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Article



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ON THE PRIORITY OF INNOVATIVE TECHNOLOGIES TO PROVIDE ENTERPRISES WITH THE MANUFACTURING OF IN-DEMAND PRODUCTS FOR CONSUMERS IN THE REGIONS OF THE RUSSIAN FEDERATION

Abstract: In this article, the authors analyzed the market conditions in the Southern and North Caucasian Federal Districts and confirmed a significant footwear shortage, justifying the feasibility of forming a cluster within priority development areas (PDAs) based on footwear companies in the Southern and North Caucasian Federal Districts. Furthermore, they were able to develop a comprehensive product range that would meet the needs of consumers in these regions, justifying its demand and competitiveness through the development of innovative technological processes using a quality management system to ensure quality control. Furthermore, by ensuring effective operation, company managers would significantly improve the socioeconomic situation in these regions, providing regional entities with the budgetary funds they so desperately need to provide residents with decent living conditions and address their social needs.

Key words: quality, preference, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable technical and economic performance, priority, assortment policy, economic policy.

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Introduction

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At present, in the period of market economy, strategic management is a special management technology that ensures the smooth implementation of the organization's production process in constantly changing conditions.

The structural and quality aspects of enterprise management play a crucial role in today's environment. Quality management not only enables the achievement of goals but also ensures the survival of the enterprise in an environment where every organization strives to achieve a competitive advantage. To achieve a clear competitive advantage, it is essential to identify products that will be in demand by consumers and to produce products that are superior in quality to competitors. This, of course, places special demands on technical processes, while also placing high demands on the quality of management. This is primarily related to the company's economic, financial, and marketing policies and their effectiveness, which requires effective management that is responsive to all events and phenomena occurring in the external environment.

An important role in strategic management is played by the intelligence intensity of technologies used in the management and production process.

The significantly increased share of patent and know-how licenses in global trade is becoming an integral factor in the struggle for competitive advantage. More competitive products, generating greater consumer demand, win and capture the market.

In modern conditions, organizations are creating special departments designed to ensure the creation of products that will be on par with the company's competitors.

An important position in this process is also occupied by the creation of special ideas that provide the organization with an advantage over competitors; this advantage must be based on a special system and its effectiveness.

It is necessary to determine the main features of strategic management of an organization in modern market conditions:

In order to successfully carry out its activities, an organization must have a clear direction, in other words, an enterprise must have a specific strategy that will determine the enterprise management system;

the efficiency of an enterprise's activities directly depends on what strategic goals have been achieved;

the strategy must be constantly changing in accordance with the changes that occur in the external environment;

The organization's strategy must have its own uniqueness.

Regarding the last point, it is important to emphasize that if an organization uses fairly standard technologies in its activities that have already been tested by someone else, then the enterprise cannot expect great results, since they have already been achieved by the leader in this field.

So, to achieve a leadership position, it's essential to develop a unique technology, one that is unique in its structure. This means the strategy must incorporate methods and approaches that no other organization has yet implemented.

Quality is destined to always be at the forefront of both scientific and amateur reflection. The problem of ensuring quality in activities is not only universal and relevant, it is strategic.

The domestic light industry is going through hard times, and consumers are being offered products of dubious quality that have entered our markets through counterfeit and other illegal means. These products offer no guarantees for consumers to exercise their rights to protect themselves from unscrupulous manufacturers and suppliers.

Reinvigorate the role and importance of a quality-focused strategy, as only then will enterprise managers be subjectively and objectively compelled to improve their production processes using nanotechnology, innovative processes, and digital manufacturing, ensuring that competitive and high-priority materials and products fully meet the needs of domestic consumers. Furthermore, our assertion that the consumption of domestic materials and products is regulated by the market is substantiated. In this case, market demands should shape the role of the state and consumers in production to foster sustainable demand for domestic materials and products, namely:

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

stimulate price stability; increase consumer power and gradually improve their quality.

The implementation of these objectives will create the basis for consumers to recognize the need to pay for the benefits of high-quality materials and products, and for manufacturers to understand that improving the quality of materials and products cannot be associated only with higher prices, but also through technical innovations in digital production aimed at applying new technological and engineering solutions.

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

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Both political leaders and government officials have recently begun to discuss the need for a sound industrial policy. However, a closer look at the regulatory and methodological documents on industrial restructuring suggests we're falling into the same traps we've been falling into throughout the years of reform.

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

This includes combating inflation, strengthening the national currency, and financial stabilization. This includes changing ownership patterns in various sectors of the economy through privatization. This includes restructuring the economy to accommodate market conditions.

At the same time, structural restructuring must form the foundation of all these fundamental processes of economic reform. Both financial stabilization and privatization must be subordinated to the process of structural restructuring, as it is structural restructuring that determines the final outcome of reforms and the effectiveness of adapting various forms of production to civilized market relations.

The foundation of economic restructuring must also be the end result. This means products and services—their competitiveness in domestic and global markets.

What was happening in the Russian reforms? All three basic processes (financial stabilization, privatization, and structural adjustments) proceeded independently, without any interconnectedness. Therefore, the methods used by the government and the Central Bank to combat inflation and other economic indicators often ran counter to the goals of structural adjustment.

Regarding the process of structural adjustment, the government's position is expressed by the following statement: "The market itself will put everything in its place." Given this stance on structural adjustment, it's not surprising that national economic policy at that time found no place for the terms quality, competitiveness, or demand.

This, unfortunately, is the reality of the reforms we've implemented today. In this regard, I'd like to cite well-known international experience.

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

Regarding the need for the state to pursue industrial policy, one can cite the words of the eminent economist of the past, Adam Smith, who 200 years ago laid the foundations for the scientific analysis of

the market economy. Regarding the role of the state, he said: "...it alone can, in the interests of the nation, restrain the greed of monopolists, the adventures of bankers, and the selfishness of merchants." This seems to apply to us and our economic situation today.

What are the results of economic activity today, what are the achievements in this area? Growth of gold and foreign exchange reserves, reduced inflation, budget surpluses, and other financial and economic achievements. But are these the ultimate results of public administration? Or not the quantity and quality of goods and services sold on domestic and foreign markets, or the population's ability to purchase these goods and services? And, ultimately, not the quality of life of the country's population?

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

Let'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, in turn, depends on the state of management and the level of application of modern management methods.

Current global practice for the widespread application of modern methods is based on standardization and certification. Standardization allows for the consolidation of best practices, their formalization in an accessible and understandable form, and their availability to all those wishing to apply these best practices. Certification allows for the assessment of the level of implementation of standard requirements in practice and provides the corresponding guarantee to the consumer. Currently, no more effective mechanism for disseminating best practices has been devised. experience in solving various problems, and corresponding international structures for standardization and certification have been created in the world.

The collapse of small and medium-sized towns observed in the Southern and North Caucasian Federal Districts is also characteristic of other regions of Russia. Migration, job loss, and social problems are fueling the deepening crisis, and federal authorities urgently need to change this attitude toward their regions by developing a new economic and geographic approach to strategic management, identifying three priority development vectors for these regions:

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- equalizing (due to the redistribution of resources to equalize the standard of living of the population, especially in small towns);

- stimulating (creation of conditions in regions with specific advantages for the formation of social living conditions);

- geo-economic (ensuring security through costly development of these regions, taking into account border and strategically important connections with other regions).

Planning is a fundamental characteristic of the history of human life and characterizes the essence of rationality in the form of consciousness. Man, in order to become homo Sapiens, has evolved over a period of 2.5 million years. Our ancestors were Homo habilis, homo erectus, the immediate predecessors who failed to take advantage of the benefits of rationality, African homo sapiens, neardeltans, Cro-Magnons, Altai form of homo sapiens and possibly many other forms.

Intelligence is not only the main characteristic of modern humans; it also indicates the vector of species development. Labor and sociality emerged through natural changes, so it's no surprise that there once lived "Homo habilis," who were succeeded by "Homo erectus," who assimilated the stable characteristics of "Homo habilis." The merit of Homo The uniqueness of sapiens lies in the fact that, by developing its intelligence, it was able to give the development of labor the form of work activity, and social connections the quality of social life. Work activity became the basis of human history, society the form of its organization, and intelligence the driving force.

Being rational is not enough; one must recognize the total significance of reason as the ability to cognize and control activity. All crises in history are the product of a crisis of the rationality of consciousness, its cognitive capacity, and social responsibility. The concepts of "consciousness" and "rationality" are distinct. Rationality is a characteristic of a species, while consciousness is a characteristic of a social subject, which can be an individual, a community—marriage, family, social group, or historical form of community. At the same time, consciousness and rationality differ solely within the framework of their historically established unity; they define the duality of human nature, protect humans as a product of evolution, and serve as an instrument for their further development.

In rationality, the power of our knowledge, consciousness is a means of knowledge management, it directs and limits activity in the mutual interests of social subjects and natural conditions for the implementation of activity, therefore, science is simultaneously a special form of knowledge and a social means of regulating the possibilities of applying knowledge.

The need for science is driven by the development of labor. Labor in the world of living

beings prior to human evolution remains unchanged and is regulated by instincts and conditioned reflexes. The highest achievement of knowledge at this level is intelligence. Understanding, which opens access to knowledge of the laws of relationships and change, has become relevant with the possibility of sustainable transformation of the living environment. Science ensures the effectiveness and safety of human participation in the development of reality, both natural and social. Together with philosophy, it is called upon to integrate human reality into the logic of global development.

Activity management is the fundamental requirement for sustainable human existence in a developing world. Planning is a universal function of activity management. Conflicts in understanding the significance of activity planning are explained by the interpretation of the concept itself, which is primarily verbal in origin. Plato and Aristotle already recognized the epistemological nature of concepts as a form of human knowledge. Concepts, as opposed to figurative thinking—ingenuity—generalize a range of specific phenomena, and therefore, they presuppose their own characteristic expressiveness. Only words can formulate concepts. It is precisely the verbal expression of concepts that creates numerous difficulties in achieving understanding.

We define a general phenomenon not directly, but indirectly through a concept created by consciousness. We reveal this concept through words. The importance of verbal tools in scientific cognition prompted prominent thinkers in the 1920s and 1930s to organize a dedicated study of the potential of words as a means of formalizing scientific understanding. The linguistic approach to positivism was unable to solve this problem, but it did allow us to understand its significance for science. The transformation of science into a direct productive force during the scientific and technological revolution of the mid-20th century demonstrated that the correct interpretation of the content of concepts in words is also important for managing the practical application of scientific creativity in economic activity.

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.

A special place in this struggle—there's no other way to describe it—is occupied by a sense of self-awareness, the system-forming factor of which is professional culture. If human capital determines

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production growth, then the quality of education lays the foundation for human capital. Competencies are not effective in themselves; they are powerful when they are shaped by the needs of a well-rounded individual, in harmony with their own, national, and universal interests.

The formula for the harmony of individual interests is extremely simple. Confucius discovered it 2,500 years ago and Kant refined it, rationalizing it with the idea that "another person should not be a means to one's life." Summarizing the thoughts of our great ancestors, we can say: the only reliable and effective means for the sustainable development of all aspects of human life is the achievement of mutually beneficial coexistence between people. Applied to production in general and consumer goods in particular, the conclusion is further simplified to the creation of technical, economic, and humanitarian (sociocultural and psychological) 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 stimulating them to act as a unified team.

What are the causes of this anomaly? Is it connected to objective factors, or is there resistance we are not yet capable of overcoming? Or are the inhibiting forces inertial, inherited, introduced through modernization, and capable of combating them rather than the consumer in the marketplace? What are our reserves? The success of critics of the Soviet system of national economic management, which they used to attempt to roll back the socialist gains in planning, was largely the result of elementary pseudoscientific speculation about the content of basic concepts, which conveniently coincided with the resulting objective difficulties and the low level of mass economic and political thinking—the habit of waiting for "instructions from above" and relying on the prudence of statesmen. The 1990s will go down in national history not only as a time of yet another political turmoil and socioeconomic crisis, but also as a test of national identity, a harsh time of its cleansing from various temptations. We must rely solely on ourselves. Everyone in Russia's West, East, and South must be seen as partners in addressing global challenges. Ignoring the experience of others is unwise, but we must follow the common path in our own way. We can only believe in ourselves, regularly comparing our achievements with our direction and development plans—that's the strategic postulate.

