activity.

Of course, one can squeeze every last ruble out of a developed product range and established production technology. The question is: should one do this? Time moves forward at a certain pace, "in its own way," according to an objectively tailored "schedule." If you don't keep up, you'll fall behind, and cease to meet changing requirements. The art of management—production management is no exception—lies in the ability to stay current. Then you'll always do so in a rational manner. Rationality will protect you from most problems. E. Deming's "Seven Deadly Diseases" can be summarized in one: staying current with product definition and production organization.

Only those who can mobilize human capital and properly focus financial and technical resources on this task can achieve this. Without the ability to control the "pulse" of the times—to understand the specific economic and sociocultural situation, the state of consumer interests, and the actual capabilities of production—there is no chance of achieving stability in an increasingly competitive marketplace. Let's add one more point—the qualitative orientation of production development—and the general conclusion becomes clear: the path to economic rationality lies in creating real conditions for the development of demand for quality products. This demand must be tested by responsibility to the consumer as to oneself. The ancient wisdom of Confucius, "Treat others as you would have them treat you," has not become outdated; on the contrary, adherence to it has provided advantages in economic progress for Asian countries.

The concreteness of achieving rationality in modern quality-oriented production lies in the solidarity of human capital:

- internal solidarity of producers, their need for quality,
- external solidarity with the consumer, taking into account the interests of the latter,
- solidarity in understanding quality based on a combination of economic and socio-cultural approaches,
- consistency and balance of the state economic policy in orienting the market, inducing quality interests in the development of the market using the instruments of the economic mechanism.

We have attempted to identify and summarize the key conditions for achieving solidarity. As far as our analysis of the literature allows, this is the first time this has been done, so any clarifications and additions will be welcomed.

So, what should be considered as the necessary conditions for achieving a radical change in the attitude towards the quality of production of a truly high-quality product - the transition from the stage of external audit to the stage of internal guarantee, formed through the development of the need to create a product of the quality required by the consumer.

1. The presence of competition in the market for high-quality professional labor ensures a clear understanding of the need to work in accordance with the needs of the product market. Otherwise, the market will not allow for a stable position.

2. A significant increase in purchasing power. Achieving a level that allows people to choose the desired product. A quality product cannot, by definition, be cheap, but it can be made accessible through market mechanisms.

3. A high level of professional training for producers, ensured through the development of a professional culture and national identity. The primary focus should be on fostering an attitude toward work as a life's work. Comprehensive consumer education, embracing them as stakeholders in a common cause.

4. Overcoming the feeling of conscious and unconscious alienation of the individual's ability in work and its products using the following tools:

- achieving symmetry between the quality of work and remuneration;
- reduction to a reasonable ratio of the differences in the amounts of remuneration of managers and performers, clarity of the grounds for such proportionality;
- dependence of remuneration on the dynamics of professional development and on participation in improving the production process;
- the fullest possible use of socio-cultural mechanisms to stimulate individuals to participate in the corporate movement and to join team-based forms of movement;

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	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

- sustainability of corporate activities;
- the development of relationships based on the principle of "One for all, all for one." Active promotion of team-based accountability for work results;
- organization of systematic competition in the quality of work;
- striving for national and international recognition of the quality and range of manufactured products;
- formation of labor dynasties, participation in profit distribution.
- understanding product quality as a comprehensive assessment of the product;

— awareness of the fact that it is the "little things" that reveal the perfection of quality, so little things should be treated as the building blocks of quality.

By definition, footwear quality must ensure the interaction of two fundamental competencies: safety and comfort. The aesthetic properties of footwear are subordinated to these competencies and are embedded within them. With these competencies, the manufacturer "entices" the consumer, much like flowers attract insects, which, through consumption, perform the work of pollination.

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