As for the practical implementation of political strategy, the situation has also become clearer. Without planning, there is no sustainable development. We need to understand the

multidimensionality and scale of planning. Organizing production at all levels requires planning. Socialism and capitalism should be viewed not as alternatives in social progress, but as different systems for planning socio-economic development.

Socialism cannot be historically one-dimensional, as it is historically prepared and must incorporate the national specifics of development, and capitalism is equally diverse. Socialism and capitalism share a common production platform; they both require the industrialization of the economy. K. Marx and F. Engels viewed socialism as a solution to the contradictions of an industrially developed economy. Planning can only be denied as an instrument of socio-economic development when the concept of "planning" is distorted. The characteristic features of the modern global economy are unstable production and unstable demand. Traditionally, it is believed that the former is determined by the latter. This formed the "cornerstone" of the foundation of economic theory, which replaced classical political economy. According to the dominant economic ideas of the 20th century, the locomotive of development is the demand for goods, i.e., not production, but the market drives the economy. The famous formula of K. Marx—one of the pillars of classical political economy—C–M–C is today perceived locally, i.e., The final expression is as follows: sales of goods depend on the amount of money circulating in the market, in other words, the actual purchasing power of consumers. The revenue received by the seller, in turn, determines the quantity and quality of the new batch of goods—the prospects for producing a new product range.

The market must strive to be self-sufficient. To function properly, it requires maximum freedom. The idea of the founder of classical political economy, Adam Smith, regarding the need for freedom of action for producers of goods has been transformed in modern, non-classical economic theory into the position of market freedom, in line with the shift in ideological priorities from production to distribution.

A. Smith was undoubtedly right in his fight for the freedom of the producer, but market freedom is far from identical to the freedom of those who create real wealth for humanity. Under conditions of complete freedom, the spontaneous movement of the market, even at the regional level, is doomed to instability. Unlike producers, who have the opportunity to enter into genuine cooperative relationships and regulate production by assortment, quantity, price range, and other parameters, sellers, most of whom are resellers, middlemen, and speculators, are not fundamentally bound by the interests of production. They have long since become professional sellers, middlemen. They don't care what they sell, as long as they make good, quick money. The future of a particular production facility is of no concern to them.

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The flaw in the market we deal with in Russia is this: instead of providing normal opportunities for buyer-producer interaction (through the product and demonstration of its production culture), our market "divorces" the main market participants, absolutizing the role of the intermediary, who is generally disinterested in the fate of the producer. It seems that the market exists so that buyers don't have to worry about the interests and actual culture of a particular producer; being a businessman is quite sufficient, and, incidentally, essentially bears little responsibility.

"Freedom of the producer" and "freedom to organize commercial activity" (the formal legal, financial, and narrowly organizational instruments of control over the latter are irrelevant to our problem; they have no significant impact on achieving sustainable production, stabilizing financial flows, or mutual satisfaction between producer and consumer) are fundamentally different freedoms. The state should not view the market solely as a source of tax revenue, a prerequisite for a healthy lifestyle, and safe consumption.

The market is the link in the normal development of regional and national production. This market function should be the first line of all state economic policy documents. Economic activity itself must be structured as a policy aimed at consistently protecting the interests of producers, not so much from foreign competitors as from fellow countrymen and all sorts of bureaucrats who have adapted to the practice, legitimized themselves with the help of bureaucrats, and criminal organizations.

The restless Comrade Bender's imagination was limited to four hundred ways to circumvent criminal code articles. It's unlikely anyone would attempt to count how many such methods exist today. The saddest part is that today, Ostap Ibrahimovic's extraordinary creative abilities are no longer needed, which is why there are far more swindlers than manufacturers. Ilf and Petrov's antihero realized the futility of being a millionaire in his own country, fled to Romania, and lost a million at the border. For today's millionaires, the episode with the border crossing and the robbery of Lieutenant Schmidt's enterprising "son" is the funniest part of the novel.

Historical parallels are relative, but instructive. Repeating history is pointless; it's wise to learn from history, to learn from historical experience, primarily national experience, without disdaining the past practices of other nations. The experience of Peter the Great is more relevant than ever in the 21st century. Peter the Great earned the title "Great" after resolving an equally complex situation that had developed in the country by the end of the 17th century.

For Europeans of that era, Russia's western borders represented the boundary where civilization ended and barbarism began. Two thousand years earlier, the Greeks and Romans had viewed their borders to the north, west, and east in much the same

way. Almost everything had fallen into decline: education, science, industry, agriculture, construction. The arguments of church leaders who insisted that Russia was destined to be the "Third Rome" meant little. Moreover, being the "Third Rome," inheriting the faded glory of Byzantium, didn't seem a particularly enticing prospect. Byzantium had become an ordinary stronghold of Orthodoxy and, under the influence of the Church, was selective in its embrace of the scientific and philosophical achievements of Antiquity. Byzantine culture blended the ideas of Aristotle, medieval patristics, and scholasticism. The understanding of science that was formed in Western Europe in the 16th – 17th centuries was decisively rejected by the Byzantine heirs.

Focusing on Byzantium was wise in the 8th – 10th centuries. The adoption of Christianity and an alliance with a powerful patron facilitated the integration of the Slavs and the formation of Rus' as a unified state. At that time, such an alliance was progressive in all aspects of cultural development.

Politics cannot be effective if it merely adapts to the peculiarities of the economy and culture. Politics must be the driving force in everything, acting ahead and guiding. It is fatal for politics to accompany socioeconomic developments.

Western ideologists are disingenuous when they portray the state as an intermediary between production and consumption. They claim that the task of politics is to ensure social justice in the distribution of national wealth, and that the state should not interfere with economic activity—it is self-sufficient. The fallacy of such lobbying concepts becomes obvious during crises. As soon as a recession begins, production declines, debts mount, and liquidity shortages develop, producers, especially financial intermediaries, immediately turn to the state for aid and are the first to receive it.

Historical routes aren't laid out by God alone, nor are they designed a priori; they must be forged through the exploration of new historical spaces. A professional traveler doesn't hide behind the laws of nature when exploring the unknown. In politics, too, an innovative approach is needed, improving the established order of things. Laws aren't absolute; they reflect reality generalized in legal terms. Politics, however, is the art of managing a historically specific, time-varying reality. Situational, problem-solving thinking is essential here. Recognizing that building new industry and stimulating agricultural production without free access to maritime transport was impossible, the first Russian emperor resorted to extreme measures.

The easiest way to attribute the crisis in Russia's traditional industries is to instability and the economic transition process. The transition period, clearly prolonged due to unclear policies, will eventually end. As for instability, politicians are in for a disappointment. In all likelihood, capitalism has left the

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cyclical nature of crises, discovered and explained by Karl Marx, behind it. Contemporary crises testify not so much to the peculiar dynamics of industrialized countries as to the crisis of the bourgeois mode of production itself and the weakness of the social superstructure to control mounting negative trends.

The separation of finance from real production, the absolute freedom of financial capital, and the concentration of financial flows are leading development to a dead end, leading to anarchy provoked by stock market speculation. Instability is becoming a persistent, common feature, and it's time to discuss the nature of instability, which, like everything else, is changeable, and to hope that instability doesn't become rampant.

A significant portion of traditional Russian industries developed in the Non-Black Earth Region, primarily around Moscow. The geography of the history of light industry is understandable. There was a stable market and no shortage of workers, and God has not deprived Russians of talent. After twenty years of returning to capitalism, industries that had been perfected over centuries have either been lost or are dying out, hopelessly lost.

Talk of cheap labor in China is yet another myth. In Russia, outside of the capital, people earn no more than ordinary citizens in China. The essence lies in the organization of production and economic policy. In the People's Republic of China, the interests of the people and the country truly come first. Economic activity in China has a clear focus, and this focus is political. In Russia, economic gain is elevated to an absolute criterion, which is absurd, as the economy is not the goal of social development, but merely a means to that development. In China, producers are maximally protected from harassment; the law serves as their "protector." The procedure for communicating with buyers (customers) is extremely simplified, significantly reducing transaction and order fulfillment times and minimizing non-production costs. Market relations are closer to normal operating conditions.

Russian laws regulate the market space. The market space is a legally formalized reality, conventionally constructed according to the formula "this is how it should be," which by no means means that this is how it is and will be. The actual market reality is constructed as an environment of mutually conditioned coexistence between the producer, the seller (if this is not the producer themselves), and the buyer/consumer (the inclusion of resellers is highly undesirable).

Main part

One phenomenon that is often overlooked amidst the hustle and bustle of problems has been rightly emphasized: the historicity of the economy. The economy, as it is perceived today, has not always been and will not remain so. 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 assert 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 the fair distribution of profits. This 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 follows the principle of "the manufacturer makes exactly what the consumer needs." A "lean" economy will focus on resource-saving production technologies. This requires a new perspective on fundamental concepts.

And therefore, the philosophy of quality must also change. We must be prepared for the coming events.

Quality is destined to always be at the epicenter of both scientific and amateur reflection. The problem of ensuring quality in activity is not only universally relevant; it is strategic. The dilemma regarding quality is only reasonable within the framework of the contrasting relationship 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 application of modern methods allows them to address not only quality improvement but also cost-effectiveness and productivity. Thus, today the concept of "quality management" is evolving into "quality management."

In order to achieve the target indicators for the development of the strategy for the production of in-demand products in the regions of the Southern and North Caucasian Federal Districts, a set of measures has been developed in priority areas of technological, economic and social development of the light industry for the production of in-demand products, scientifically and economically confirming the

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objective need for taking immediate and specific actions for their implementation, including by government agencies within the framework of the Federal Law on Territories of Advanced Social and Economic Development.

The development of measures was carried out taking into account strategic goals, legislative and legal acts that determine the state policy in the development of light industry in the medium and long term.

Increasing the competitive advantages of the light industry in the production of in-demand products, demand and consumer preferences, technical regulation:

- ensuring compliance of Russian products with international standards in terms of quality, environmental safety and design;

- increasing the production volumes of competitive new-generation products in demand by the market, with qualitatively new consumer output characteristics, functional properties and a high share of added value;

- accelerated growth of the useful effect compared to the growth of costs for new and previously developed types of similar and functionally homogeneous products, efficiency in fulfilling orders and customer requirements within the framework of the territories of advanced socio-economic development based on the mining towns of the Rostov region for the production of in-demand products.

Technical re-equipment and modernization of production of in-demand light industry products:

- modernization of the bulk of operating technological equipment, allowing for the improvement of its technical, economic and operational characteristics;

- creation of new equipment with a high degree of automation, corresponding to the global competitive level and capable of mastering advanced technologies and ensuring rapid turnover of product range, development of technical documentation and requirements for its manufacture;

- the use of leasing for the acquisition of imported equipment or the direct purchase of new high-performance imported equipment and spare parts for it that are not produced in our country;

- development of VIP projects (anti-crisis programs) for the financial recovery of the industry, providing for technical re-equipment, modernization, reconstruction and creation of high-tech production, attracting foreign capital, investments from Russian businesses and budgetary funds for their implementation.

Development of innovative activities of light industry enterprises in the production of in-demand products:

- implementation of structural and technological restructuring, development of proposals for the preservation and development of the

intellectual potential of the light industry, creation of a state scientific innovation center for the light industry;

- development and mastering of basic industrial technologies (including nanotechnologies and nanomaterials, inter-industry level system information technologies), modular and flexible technological systems for the production of competitive, world-class science-intensive products used in strategically important areas;

- organization of mass production of an innovative product at enterprises in the industry, including modifications of the product and technological process, structural shifts in the range of manufactured products, training and retraining of personnel to service equipment operating using new technologies;

- development of international cooperation with foreign countries on the basis of bilateral and multilateral agreements and programs for the development, acquisition and sale of technologies, licenses, and the holding of joint scientific and technical symposiums, conferences, and exhibitions.

Protecting the domestic market from illegal shadow trade and Russian producers, developing a civilized consumer goods market, and creating fair conditions for competition between Russian and imported products:

- operational measures to stop the channels of illegal import flows and reduce the size illegal importation into the territory of the Russian Federation of contraband goods (mainly of low quality) and counterfeit products, the destruction of counterfeit products by bringing illegal production out of the shadows, as well as measures to tighten control over the implementation of current legislation in this area;

- preparation of a number of amendments to draft laws concerning the improvement of the regulatory framework for collecting taxes and duties on the import of products using cargo transportation, as well as measures to protect against counterfeit products;

- monitoring sales volumes and prices of consumer goods in retail markets and, on this basis, developing a flexible tariff and duty policy that stimulates the production and export of Russian goods and selectively restricts imports, primarily highly competitive finished products;

Improving the system of providing the light industry with raw materials:

- monitoring the global and Russian markets for raw materials and the price situation for raw materials with the aim of developing proposals for the purchase of raw materials, dyes and solvents in the quantities and assortment necessary to ensure the projected volume of light industry output;

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— development of requirements for the quality and range of raw materials for the textile and light industry.

In accordance with Federal Law No. 473-FZ of December 29, 2014, "On Territories of Advanced Social and Economic Development in the Russian Federation," it is proposed to create priority development areas (PDAs) based in the mining towns of the Rostov Region. It provides residents with preferential tax treatment and reduced administrative barriers, addressing a pressing issue for domestic enterprises such as preventing bankruptcy. This decision is particularly significant when establishing new or restructuring former light industry enterprises located in these regions, infusing them with innovative technologies. A positive decision to establish a priority development area based in the mining towns of the Rostov Region will solve three main problems:

filling consumer markets with competitive and in-demand products;

creation of new jobs, reducing social tension in these regions;

to save small and medium-sized towns in the specified regions from extinction.

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

Both political leaders and the government have recently been discussing the need for a sound industrial policy. E. 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 disaster." Whether the state should pursue an industrial policy can be explained by the premise of Adam Smith, the eminent economist of the past, who 200 years ago laid the foundations for the scientific analysis of the market economy. Regarding the role of the state, he wrote: "...only it can, in the interests of the nation, restrain the greed of monopolists, the adventurism of bankers, and the selfishness of merchants." It couldn't be more accurate.

What are the current economic performance results, and what are the achievements in this area? Growth in gold and foreign exchange reserves, reduced inflation, budget surpluses, and other financial and economic achievements. But are these the ultimate 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. As demonstrated by the experience of advanced countries that emerged from similar crises (the United States in the 1930s, Japan and Germany in the post-war period, and more recently South Korea and several other countries), in all cases, industrial policy and economic recovery were based on a strategy for improving the quality and competitiveness of products capable of winning both domestic and foreign markets. All other components of the reform—economic, financial, credit, and administrative—were subordinated to this primary goal.

Positive changes in product quality presuppose qualitative shifts in technology, engineering, organization, and production management. Production must improve, which does not mean becoming more expensive. One phenomenon, often overlooked in the hustle and bustle of problems, has been rightly emphasized: the historicity of the economy. The economy as it is perceived today has not always been, and will not remain, the same. Economic life changes over time, which forces us to adapt to its changing reality. The priority of market competition is incompatible with the prospect of economic development, as evidenced by the persistent desire of social democracy in the West to focus the economy on social security and the fair distribution of profits. The new economy is temporarily called "thrifty." The current principle of "survival of the fittest" will be replaced by "social-industrial partnership"—the manager and 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." A "thrifty" economy will be

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oriented toward resource-saving production technologies. It required a new perspective on fundamental concepts. And 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 application of modern methods allows us to address not only quality improvement but also cost-effectiveness and productivity. Thus, today the concept of "quality management" is evolving into "quality management."

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

Research conducted by the UN Development Program has measured the share of the "human factor" in national and global wealth: 65% of the world's wealth is contributed by human potential, while only a third of global wealth comes from natural resources and the production structure. A quality-oriented strategy undoubtedly contributes to both the growing role of the subjective factor in the development of production and the more comprehensive satisfaction of human needs. No one has dared to openly and officially abolish the desire to "live within one's means," as well as the need to "work within one's capabilities," recognizing the absurdity of denying the essential powers of man. In a "hot" state, the issue of quality is consistently supported by both the internal forces of active participation and external life factors, but the highest function of consciousness remains cognitive.

It is believed that by understanding nature, its quality, its state of quality, and its levels of quality are revealed, translating new knowledge into production. Post-classical economic thought has shifted quality toward consumption, attempting to give production a "human face." Humans alienate themselves in the production process, but this measure is forced and, in a systemic sense, temporary and conditional. And here, it is absolutely justified to believe that the most

important thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands should dominate production. The task of society is to globally promote the development of market demand: to maintain a wide range of goods, stimulate price stability, increase purchasing power, and improve product quality. E. Deming, calling modern production a "network of deadly diseases," prioritizes "production planning that is not oriented toward goods and services for which the market demonstrates demand." Try to argue with him. During the transition from an industrial to a post-industrial society of mass consumption, production is conceived as a function of the market. And the authors imbue these properties of quality with criteria, namely:

- ideology of quality – prospects for production development;
- quality management is a comprehensive approach to solving the quality problem;
- fashion and technical regulation are components of the quality of manufactured footwear;
- quality in the market is a paradigm for the formation of production that satisfies market needs;
- advertising is always at the service of quality;
- an excursion into the past as a guarantee of quality in the future;
- the model for assessing product quality is the production priorities;
- forecasting quality costs when developing a new range of footwear is the key to its demand and competitiveness;
- a method of business visual assessment of a product – a means of assessing the effectiveness of quality;
- improving the quality and competitiveness of domestic special footwear;
- on the indicators for assessing the quality of footwear – as a tool for creating products in demand;
- quality and the market: a marriage of convenience and this is indisputable;
- the stability of the enterprises' work is a guarantee of the quality of the footwear they produce;
- all these aspects together ensure a quality revolution, guaranteeing the manufacturer stable success in a market with unstable demand.

This work is the fruit of collaborative reflection on pressing issues related to improving the performance of a crucial sector of the public economy by leading Russian and international experts. A collaborative monograph always has an advantage over individual creativity. An individual author, no matter how knowledgeable and authoritative, is forced by circumstances to explain not only their own perspective on the problem under study but also to discuss how their colleagues "see" it, to present another's view of the order of things, and to become their opponent during the course of the announced discussion. Such a transformation, despite its

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conventionality, is not entirely harmless to objectivity. Even such a brilliant thinker as Hegel sinned by wittingly or unwittingly framing his opponents to make their criticism easier. This work represents an original approach and offers the opportunity to discover the most significant insights firsthand, without the intermediaries that often cloud creative relationships.

Market development trends in the final decades of the last century and at the beginning of the third millennium consistently demonstrate a growing interest in consumer demand for product quality. Despite all the economic, social, and political costs, humanity is growing richer, but wealth is distributed unevenly. Finances, as before, are concentrated in certain regions, as are the premieres of modern production. Analysts confidently predict a widespread focus on product quality. The new economy is temporarily being called "lean." 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." A "lean" economy will be oriented toward resource-saving production technologies. It will require a new perspective on fundamental concepts. The philosophy of quality will also change. We must be prepared for the coming events. The characteristic features of the modern global economy are unstable production and unstable demand. Traditionally, the former is believed to be determined by the latter. This formed the cornerstone of the economic theory that replaced classical political economy. According to the dominant economic views of the 20th century, the demand for goods is the driving force behind development, meaning that the market, not production, drives the economy. Karl Marx's famous formula—one of the pillars of classical political economy—C–M–C is now understood locally, that is, as it appears in its final expression: the sale of goods depends on the amount of money circulating in the market, in other words, the real purchasing power of consumers. The revenue received by the seller, in turn, determines the quantity and quality of a new batch of goods—the prospect of producing a new product range.

The market must strive to be self-sufficient. To function properly, it requires maximum freedom. Under conditions of complete freedom, the market's self-expression, even at the regional level, is doomed to instability. Unlike producers, who have the opportunity to enter into genuine cooperative relationships and regulate production by assortment, quantity, price range, and other parameters, sellers, most of whom are resellers, middlemen, and speculators, are not fundamentally bound by the interests of production. They have long since become

professional sellers, resellers. They don't care what they sell, as long as they make good, quick money. The future of a particular production facility is of no concern to them.

The flaw in the market we deal with in Russia is this: instead of providing normal opportunities for buyer-producer interaction (through the product and demonstration of its production culture), our market "divorces" the main market participants, absolutizing the role of the intermediary, who is generally disinterested in the fate of the producer. It seems that the market exists so that buyers don't have to worry about the interests and actual culture of a particular producer; being a businessman is quite sufficient, and, incidentally, essentially bears little responsibility.

"Freedom of the producer" and "freedom to organize commercial activity" (the formal legal, financial, and narrowly organizational instruments of control over the latter are irrelevant to our problem; they have no significant impact on achieving sustainable production, stabilizing financial flows, or mutual satisfaction between producer and consumer) are fundamentally different freedoms. The state should not view the market solely as a source of tax revenue, a prerequisite for a healthy lifestyle, and safe consumption.

The market is the link in the normal development of regional and national production. This market function should be the first line of all state economic policy documents. Economic activity itself must be structured as a policy aimed at consistently protecting the interests of producers, not so much from foreign competitors as from fellow countrymen and all sorts of bureaucrats who have adapted to the practice, legitimized themselves with the help of officials, and criminal organizations.

The restless Comrade Bender's imagination was limited to four hundred ways to circumvent criminal code articles. It's unlikely anyone would even attempt to count how many such methods exist today. The saddest part is that today, Bender's extraordinary creative abilities are of no use, which is why there are far more swindlers than manufacturers. Ilf and Petrov's antihero realized the futility of being a millionaire in his own country, fled to Romania, and lost a million at the border. For today's millionaires, the episode involving the border crossing and the robbery of Lieutenant Schmidt's enterprising "son" is the funniest part of the novel.

For Europeans of that era, Russia's western borders represented the boundary where civilization ended and barbarism began. Two thousand years earlier, the Greeks and Romans had viewed their borders to the north, west, and east in much the same way. Almost everything had fallen into decline: education, science, industry, agriculture, construction. The arguments of church leaders who insisted that Rus' was destined to be the "Third Rome" meant little. Moreover, being the "Third Rome," inheriting the

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faded glory of Byzantium, didn't seem a particularly enticing prospect. Byzantium had become an ordinary stronghold of Orthodoxy and, under the influence of the Church, was selective in its embrace of the scientific and philosophical achievements of Antiquity. Byzantine culture blended the ideas of Aristotle, medieval patristics, and scholasticism. The understanding of science that developed in Western Europe in the 16th and 17th centuries was decisively rejected by the Byzantine heirs.

Focusing on Byzantium was wise in the 8th–10th centuries. The adoption of Christianity and an alliance with a powerful patron facilitated the integration of the Slavs and the formation of Rus' as a unified state. At that time, such an alliance was progressive in all aspects of cultural development.

Politics cannot be effective if it merely adapts to the peculiarities of the economy and culture. Politics must be the driving force in everything, acting ahead and guiding. It is fatal for politics to accompany socioeconomic developments.

Western ideologists are disingenuous when they portray the state as an intermediary between production and consumption. They claim that the task of politics is to ensure social justice in the distribution of national wealth, and that the state should not interfere with economic activity—it is self-sufficient. The fallacy of such lobbying concepts becomes obvious during crises. As soon as a recession begins, production declines, debts mount, and liquidity shortages develop, producers, especially financial intermediaries, immediately turn to the state for aid and are the first to receive it.

Historical routes are not created by God, nor are they planned a priori; they must be forged through the exploration of new historical spaces. A professional traveler doesn't hide behind the laws of nature, exploring the unknown. In politics, too, an innovative approach is needed, improving the established order of things. Laws are not absolute; they reflect reality generalized in legal terms. Politics, however, is the art of managing a historically specific, time-varying reality. Situational, problem-solving thinking is essential here. Recognizing that building new industry and stimulating agricultural production without free access to maritime transport was impossible, the first Russian emperor resorted to extreme measures. Today, thanks to Peter the Great, such a necessity no longer exists, which alleviates the burden of politicians without diminishing the level of responsibility and innovation in their actions.

The easiest way to attribute the crisis in Russia's traditional industries is to instability and the economic transition process. The transition period, clearly prolonged due to unclear policies, will eventually end. As for instability, politicians are in for a disappointment. In all likelihood, capitalism has left the cyclical nature of crises, discovered and explained by Karl Marx, behind it. Contemporary crises testify

not so much to the peculiar dynamics of industrialized countries as to the crisis of the bourgeois mode of production itself and the weakness of the social superstructure to control mounting negative trends.

The separation of finance from real production, the absolute freedom of financial capital, and the concentration of financial flows lead development to a dead end, leading to anarchy provoked by stock market speculation. Instability becomes persistent, a common feature, and it's time to discuss the nature of instability, which, like everything else, is changeable, and to hope that instability won't become rampant.

A significant portion of traditional Russian industries developed in the Non-Black Earth Region, primarily around Moscow. The geography of the history of light industry is understandable: there was a stable market, no shortage of workers, and God has not deprived Russians of talent. After twenty years of returning to capitalism, industries that had been perfected over centuries have either been lost or are dying out, hopelessly lost.

Talk of cheap labor in China is yet another myth. In Russia, outside the capital, people earn no more than ordinary citizens in China. The essence lies in the organization of production and economic policy. In the People's Republic of China, the interests of the people and the country truly come first. Economic activity in China has a clear focus, and this focus is political. In Russia, economic gain is elevated to an absolute criterion, which is absurd, as the economy is not the goal of social development, but merely a means to that development. In China, producers are maximally protected from harassment; the law serves as their "protector." The procedure for communicating with buyers (customers) is extremely simplified, significantly reducing transaction and order fulfillment times and minimizing non-production costs. Market relations are closer to normal operating conditions.

Russian laws regulate the market space. The market space is a legally formalized reality, conventionally constructed according to the formula "this is how it should be," which by no means means that this is how it is and will be. The actual market reality is constructed as an environment of mutually conditioned coexistence between the producer, the seller (if this is not the producer themselves), and the buyer/consumer (the inclusion of resellers is highly undesirable).

Russia has always been strong in the spirit of its provinces. Capital cities accumulate the spiritual strength of the outskirts. It is these forces, like springs and small rivers, that give birth to great ones. The current flourishing of Moscow and St. Petersburg should not be misleading. Real life goes on in the vast expanses of the country. 130 million Russians still live and work where our true national strength is concentrated. What inspires optimism? The strength of character of people. Foreign scientists asked Zh.I.

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Alferov, "Are you an optimist?" He replied, "Yes, and my optimism is invincible." "Why?" was the next question. "Because," the renowned physicist explained, "there are more and more optimists around me. The pessimists have moved to your countries. Congratulations on that."

The government refuses to acknowledge the unique nature of the Russian model of unstable demand for mass-market products: footwear, clothing, food, furniture, and household items. In Europe, the US, and Canada, during a crisis, the purchasing power of the majority of the population declines, and prices correspondingly fall, at least partially compensating for the satisfaction of basic necessities. In our country, the dynamics of prices for consumer goods always point in one direction—upward. Fluctuations are certainly observed, but they are only visible in official statistics. A normal market cannot fluctuate independently of the state of production and consumption.

The Russian market reacts to exchange rate changes, but again, only by raising prices. It seems as if the market is being controlled by "puppeteers." This theory is not incontrovertible, but it is logically entirely plausible. The authorities are remaining silent, explaining that the desire to use regulatory mechanisms will inevitably lead to market impoverishment and shortages of goods. The natural question: where will they go? There is no answer. Indeed, try to explain where Chinese, Turkish, Latin American goods, products from Poland, Hungary, Ukraine, Moldova, Azerbaijan, Uzbekistan, and the Baltic states will go from the Russian market? Who else needs them?

We need to protect our own producers who feed, shoe, and clothe us. Russians understood the advantages of domestically produced food products back in the last decade of the last century. The next priority is improving the quality of consumer goods. And the state can facilitate their consistent availability on store shelves. What needs to be done to achieve this? Develop a specific program and strictly monitor its implementation by government officials.

The program for bringing Russian manufacturers back to the market must include reciprocal steps from the state and businesses. Returning to the old ways of manufacturing is pointless. An internal restructuring of production is needed, and the market is beginning to feel the effects. Shoe and clothing companies have emerged in Russia, supplying quite competitive products. Consumers, however, are still more surprised to find such goods. Nevertheless, the process has begun, and it needs to be accelerated.

Of course, we're not talking about additional funding for the industry. "Industry" is a broad term encompassing achievements in product range, design, quality, and color. This general concept encompasses all manufacturers of a given product. Both those seeking to modernize production and those relying on

more than their own resources are accustomed to asking the state for assistance. Only innovators deserve additional financial assistance; it is effective when targeted. We need to help preserve traditional folk crafts. They are technically and technologically conservative, and innovation is limited there.

Everything is correct, except for one thing: what kind of patriotism, what kind of national pride can we talk about if Russians are clothed and shod by foreign manufacturers, and fed and watered by foreigners as well? A great power begins with small things – with the realization that we can make ordinary everyday things ourselves just as well as anyone else. We are surrounded by small things, they are in everything, and their significance is not always fully apparent, but it is they that shape our mood.

It's no secret that Russian footwear consumers, unlike manufacturers, expect to wear their shoes for more than one or two seasons. Products will require replacement and repair. Why not, following the example of branded service stations, establish a branded network for shoe and clothing maintenance? Repairs would be cheaper and of higher quality. Equally important, such service would enhance the manufacturer's reputation. The average consumer, purchasing domestically made shoes for 1,500-2,000 rubles, naturally expects to wear them for a long time. Their options for repairs are limited: do-it-yourself, take them to a shoemaker, or go to a branded workshop. Consolidating workshops is advisable, as this will reduce costs.

The state should also shoulder the lion's share of the costs of organizing economic and industrial education. Brand-name foreign shoes aren't worth the advertised price, which is why retailers so easily run all sorts of promotions and markdowns. Uninitiated into the intricacies of the market, shoppers naively assume that the price difference is proportional to the difference in product quality and save up, taking out a loan to avoid making a mistake. Advertising constantly reminds them, "A miser pays twice!" Next to brand-name shoes sit fashionable Russian products made of genuine leather, tastefully finished, priced one and a half to two times lower, but no one can explain why they are just as high-quality. On the contrary, advertising, financed by brand-name companies, deliberately creates the impression that it is impossible to produce high-quality, modern goods in Russian factories.

Fragmented and still weak companies find it difficult to resist a large-scale, well-established policy that facilitates the occupation of the Russian market by foreign producers. This is also facilitated by the abolition of mandatory product certification. This measure may be suitable for Western Europe with its consumer culture, but not for Russia, which is inundated with counterfeit products from the most problematic manufacturers. There's no point in waiting for market tensions to subside; to reclaim a

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place in the market and gain stability, we need to act assertively and comprehensively, reviving the former Soviet experience of organizing work with potential consumers. Fortunately, economic development opens up prospects for such activities.

Practice is effective when its path is illuminated by theory. At first glance, turning to theory in the anarchic marketplace seems untimely. Fires require extinguishing, not speculation. It depends on the fire's severity. Sometimes it's also important to consider how to proceed, develop a plan, and identify possible scenarios for the process. As for market conquest, it's impossible to act without a systemic understanding of the situation. It would be too primitive and ineffective.

The 20th-century economy emerged as an economy of mass production. The organization of mass production was a remarkable achievement, providing access to material goods for a significant portion of humanity—goods became abundant and affordable. However, mass production also brought into sharp focus the issue of product quality.

Rising prosperity, educational development, cultural progress, and an expanding technical range of products naturally shifted consumer interest toward the quality of products offered on the market. Specifically, the issue of quality transformed from a purely production issue to a socioeconomic and political one. "With the help of government policies focused on improving quality, large-scale crises in Japan and Germany in the late 1940s were overcome. The crises in the US and European markets that arose in the late 1980s and early 1990s forced not only individual corporations but entire countries—Sweden, Great Britain, and the US—to focus on improving quality as the only means of helping their national economies withstand competitive pressures."

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

Phenomena originating from human activity are also objectively qualitative, but the objectivity of these phenomena is dualistic. To the natural foundation of a human-produced commodity, an objectified component is added, typically a materialized expression of the creative component of labor—knowledge, reasoning, feelings, skills—in short, what, taken together, is represented by the concept of the subject's qualified contribution to the process of transforming an object into a commodity.

The quality of an object transformed into a commodity is shaped by the interaction of the natural, the human, and the social. Consequently, people

acquire a natural right to perceive the quality of a product within their own system of human values. This allows us to draw a very important conclusion: the quality of natural phenomena is predetermined, while the quality of manufactured goods (products) is developed simultaneously with the development of the ability to perceive quality. The development of qualitative perceptions can be spontaneous and incidental, or directed and modulated. The famous French artist E. Delacroix was once asked if he could paint a portrait of the Madonna in mud. Yes, he replied, but I need the appropriate background. Educating the consumer is not only the consumer's responsibility. It is also an opportunity for the producer to maintain a loyal customer.

In our study of the problem of product quality characteristics, we did not find any works devoted to the systemic analysis of quality—its consideration within a system linking production, market, and consumption—which holds the potential to answer the fundamental question: how to achieve a stable position in an unstable environment.

The literature primarily examines the quality of product production. In this area, theory has reached the stage of development required for practical progress in quality management. However, this is clearly insufficient for managing enterprise operations, given the volatile market dynamics of light and food industries.

Demand for a product manufactured by a company is determined not only by an expert quality assessment conducted by the manufacturer or at its request, but also by the intersection of interests and financial capabilities of three parties: the producer, the consumer, and the market that connects the two. Specifically, this is how it works: each solves their own problem, but should not overestimate their status, remembering their systemic position, which obliges them to act with an eye to the potential of their "partners"—whether they are ready for the proposed solution. This is why it is so important today to anticipate practical steps with balanced assessments of the current situation.

Manufacturers are traditionally preoccupied with ensuring the closest possible conformity between their products and prototypes. In mass production, this problem is quite costly, as it requires the establishment of a dedicated, extensive service and, most importantly, the availability of a significant number of qualified workers. The Japanese, faced with the challenge of providing production with qualified workers, were forced to address it in a rather unique way: they supplied their factories located in neighboring countries—Malaysia, Thailand, Singapore, and Indonesia—with the most advanced technology to minimize manual labor. Not everyone is willing to follow Japan's example.

Linear economic development would certainly have led to a dead end—mass production would have

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become extremely costly over time. No comprehensive mechanization or automation could have saved the situation:

Firstly, staff reduction would cause an increase in unemployment with all the ensuing social negative consequences;

Secondly, skilled workers would still be needed in large numbers.

Salvation came from the nonlinearity inherent in the dialectic of progress. The economy of mass production had exhausted its usefulness and, like another stage of a rocket, lost its necessity. The economic paradigm had shifted. Irrational in various respects—environmental, humanitarian, and economic—mass production gave way to a "lean economy." Production fundamentally changed its purpose. The traditional task of producing a large number of identical products that meet regulatory requirements, from which consumers could select the most suitable ones, was replaced by the task of producing precisely the product a given consumer needs, in the required volume, and within a specific timeframe.

A lean economy emphasizes consumer sentiment. Manufacturers must study demand, find their niche within it, and nurture their customers through advertising, education, and customer service.

The new economic philosophy brings together producers and consumers, emphasizing the dialectical nature of their relationship—opposites, but ones that exist only in unity. Initially, producers and consumers were one and the same. The division of labor and increased productivity physically separated them, but the essence of their relationship remained unchanged. The market pitted them against each other, complicating the system of spatial relationships with intermediaries, transportation, and other instruments. The task that unites producers and consumers is to maintain mutual awareness, clear out market superstructures, and become direct financial partners, reducing the financial burden on production.

At the same time, the producer and consumer in the system of market relations generated by the commodity economy are opposed to each other, so their understanding of the quality of production and goods partially coincide, which is also important to consider when establishing a presence in the market, hoping to establish a foothold there for the rest of their lives.

Common attributes of product quality for both the manufacturer and the consumer include its usefulness, convenience, hygiene, ergonomics, resistance to deformation, ease of use, and fashionability. Unlike the manufacturer, the consumer is less interested in the quality of the product's production, although, according to the logic of changing conditions, the "promoted"—that is, enlightened—consumer should not completely ignore the technology and organization of production. The

relationship between product quality and production quality is cause and effect, and this is quite understandable to the layman.

For their part, manufacturers risk losing their business if they underestimate the specific nature of consumer perceptions of product quality. E. Deming, the author of the classification of "fatal diseases" for manufacturers, listed #1 among the seven deaths: "focusing production on products that are not in demand in the marketplace," meaning those not in demand by consumers; #2: "emphasis on short-term profits and immediate advantages." In both cases, the manufacturer commits the same methodological error: they remove their activities from the system of relationships, making their "area of expertise" universal, for which they pay the full price.

Consumer perceptions of product quality are less objective than those of the manufacturer. A conscientious manufacturer, accepting professional obligations, draws on scientific knowledge, independent expert assessments, and so on. Consumers, in contrast to professional manufacturers, are generally "amateurs." Their views on product quality are, to put it simply, layman's, based not on scientific knowledge but on common sense. They are dominated by a pragmatic approach and subjective assessment. Theoretically, the manufacturer should always be right; in practice, otherwise there would be no normal market. Therefore, everyone knows the opposite: the buyer is always right.

The predominance of a pragmatic approach to product quality among consumers is a kind of cost in the relationships between key market participants. This must be accepted; otherwise, it seems impossible to build a system-forming link in market practice. The consumer, as a buyer, is limited by solvency. The manufacturer has certain theoretical resources, such as increasing sales volume, working capital, cutting costs, etc. The consumer-buyer, however, has no real reserves—loans will only increase their costs, and in Russia, this is quite significant. Based on their situation, consumers evaluate product quality through the lens of the number of rubles quoted by the seller as equivalent to quality. Add to this the skepticism that the persistent refrain, "price equals quality," awakens in the buyer's mind. Price can be equivalent to quality only in specific cases. The market is home to a horde of middlemen.

"Quality" and "price" are fundamental concepts for both producers and consumers, but they are woven into systemic considerations differently, depending on their opposing market positions. Each participant measures product quality based on their own status.

The third actor in producer-consumer relations, and another "assessor" of product quality, is the market, which serves as a tool for regulating producer-consumer relations. The market's role has historically strengthened with the development of national economies and the emergence of transnational

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companies. The market, instead of being an episodic, time-limited instrument, has become a fully independent economic phenomenon. Market expansion was accompanied by its structural evolution, ultimately forming a complex pyramid of direct and indirect participation; retail trade has expanded to wholesale; transactions have moved from the present to the future. A leader has emerged in the market—the financial transactions market—which should be viewed as a symptom, as the financial market, by definition, is removed from the object, and quality is represented here in a generalized, conventional manner.

From a market perspective, "product quality" is a sign of its liquidity. The product isn't sitting idle, meaning the desired quality has been achieved. The market doesn't care whether the product's quality actually satisfies the consumer. In the market, the "king" is not the buyer, but the seller, and the criterion for quality is the time it takes to sell the product. What happens afterward? Sellers aren't particularly concerned. This is why the "fatal disease" of the desire for immediate results is so common. Nevertheless, the "market theory" of quality has its place and must be considered when determining economic policy.

Production, consumption, and the market, the subject of their relations, are cultural phenomena, their historical specificity conditioned by time and national and regional developmental characteristics. The phrases "production culture" and "consumption culture" have long been firmly established in professional vocabulary, which cannot be said of "market culture." The distinction is easy to explain. Production and modern consumption are based on scientific knowledge that reflects the objective order of things, and the influence of cultural traditions can be easily traced within them.

The history of the marketplace isn't particularly long, and attitudes toward it are somewhat different in culture. The marketplace of the 20th and new centuries has undoubtedly absorbed elements of culture, but it has proven to be an activity devoid of fundamental cultural values. The Russian merchants' motto, "Our goal is profit, but honor is paramount!", took hold thanks to an inherent and culturally shaped deceit. Honest and conscientious sellers never lingered in the marketplace—it wasn't their place. If we consider the art of deception a cultural phenomenon, then the marketplace is a form of reality where mass, culturally shaped deception occurs. Everyone is deceived, always, and in every way. And deception in the art marketplace is no less prevalent than in the theater, where deception also occurs, in its own way.

Subjective, with unstable, multidirectional dynamics, the market is poorly predictable. Attempts to forecast market behavior are ineffective precisely because of the inadequacy of objective, systemic indicators. Therefore, the market's potential for real

quality management is limited, especially given the lack of government willingness to actively intervene in the architecture of market relations.

For a specific enterprise (preferably an association or group of enterprises), the prospects for promoting commercial products on the market are associated with the development of resources for understanding quality in the coordinates of production – seeking a qualitative compromise, and educating its consumers.

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 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—compositional. To achieve the desired result, the market must be structured around a combination of product value (1), price (2), and consumer purchasing willingness. 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."

Foreign analytical reviews have reported that avant-garde marketers representing large mass-market companies are proposing to significantly expand the format of consumer engagement, even to the point of discussing the recommended price for economy-class products. The idea is entirely reasonable and practically feasible without significant expense. Conducting buyer conferences is less successful, but extensive promotions and advertising campaigns that include product displays, announcements of estimated prices, and requests for consumer feedback are quite promising and can be effective. Modern consumers and their financial preparedness should not be underestimated, nor should they be forced to pay for a manufacturer's incompetent policies by inflating prices. Agreed prices are also not fatal to a company. There are always untapped resources—material science, technology, and organizational expertise—that a manufacturer can leverage to make the process profitable. A stable market position in an increasingly

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competitive and volatile environment comes at a price. Perhaps it makes sense to rationally modernize what is called “bargaining” in a “market” like a bazaar.

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 figure highlights the key quality properties of a product.

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 proposed price against the expected costs. The higher the level of consumer satisfaction and the greater the purchase decision, the greater the opportunities for business development and the more stable its market and financial position, guaranteed by stable profit margins.

Over the past quarter century, the term “problem,” relegating its “competitor”—the “task”—to the periphery, has firmly established itself as the verbal leader of all discussions, regardless of scale. “Problem” has become a kind of “brand,” demonstrating the high professional stakes of the discussion. In this rapid rise in the “authority” of the problem, one can easily discern its political roots. The current, clearly inflated status of the problem is an ideological ploy, ensuring a certain political line. Problems can be used to conceal deficiencies in qualifications; politicians are distracted by problems from real issues, which they prove incapable of solving.

Emphasizing the natural kinship between “problem” and “task,” the peculiarity of a problem manifests itself in its unusualness as a task: a problem has a solution in its present state; a problem is also solved as a task, but there is currently no solution. It exists conditionally, potentially. Interpreting a problem by reducing the concept to the more general notion of “task” provides a clue for those who are focused not on discussion, but on a solution. A solution should be sought by considering the problem as a complex task, composed of several tasks coexisting in a complex or sequentially linked. What is important here is that a “problem” is not something inaccessible to ordinary thinking; it is a sum of tasks. Understanding a problem is tantamount to deciphering this sum of tasks and solutions, then

combining them into simpler, already known tasks. The problem must be presented as a technical problem. Solving a technical problem is accomplished in two ways: empirically or theoretically. All five simple technical devices were created before Archimedes, even the “Archimedes screw.” However, they were all the product of experimental research, built on trial and error, so their use, modernization, and integration presented considerable difficulties. Archimedes' contribution lay in the fact that the great ancient thinker developed a theory of these mechanisms, thereby helping to solve practical problems of various scales. He “resolved” the problem by presenting it as a sum of problems and found a solution.

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

The problem is identifying a phenomenon's quality in theory. The next stage is technical—defining its normative characteristics. Normativity, represented by properties and quantitative parameters, allows thinking to engage in practical, professional work.

When developing standards, there's always pressure to ensure that the established parameters correspond to the product's quality attributes. The correspondence between the standard and the quality attribute is objectively relative; their coincidence is achieved conditionally, i.e., it occurs because the manufacturer itself determines the product's quality parameters, often entrusting this task to expert organizations. Nevertheless, some quality model is still accepted as quality. Someone, to put it simply, assigns quality. Real quality, in this entirely acceptable scenario, remains a transcendental entity.

Why have subjective and transcendental idealism proven so popular in various fields of non-philosophical professional activity? Because thinking professionals, including reflective engineers, scientists, and educators, found in them solutions to their specific problems. Some decided not to complicate their professional reflections by recognizing the supersensible as a reality, limiting themselves to a “quality model.” Others considered that sensory reality would deprive us of a reliable intersubjective criterion of quality and condemn us to endless debates on the topic of “What is good and why isn't this bad?” They embraced the idea of a transcendental substance, primary in relation to

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individual consciousness, which can guide professional thought with its logic. Of course, transcendental being won't formulate a specific product quality formula, but it will communicate the logical premises of its definition. As a result, it will arm the professional quest for qualitative certainty with the technology of thinking.

Philosophy is not a set of master keys to understanding quality, just as quality is not Aladdin's cave. The understanding of quality changes historically in line with changes in the state of actual quality, and actual quality in the world of human life is far from the same as the quality of natural things.

Humans learn from nature and imitate what they see in it. If nature's "discoveries," shaped over hundreds of millions of years of natural selection and the inheritance of emerging traits, help humans solve their problems, they borrow them, remaking them for themselves.

The "first shoes" and "first clothing" created by humans differed little from the protection provided for the limbs and bodies of animals. Shoe soles were inspired by the protective skin of animals living alongside humans, and heels were stylized replicas of hoof structure. Our ancestors either didn't wear clothing or made it from ready-made hides. As relationships with nature developed, human concepts developed, which later evolved into an understanding of reality. The understanding of quality was initially influenced by the objective properties of things. As human activity developed, imitation gave way to creativity. Even the cave paintings of our ancestors demonstrate that consciousness wasn't content with copying. It sought its own paths of development. Humans couldn't simply replicate the quality of things; they were obliged to supplement them through history, adapting them to an active way of life. The historical logic of human existence, built on the foundation of its rational and active nature, necessitated the inclusion of elements of non-natural and non-material origin—human needs and interests—in the understanding of the quality of anthropogenic things. "Quality" became embedded in a system of relationships distinct from the natural, and its influence on the interpretation of quality only increases over time. This acceleration has become especially noticeable in the context of market liberalization of the economy.

Humans are *Homo sapiens* to anthropologists and biologists. For themselves, humans are creatures conditioned by needs. And nature cannot be fooled here. Friedrich Engels was telling the truth when he said at the grave of his comrade and idol that before creating, a person must drink, eat, clothe himself, and have a roof over his head.

Human life as a biological phenomenon is essentially material; the potential for transformative human activity is determined by the state of production of the material foundations of life. Humans

have measured and continue to measure the quality of things not so much by their relationships with other things, but by their own relationships with them. Even ancient thinkers observed: "Man is the measure of all things."

Modern man will not produce what he doesn't need. E. Deming always began his list of the seven deadly diseases of the market with the discrepancy between a product and market demand. This shouldn't be taken as an absolute, taken out of the general framework of quality considerations, but it is clear that determining the quality of man-made things must be based on the human attitude toward them, not just their objective properties. A manufactured product, even when not intended for the market, contains a measure of professional labor; it incorporates the human element: knowledge, will, and craftsmanship. Therefore, it cannot be defined purely objectively by the presence or absence of natural properties.

The natural origin of the product of human activity represents only the objective foundations that make it possible to build upon it another part of the product, one that materializes the quality of the individual's labor. A person, as it were, shares a part of themselves: they transfer a reproducible part of their professional quality to another material phenomenon. Moreover, this other phenomenon is the product of the master's activity.

In this regard, nature is merely an accomplice, the master's raw material base. When defining the objectivity of quality, the interpretation of objectivity is often simplified. It is wrong to reduce the concept of "objectivity" to material, natural existence.

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

When characterizing the quality of a product, it's advisable to focus not so much on its natural nature as on the concreteness of the item's actual existence—its spatial and temporal functions and design. A briefcase isn't purchased seasonally, so buyers are primarily guided by stable fashion trends, their own personal taste preferences, and the item's high-quality, natural properties. They're willing to exchange "good" money for a fairly expensive product.

Upon entering the shoe department, the same store customer will change their perspective on the product. Strapped for cash, and more importantly, unaccustomed to throwing money away, they will take a different approach.

People try to buy shoes for a season, two at the most, so investing "good money" is also possible, although the idea of "good money" will require modifying the relationship of priorities.

In the new expression, the concept of "good money" will be correlated with the concept of "price." Ultimately, everything will be simplified to a specific

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quantitative ratio—money per unit of time. The quantitative equivalent of quality is a crucial characteristic, ignoring which the manufacturer risks losing consumer interest.

To find the optimal ratio of quality to quantity – to measure quality – two requirements must be taken into account:

Firstly, try to define quality comprehensively, remembering that quality is a set of essential characteristics of a product that is structured in a certain way;

secondly, based on the decoding of quality, to most seriously identify the levels of qualitative existence - the degree of quality of the product.

It's no coincidence that there was a profound differentiation in the quality of products during the Soviet era. Only after studying the state of purchasing power, customer sentiment, and macroeconomic trends can pricing policy be effectively addressed.

A manufacturer that forgets that the consumer they've targeted with their product range perceives the quality of their offerings through price, coupled with a cunning consumption model, won't survive for long. The reason for the Russian manufacturer's predicament lies not in the change in ownership, but in the dictatorship of the market.

Marketing research is a new and unfamiliar undertaking for us. After twenty years of incomprehensible economic policy, it's impossible to integrate into the philosophy of market relations that goes back several hundred years. The lack of a civilized market in the country also hinders progress. In short, producers must seek salvation not from the state, but within their own minds, attuning their consciousness to the market's cluttered waves. To lead, one must understand the market situation and not "cloud" one's thinking with memories of the objectivity of quality attributes.

A quarter of a century ago, the director of a large leather and footwear company bitterly explained: "Technologically, we are ready to produce the highest quality goods. We don't have high-quality leather. The raw materials we receive don't allow us to expand our market share." He equated quality with the raw material base. Diversity of quality was reduced to one of its attributes. He clearly lacked scope for thought. And today's thinking remains similar to that formed forty years before 2000, when the tenets of classical political economy, developed by Karl Marx, seemed unshakable.

A. Smith, D. Ricardo, J. Mill, and K. Marx developed an economic theory based on the predominance of labor. Classical political economy is the study of commodity production, the contradictions between production and the nature of commodities, the alienation of the producer within the commodity, and the overcoming of these contradictions. Despite significant disagreements, the classics of labor

economics were united on a key point: a nation's wealth grows through productive labor.

Market speculation had already actively invaded economic life in the 19th century. Naturally, the classics knew a great deal about the market. Karl Marx, whose interest—or rather, his analysis of cyclical crises—has exceeded all expectations today, even experienced certain difficulties in shifting from the logic of production development to an examination of the fate of commodities in the marketplace.

The market, as it existed in the time of Karl Marx and George Mill, had already demonstrated a certain independence of existence, but it was not yet capable of competing with production for economic dominance. It acquired this ability by the mid-20th century.

In the 1950s, the paradigm of economic theory shifted. Whereas previously economic thought revolved around production, its epicenter now became consumption—purchasing power, market development. The understanding of labor and the worker changed. Market actors became the main actors in the economy. Market management relegated production managers to the periphery of life. The market acquired an independent force, dominating society. Politicians were legally separated from the market, furthering the illusion of its complete freedom. The new economic philosophy appeared to be as follows: the flourishing market should lead to an increase in production. This increase in production should saturate the state treasury. The state would gain a real opportunity for a strong social policy. Everything, as we see, was laid out "by the book."

One question remained: where to find the initial capital that would ensure high consumer demand and kick-start the economic engine? The United States profited from World War II, Western Europe exploited cheap labor and its property in numerous colonies. With Japan and South Korea, the Americans protected themselves from us and a resurgent China. The economic engine seemed to be working. Control over it was entrusted to transnational corporations. Today, there are approximately 3,400 such corporations. Of these, more than 400 are intergovernmental, 7.5 times as many are non-governmental, and the number of the latter is growing. Between 300 and 600 companies control the global market.

The globalization of business necessitates a search for adequate quality management. Total quality management is defined as a customer-focused system of continuous, sustainable quality improvement, based on the coordinated involvement of all organizational departments and employees to maximize customer satisfaction with minimal time and resource expenditure.

We note the emphasis of quality assurance policies on consumer needs, which presupposes a comprehensive study of their tastes, calculations, and

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intentions. Essentially, the consumer is considered a co-definer of quality. Quality requires a new level of understanding, an objectification of consumer interests, and a clear understanding of macroeconomic trends on a national and global scale. Technical regulation of product quality also needs to be systematically modified to align with the micro and macro dynamics of the economy and changes in real consumer demand.

In particular, there is reason to predict a growing presence in the consumer market of sellers from Western Europe offering mid-price range products of "non-Chinese" quality. In 2008, 350 million people in industrialized countries earned an average of \$18 per hour. The labor force available to European and some Asian countries is estimated at 1.2 billion people, currently earning only \$2 per hour. They are bound to attract attention.

The 2008–2010 crisis led to a decline in production and stagnation. Russian producers now have a chance to assert themselves. Once the crisis is overcome, production will begin to grow and a new wave of product expansion will begin.

Avoiding this wave is unlikely. The country's leaders are accelerating Russia's accession to the World Trade Organization (WTO), which automatically opens the borders to trade. There's only one solution: prepare for tougher competition, and this preparation should begin with understanding what constitutes product quality and how to ensure the production of real, high-quality products—not perfectly crafted by professional imagination—that are understandable to consumers and compelling.

More and more researchers are approaching the idea of defining quality in the broadest possible context. Quality should not characterize an isolated phenomenon. Quality manifests the phenomenon's relationship to its environment, conditions of expression, and other phenomena. Confusion has been stirred among analysts by the Britannica definition of quality, reprinted in the Great Universal Encyclopedia: "Quality in philosophy is a property that characterizes things taken individually, in contrast to a relationship, which characterizes things taken in pairs, triplets, etc." Hegel said that quality "<...> is that, in losing something, a phenomenon ceases to be itself," but the dialectically thinking German philosopher never intended for quality to be an isolated phenomenon. For Hegel, quality was a concept reflecting the relationships of a phenomenon. The advantage of Hegel's dialectical thinking lay in its systematic nature. He conceived of relationships and phenomena as a system and logically had in mind a system-forming factor. A phenomenon does not dissolve into a system; it shapes it through its relationships, which, in turn, together with the phenomenon, form what we call quality. Incidentally, Hegel was not the first to discover quality in the system

of relationships within a phenomenon. Similar ideas had been expressed, in one way or another, by his predecessors. "Objective qualities (i.e., those inherent in natural things themselves) and subjective qualities (contained only in human perceptions) were already distinguished by Democritus, later by Galileo, and then by Locke, who was the first to use the terms 'primary' (i.e., objective, material-physical) and 'secondary' (i.e., subjective, psychically formed) qualities."

Later, I. Kant called Locke's objective qualities a priori (ideal), while subjective qualities were called a posteriori (real). It's easy to see in philosophy a confrontation not so much between the idealist and materialist interpretations of the concept of "quality," but rather between proponents of simplified materialist views on quality and their opponents, who proposed including characteristics of human activity in the definition of quality.

While human consciousness was absent, everything existing was represented by the existence of objects, things, their properties, relationships, and movement. To define the world before human existence, two basic concepts are sufficient: "object" and "process."

The situation changes with the emergence of consciousness. All the primary areas of consciousness's activity—cognitive, communicative, regulatory—manifest themselves in the form of reflection of objects, a reflection fundamentally different from anything known in nature. Strictly speaking, consciousness reflects, or, in the most general sense, reproduces. Specifically, it reconstructs objects, since it is incapable of reflecting an object in a physical representation. The expression "we see with our eyes, but we see with our minds" quite accurately captures the essence of the "reflection" of an object in the forms of thought. While an image is somehow comparable to an object, ideas are far removed from objective definition. Thus, one thing remains: to recognize the qualitative kinship between an object and its reconstruction by consciousness—similar in essence, but not in form of being.

An object acquires a specific mode of existence for consciousness—it becomes an object. An object is the product of the interaction between an object and consciousness. Along with the object, a quality of the object emerges, which may or may not coincide with the objective quality of the object—in the case where the subject enters into a systemic relationship with the object, forming a "subject-object" system.

Specifically, such a system manifests itself in the form of production, the product produced, and the relationships within it. "The quality of processes, organization, and life is a higher-level motivation than, for example, profit," asserts B.S. Aleshin.

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

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Table 1. Results of a sociological survey on ten factors for successful enterprise operation

Success factors	The share of surveyed enterprises that noted the most important success factors, in %	
	2021	2022
Product quality	95	98
Customer service	93	96
Implementation of new technologies	88	90
Attracting highly qualified personnel	85	91
New product development	85	90
Reducing the time to market for new products	80	89
Improving the organizational structure	75	84
Protection of intellectual property	59	60
Cooperation with suppliers	55	63
Developing foreign markets	54	70

A proper definition of quality, consistency, and systematic quality management give manufacturers a decisive advantage in the competitive battle for consumers. It might seem simple, but simplicity is both ingenious and deceptive. A general problem-solving plan defines the direction of movement and prioritizes the factors of activity—nothing more.

The program requires a detailed elaboration of all its components, beginning with clarity of definition. The definition of quality, as we've already seen from our excursion into philosophical history, is not so obvious and straightforward. Hence the confusion in the concept of quality.

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

A human-made product is dual in nature, combining the natural properties of its raw materials with those imparted by human labor. A product possesses both rental value and added value. In this context, cost is not important—it serves as a quantitative equivalent of the product's overall quality—while the result of labor is represented as a transformation of the object's natural state. A product of human activity has a natural, basic level and a superstructural, imparted level. Hence the need for a dualistic perception of product quality, which should not be interpreted simply as dual quality. A product's quality is singular, but it is bound within its production duality.

This duality of product quality misleads those who have never grasped the art of dialectical thinking and strive to put everything "on shelves," forgetting the structure of which these shelves are parts. Product quality is determined merely by natural foundations, but is constructed artificially.

Product quality has several creators. Some of them—the fashion designer, the engineer, the technologist, the manager—are always visible, their qualifications and experience easily measurable. Others are also within reach, but measuring them is difficult, especially when it comes to the consumer.

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

Our emphasis on marketing research should not be interpreted as a call to search the market for the keys to quality. Rather, we want to emphasize the importance of the market factor in developing a theory of product quality.

The market attracts attention As a concentration of opposing interests, it's that "frontal" place where some "execute" others, and then "execute" those others. Americans rightly consider the market a "sacred" matter for society, carefully protecting market competitions from monopolistic "raids."

In the US, large sums of money are spent on studying market trajectories, unlike our capitalists, of whom every second is "illegal" in the economy, and a third is a representative of the "gray" economy. Try, in such a situation, to obtain an objective result from studying the "spirit" of the market, to monitor market sentiment with the expectation of getting closer to a true reflection of current attitudes toward a product.

Differences in product quality and the understanding of quality are becoming increasingly significant. Factors irrelevant to consumer perceptions, such as environmental impact, manufacturer traditions, and so on, are taken into account when determining product quality. Add to this

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the divergent views on a number of issues, and an interesting picture emerges: no matter how hard the parties interact to reach a consensus on quality, the discrepancies persist and will grow over time. While the natural properties of a product, taken into account in its initial state and factored into its quality, should not change significantly during the warranty period, the perception of a product through quality changes under a variety of factors. This is why leading manufacturers are reviewing their product ranges, seeking new design ideas, and trying not to be held hostage to tradition, minimizing its presence and modifying it whenever possible.

Quality, as it expresses its spiritual component, has been little studied. The future, on the contrary, urgently demands such knowledge and the development of methods for obtaining and evaluating it. We must accept that the era of factory production, when product quality and the image of product quality coincided due to a lack of competition, is gone forever. Back then, consciousness had no choice, and without a choice, it was difficult to form an image distinct from the object. Factory workers dictated product quality, and no one could argue with them.

In the 21st century, the situation is different. The image of quality is no less significant for the market than the objective quality of the product itself. As soon as the object of production is transformed into an object, the human component is incorporated into the object's quality, and it is completed by an image, combined with the object, into the overall quality system.

The consumer who can untangle the tangle of subjective and objective relationships that determine the quality of the product offered to the buyer is able to satisfy market needs. As students, today's specialists often couldn't understand why philosophers were explaining "objective" and "subjective." It seemed like they were working on something irrelevant.

The limited Soviet consumer market did not reveal the dialectic of the objective and the subjective. Teachers often analyzed these concepts unprofessionally, lacking a concrete context. Surprisingly, even today, not everyone has grasped the professional significance of basic philosophical categories; they think like materialist metaphysicians who separated the ideal and the material, the subjective and the objective, into independent and incompatible sets.

Analysts describe the world surrounding the modern manufacturer quite harshly: "the consumer dictates what, when, at what price, and in what form they want to receive; competition in the market is intensifying due to its globalization: buyer needs and the market situation are changing at an ever-increasing rate."

From the outside, what's happening appears quite chaotic, raising doubts about the systemic

organization of relationships. However, what we're dealing with isn't chaos, but a complex system that compels us to think systematically. Whatever fantasies the locksmith may have, he knows someone will find someone capable of making the key and gaining access, for all creativity begins with chaos and ends with the attainment of order.

Externally, determining the quality of a product produced for sale on the market appears to be an impossible task, since it requires combining not converging, but, in general, diverging views.

The designer, technologist, and manager (they can combine their efforts) develop their own understanding of product quality; they are bound by the manufacturer's shared interests. The buyer has a unique approach to quality. As a consumer, they are uncertain about the manufacturer's integrity. Furthermore, the buyer has their own preferences, shaped by their actual purchasing power.

There are also the interests of the market, which has become an independent economic entity. Speculation is legalized and attracts attention with its potential. By controlling the market, the speculator-intermediary is able to shape the image of quality in their own interests, particularly through advertising, prioritization, and so on. Finally, there is the quality of the product itself, expressed in the combination of natural properties and those added by the manufacturer. Ultimately, we have arrived at an understanding that unites the concepts of product quality and the image of quality.

Consensus quality isn't true quality; the "agreement" on quality is a phantom of virtual reality. There are no documents, no procedures; everything is done "in the dark." There are too many factors, their dynamics are high, and their interests are conflicting. However, the spontaneous genesis of consensus quality shouldn't disturb anyone.

The evolution of nature without human intervention is a purely spontaneous process, built on random intersections from which a necessary connection emerges, becoming stable, recurring, and general—that is, a law. Chance and necessity are correlative dialectical relationships, just as chaos and order are. Chaos is not opposed to order; it is distinct from a specific order. Chaos is disorder in its purest form, relative to a certain orderliness. Generally speaking, chaos is also order, not yet revealed to the observer.

Before analyzing the factors that ultimately determine consensus quality, let us dwell on another aspect of the quality problem that remains unnoticed by researchers: the heterogeneity of the content of the concept of "quality."

The concept of "quality" in relation to a commercial product should be structured according to the nature of the properties included within it. The properties that make up the concept of product quality are divided into three groups: objective properties,

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intersubjective properties, and individual (subjective) properties.

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

Intersubjective concepts are formed as products of the consciousness of participants in economic relations: producers, intermediaries, consumers, regulatory agencies, national traditions, and global trends. In a certain sense, intersubjective concepts can be considered conditionally objective, objectified in collective thinking. At the apex of the pyramid of properties, united by the concept of quality, are individual, subjective attributes.

Every universal exists objectively, but only through the singular, so at the end of the process there's always a single, specific customer—Pyotr Stepanovich Sidorov—and the boots that Pyotr Stepanovich chose from dozens of others. These were the ones he considered the best in quality and price. The sales assistant expertly explained to Pyotr Stepanovich that there were better quality boots that were also affordable, but being an independent person, he didn't change his mind. This is why pre-sale preparation is so important. The final say belongs to the customer, to their perception of the product's quality. Everything else just plays into their hands.

The most serious contradiction, it seems, remains the discrepancy between the producer's and the consumer's perceptions of product quality. The particular significance of the different approaches to quality by the producer and the consumer is natural. They are the main actors in the system of economic relations, and they share a common goal—the product. The former manufacture it, the latter consume it, but their motives differ, conditioned by their position in the system and the culture in which they perceive the goal.

The manufacturer creates a product, but the product itself is not the manufacturer's ultimate goal, but rather the sale of the product. The direct connection between the manufacturer and the consumer is therefore localized, which negatively impacts the manufacturer. The seller isolates the consumer from the manufacturer, and the manufacturer is forced to focus not on the market, but on market conditions, often artificially shaped by speculators and advertising.

The manufacturer, unlike the seller, is responsible for the information both legally and in terms of their professional reputation. The seller manipulates the information as they see fit—the manufacturer is constrained by liability, and the market often dictates the rules of engagement.

What's the solution for manufacturers? There's only one – direct market presence and significant investment in consumer education. It's difficult to overcome such a program alone, but united, it's

absolutely possible. Domestic manufacturers have everything they need to displace speculators from the retail market. They have professional experience, qualified personnel, scientific and technical support, and a certain amount of trust from consumers who are returning to the old, pre-reform priorities, which are actively exploited by unscrupulous producers and shamefully turned a blind eye to by the government, which is incapable of returning to Soviet experience. Pastry chefs, meat makers, and winemakers shamelessly exploit Soviet brands, replacing them with surrogates. Brands from Vyatka, Orenburg, Ivanovo, and some Moscow and Leningrad companies are returning to the market. The trend of renewed interest is gaining momentum. Of course, clothing and footwear are not sausages and vodka, or chocolate and confectionery products of natural origin. At the same time, all products have something in common – producer responsibility.

The euphoria of the 1990s has passed; democratic freedom, which had turned into arbitrary rule in production and the marketplace, has sobered the souls of Russians, intoxicated by freedom. Disillusioned with democratic reforms, they are no longer so impressed by much else in the new way of life. Now is precisely the historical moment when light industry can reclaim its rightful place in the market. But we must act in a new way. We must reexamine and remake ourselves. We must abandon the previous one-dimensional view of the consumer as an "object" of relationships.

In the old days, consumers were completely dependent on producers. The market was closed, and choice was dictated, meaning the buyer essentially had no choice. Today, consumers have more options, all while satisfying their tastes. Producers need to take advantage of this new configuration of market relations.

The modern Russian market only superficially satisfies consumer tastes; in reality, our market has rather awakened and stimulated consumer tastes with its diversity. However, the actual choice for the mass consumer this market is designed for remains limited.

Objectively high-quality, high-tech products remain unaffordable for Russians of average means. They admire them as if they were models, or become irritated, realizing that they're not for them. Chinese consumer goods have lost their appeal. Turkish and Eastern European manufacturers are forced to adapt to WTO requirements. The prices of their products are rising, but not their quality. Disproportionately rising shipping costs are also driving up prices.

In the new market conditions that have awakened consumer taste, it's important to try to manage it. This isn't about changing an economic strategy built on quality management. We're focusing on a component of this strategy. A theory is gaining ground in the West that the economy is becoming "smart," with the systemic quality management stage

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moving into a new stage—the quality of education. If this is the case, then focusing on cultivating consumer taste fits perfectly into the economic policy strategy.

Consumers live in a specific environment, forming a certain symbiosis with it. Access to the consumer's creation is effective both through direct application and through the environment. While manufacturers are still sluggish, the market is vigorously competing for the buyer, presenting them in their marketing research as a ready-made, statistical entity to be wooed with an offer. The real battle for the buyer lies ahead, however, when manufacturers understand the benefits of a comprehensive consumer education and training program. Consumers must be prepared, then they will navigate the market labyrinth along a predetermined route.

Belief in the miraculous power of advertising is a dangerous companion for a manufacturer. Advertising has been presented as the engine of progress by advertisers themselves and the market, which is fundamentally unaccountable. Exclusive products are rarely advertised – they have a loyal customer with established tastes and exclusive purchasing potential. Such a customer is simply notified, and they are given collection presentations, with no expense spared.

Advertising lures in the ill-mannered and unenlightened consumer, whose trust in advertising is inversely proportional to their knowledge and taste. The mass consumer is at the mercy of advertising and the arbitrary exercise of the market. Instead of complaining about their fate, it's time for responsible manufacturers to turn their backs on them and establish spiritual contact with them. It's naive to hope that they will free themselves from the false trappings of the market and advertising. But even if consumers manage to overcome the market's cunning devices, by then domestic producers will have become relics, and the revival of national producers will lose their social relevance.

There is no doubt that the task of educating one's customer is costly, troublesome, unknown, and difficult, requiring great patience, the ability to appreciate slow, uneven progress toward a goal, and the ability to fight against all those who have declared themselves and their occupation to be a supranational, democratic phenomenon and are making a name for themselves by speculating in the area of universal human values.

The priority of universal human interests is undisputed, as is the need to fully protect national security. And without modern production of essential goods, national security cannot be ensured. So, domestic producers will have to face a dilemma: either develop production and produce for their consumers, or continue to lament the ongoing disgrace and retreat to the fringes of the market, ever closer to the edge and their own demise.

The revival of the domestic light industry will force a change in the market situation. The market will be forced to respond, as its interests are determined by the dynamics of consumer demand. This will make life easier for many: producers, consumers, and intermediaries will also experience a national taste.

Customer engagement should be structured systematically within a targeted program. Its key components, along with improving production and product range, will likely include educational and interactive communications with potential customers.

By focusing on cultivating consumer tastes, producers will also be forced to improve their own skills. It's often said that the best way to educate yourself is to try to teach others. It's safe to say that producers have considerable room for improvement in all areas of their business. The first steps should be taken toward meeting the consumer halfway. Consumers shouldn't be entrusted to the "care" of intermediaries, and it's unwise to leave them to their own devices—they should be embraced as partners, accomplices, and seriously prepared to embrace the product.

Fashion and quality are like symphonic music. They are polyphonic. Just as one must prepare one's ear to perceive a complex musical composition, so must one's mind to appreciate a product. Shoes and clothing are not simple commodities. They embody the manufacturer's high professional status, their craftsmanship, and the experience of generations. The buyer must be included in the collaborative process not at the final moment of "money – product," but somewhere along the technological chain.

When a wave of protests against the construction and operation of nuclear power plants swept across Europe, the French opened access to those who wanted to see how these plants operate. They realized early on that words alone are difficult to convince; they needed to give outsiders the opportunity to see for themselves and make their own decisions. Schoolchildren were given tours of the plants, meetings with specialists were arranged, videos were shown, and a special program was developed. And this work was crowned with success. Those who had doubted overcame their critical attitudes and were re-educated. This was especially true after they were given a calculator to calculate the costs of shutting down the plant and who would benefit from repurposing electricity generation in a country without hydrocarbon resources. The French have lived in a market economy for several centuries and have learned to value both personal well-being and national security.

Russian democrats of the late 20th century focused on the rights of individuals in the abstract, outside the homeland, and inflicted significant damage on patriotic sentiment. In the 1990s and early 21st centuries, Russian authorities looked with condescension on the erosion of the image of the

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Soviet past and the active revival of pre-Soviet times. Few understood that any stone thrown at national history impacts the national present and future. Who needed to see the "connection of time" broken? Those who wanted to change the market situation and make a business out of it. Buyers were convinced that everything domestic was worthless and that they should buy foreign goods.

The formula "everything is bad!" has long been well-known, and it works well in times of turmoil. It would be falsely patriotic to claim, "Everything is fine with us!" However, domestic producers have also been no slouch in their products. A differentiated approach is needed. By substituting Chinese products for Russian ones through advertising and pricing, sellers have not so much deceived consumers as undermined the position of domestic producers during the crisis, instead of restructuring production and developing their own market in partnership with them.

The market is synonymous with competition. Competition is vital, but competition is always political, and not just economic. The state has no right to be free from the market, namely:

Firstly, the state is called upon to ensure national security and express the interests of its people in everything that is done on the territory of the country;

Secondly, the Russian Constitution states: "The Russian Federation is a social state." And the Russian government in the 1990s wasn't afraid of the market; it built it that way because it was part of it. The government created the market for itself, knowing the fragility of both itself and the market.

The change of leadership in Russian politics occurred when the market fulfilled its political function: it illegally enriched reformers and turned national producers into appendages of foreign production.

The changes in economic policy since 2000 are important steps, but once they've been taken, positive changes will be a long time in coming. Economic science shows that a year's destructive actions are offset by three years of constructive action. It's probably no coincidence that long-term programs have recently been developed through 2030.

The 1990s were a time of missed opportunities. The reasons for this were primarily political. Twenty years later, domestic producers now had the opportunity to shape a market that was absent in those turbulent years. An attack on an existing market would be successful if it were held in a pincer grip by a domestic producer and a consumer prepared by the producer. Standard advertising, even if carried out under the professional supervision of the product's manufacturer, would not solve the problem. A new era is upon us, and even if it was spontaneous, unskilled, slow, and intermittent, the consumer, who had been held in the tight grip of half-empty shelves with a meager selection without advertising, and then

deceived by advertising, is taking a critical look at what is happening.

Consumers are ripe for serious relationships with manufacturers. The last word is in the hands of the latter. Manufacturers are obligated to take the first steps toward a smart economy and lead consumers. It's not always clear what constitutes an "innovative solution" or "intellectual capital." This, in our view, is a new policy for manufacturers in their relationships with consumers, aimed at achieving mutual trust. Consumers must trust the manufacturer, and the manufacturer must trust the sustainable choices of the consumers they have nurtured. The formation of a civilized market is one of the key objectives of the action plan for the development of the light industry for 2007-2010. Despite some positive trends, the situation remains unresolved. Market share for domestic goods remains below 25%. Counterfeit and smuggled goods account for over 50%. Clothing markets account for over half of the sold garments, fur, outerwear, and footwear.

The image and quality of goods, as before, are determined by the clothing market. Gross violations and product substitutions in stores are associated with the clothing market. The lion's share of the 1.5 trillion rubles is swirling in the clothing market.

Overcoming market hypertrophy will not be possible overnight, and how long the process of strengthening the status of an official domestic producer in the market will last depends on a number of factors: political will, ensuring consistency and vigor of the struggle (here the American practice of suppressing mafia structures can be transferred without discussion); the size of investments - the state traditionally shifts them to extra-budgetary organizations; the development of the raw material base - back in 2006, the Ministry of Agriculture required that urgent measures to combat subcutaneous gadfly, prevention and treatment of cattle from hypodermatosis for 2007-2009 be reflected in the departmental program, but how all this is happening in our country is well known: sheep farming is in a protracted crisis, the hunting industry has sharply declined, the cultivation of caged fur has been reduced to a minimum and continues to decline; incentives for expert production remain on stamped paper; the development of innovative activity and the training of qualified personnel. Innovative activity these days is driven by meager R&D investments. In such a challenging environment, an unconventional solution can help, and it exists, although it's largely ignored in government circulars.

Counterfeit and smuggled goods, which are often the same thing, have always been available on the market and in a wide variety. The difference is that in Soviet times, the quantity of illegal goods depended on the strictness of state control over illegal activity, and such strictness did not irritate the West. No one sought to hinder us; on the contrary, they

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demonstrated understanding. In 2010, as they have for the past 20 years, illegal traders openly established their own rules in the clothing market. The measures of restraint were established so democratically that they can be ignored without harming business.

The proliferation of illegal activities in the legal market isn't due to the existence of criminal groups—it's due to the consumers of counterfeit goods. And the current market won't allow domestic producers to develop. Customers won't be shared voluntarily, and you can't win them by force; you have to convert them by attracting their interest in domestic products. This raises many questions:

Firstly, entering a corrupt market with your competitive product is pointless. They'll set their own price, and they need to launder money earned in other, also illegal, but more profitable businesses. The company, however, is interested in working capital, meaning it needs to sell its product quickly at a profitable, but not inflated, price. This requires government intervention.

Secondly, "there's no accounting for taste, but tastes are learned." By changing the position of their products with the help of competent market authorities or by cooperating and opening their own sales market, domestic producers have the opportunity to separate a portion of the consumer base from the market masses and make this portion their own, with good prospects of significantly increasing the number of fans of Russian goods without deceiving them.

Specialists need to go to schools, universities, technical schools, colleges, and vocational schools, organize meetings with interesting people, showcase products and production, open joint creative clubs, hold competitions, quizzes, and debates. They need to expand their production. They'll have to be patient for a while; the diversion of resources will likely cause a slight decline in economic indicators. Everyone knows: to leap further or higher, you have to retreat.

The industry development program is surprisingly devoid of a section aimed at developing a domestic consumer sector. The program is tailored to Soviet-era standards, ignoring modern realities, with the exception of a reference to the need to more actively engage private investment, which is extremely difficult to achieve in the current economic climate. The shadow economy is based on counterfeit goods, and "gray" producers prefer to invest in customs duties to import contraband. The most realistic approach seems to be to foster sustainable consumer interest in manufactured products by tailoring them to the consumer's tastes.

Focusing long-term plans on exporting products is, in principle, the right thing to do. A goal that expands national market boundaries facilitates the tapping of resources, especially intellectual ones. The government is attempting to emulate Japan's path to reviving industrial production.

Having lagged significantly behind the United States and Western Europe technologically in the mid-1950s, Japan displaced the Europeans from the global market in the 1990s, going through four stages of production growth over 40 years. This revival began with copying global models, assisted by the United States and Canada, even extending to access to nuclear technology. This was followed by a period of independent development of products identical in quality to global models. By the mid-1970s, these independent developments were essentially on par with the best products, and the Japanese had learned to produce products of higher quality. By the 1990s, Japanese products had become global brands, becoming a benchmark in both the United States and Western Europe.

Japanese progress is quite unique; it's unlikely to be repeated anywhere on the scale of the "Japanese miracle." Japan was in the right place at the right time, aided by global politics. Currently, neither the Europeans nor the US offer most-favored-nation treatment to anyone, not even Israel. Nevertheless, this model, at least in part, should be adopted, particularly by consumer goods producers.

Russia has strong traditions and exclusive technologies that attract custom-made consumers seeking originality and affordability. For example, artisans from one of the Central Russian regions brought nettle fiber products, which have proven healing properties, to the 2010 folk crafts fair in Novosibirsk. Cedar fiber was also used in the production of the fabric. A cold snap has set in in Western Europe, and snow, once considered exotic for locals, is becoming a part of everyday life. Russia has a wealth of experience in producing eco-friendly clothing and footwear for snowy winters. To attract Western buyers, simply giving them a familiar European design is enough, or perhaps keeping something modern and Russian. In a normal European market, the main thing is to make a name for yourself and then establish a foothold, including through joint ventures.

At the same time, we shouldn't follow in the footsteps of the Japanese. In Russia, there are enough customers for everyone. The interests of the domestic consumer must be a priority. We all have good reason to hope that better times lie ahead. Accordingly, changes in consumer power will also impact the status of the manufacturer.

Revitalized interest in domestic goods will fuel optimism among domestic producers. It's important, however, that this confidence doesn't turn into overconfidence. A recommendation from the classic modern economic theorist E. Deming, known as the "Deming chain reaction," can help avoid this deadly disease.

E. Deming initially attempted to implement his approach to creating a quality economy in the United States, but failed. The reformer himself explained the

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reason for his failure: "My initiatives were welcomed by engineers and department heads, but they were ignored by senior management, who were unwilling to think and act in new ways."

E. Deming relied on the triumph of professional thinking, and his natural desire for innovation coincided with the progressive movement. Developing the intellectual approach of his predecessor, W. Shewhart, E. Deming logically linked the four creative acts of thought: observation, action development, implementation, and analysis.

The listed operations that make up the "Deming cycle" are united by a commonality of individual status and their innovative interest in the business. In fact, half a century before the first works on innovation economics, the American specialist presented the very concept of "innovation" as applied to economic management.

The core of this concept is formed by four sequential steps: professionally structured observation and monitoring of a situation—the beginning of the innovation journey, a crucial moment in scientific research—describing the object; developing measures for improvement—positive change in the situation—the key here being the reorganization of the process to create a motivation that motivates the performer; the next step is implementation, and the final act is analysis, the purpose of which is to evaluate the implementation results and accumulate experience for the next round of the creative spiral.

When inviting E. Deming to Japan in 1950, the initiators of industrial restructuring took pains to prepare well for the reform. They even adjusted the curriculum of technical universities. A course on "How to Use Experimental Data" was introduced for all students in the Industrial Engineering Department at the University of Tokyo.

In a new era, we must embrace new ideas and, especially, new programs, but there is always continuity in the process. The wise Edward Deming foresaw something that is always relevant: a reminder to management at all levels about "difficulties and false starts."

The one-sided nature of the methodological training of Russian managers and engineers at universities should have long been recognized as a serious flaw. Our professional education has traditionally been focused on progress and innovation.

We clearly underestimate the warnings of experienced, recognized professionals about the impossibility of knowing everything and the need to be prepared for the most challenging circumstances. A renowned Russian doctor has puzzled journalists and experts alike with his answer to the standard question: "What makes a good doctor?" He said, "A good doctor differs from a bad one in that he knows exactly what not to treat."

Professional training requires a thorough, timely analysis of errors, miscalculations, shortcomings—in

short, negativity in all its forms. Neither a diploma with honors, nor experience, nor systematic training can insure a specialist against shortcomings. The issue isn't about eliminating negative consequences, but rather their "qualitative" nature and frequency. This is something that can and must be addressed, and it's in this area that the lessons of E. Deming are particularly significant.

The most dangerous thing is the desire to follow the beaten path. Such a path will inevitably lead to a dead end over time. Learning is not about following everyone else. Learning means developing independence.

Quality management theory is taught in our universities outside the production-consumption system; the course has conveniently been reduced to the history of the problem and the quality management system, isolating it within the production domain. The consumer and the process of exploitation have been placed outside the core subject, presented as infrastructure, without any consideration of the fact that production is not self-sufficient; it is conditioned by consumption by other production, and ultimately, all production is converted to consumption. The very word "production" is merely the beginning of phrases like "production of services" and "production of a product." The former can be read as "production of relationships."

If production is the "production of relationships (services)," then why do we discuss production quality in isolation from the subject of the relationship, the one who opposes the producer of the product or service? The other subject is the customer of the services or products, and therefore is no less interested in production quality than the producer.

The advantage a manufacturer has over a consumer is professionalism. Therefore, it is necessary to disseminate professional knowledge, engage the customer in the circle of professional interests and problems; to seriously and long-term engage in their education, steering them away from the "brainwashing" of market advertising.

For two decades now, the youth consciousness has been under pressure from "glamorous" fashion, which reigns supreme in everything: television shows, youth programs, serials, weather forecasts, programs aimed at the home, and the appearances of VIPs, celebrities, officials, and members of parliament. It seems that any other way of life is shameful, even indecent.

Incidentally, in the countries we are yet to catch up with, life is not conducted in a glamorous style. V. Zorin, a Soviet international journalist and historian popular in the USSR and the Western world, recalled details of an exclusive reception hosted by the billionaire mayor of New York, Henry Rockefeller. The mayor rarely met with journalists at work. An exception was made for our compatriots for political

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reasons—to support a course toward easing tensions between world leaders.

"Upon learning of G. Rockefeller's consent," V. Zorin recounted, "we were more confused than overjoyed. We felt uncomfortable going to see the richest man in the United States in our suits and purchased shoes. Our American colleagues advised us not to rush around, urging us to focus on the substantive aspect of the dialogue. But we thought otherwise; we were afraid of looking inappropriate, so we decided to rent suits from fashionable couturiers for a day. We arrived for the meeting early and were received by the mayor at the appointed time.

We entered the office again with a feeling that our gear was appropriate for the circumstances. We experienced a real inconvenience when the mayor came out to greet us in a simple work suit and ordinary shoes. And he smiled at our appearance.

Where is the counteraction to advertising distortions? Educational institutions, instead of becoming centers of aesthetic, business, and everyday education, are themselves contributing to the disinformation of the mass consumer.

Universities, by virtue of their status, must actively collaborate with manufacturing and, together with them, conduct systematic, widespread work to cultivate consumer awareness. Without such creative activity, the future of domestic clothing and footwear manufacturers looks similar to the present of the Russian auto industry: we will become an appendage of Europe, lose our creative spirit, and lose our traditions and national characteristics. We should strive to supply not the entire world, like the Chinese, but our own, Russian consumer. They are capable of appreciating the dignity of their fellow countrymen, but they cannot be abandoned to their fate.

E. Deming paid special attention to the socio-psychological support of production organization. Our current specialists seek the keys to success solely in technology and statistics.

E. Deming's concepts of "difficulties" and "false starts" are loaded with psychological implications. A talented economist, E. Deming was well-versed in fields related to economic activity—psychology and social science. He envisioned production management in a broad, complex context. Most modern managers, however, are characterized by a one-dimensionality. This explains their constant management failures.

E. Deming considered the following to be "difficulties":

- the expectation of immediate results from quality improvement efforts, which is typical of highly specialized training – a substitute for professionalism. Quality is a state of being, a process, a product, or a management process. The essence differs from the phenomenon precisely by its stability. Quality is not a quantity that can be instantly reduced or sometimes increased. Quality is lost and regained

in the process. It takes time and, of course, equivalent training tasks;

- the belief that mechanization, automation, and computerization will help achieve a breakthrough in product quality. This view, again, reflects a flaw in specialist training and a limited professional culture. Product quality, and in the general sense of "boots are clothing for the feet," and in the specific sense of footwear quality as a combination of specific boot properties, is a matter of human creativity. Boots are not harvested from trees; in a workshop, specialists sew boots according to designs developed by related specialists from leather tanned by yet other specialists. Only at the beginning of the production chain can we detect the presence of a natural phenomenon – animal skin. Technology in any form (obsolete, modern, future) has been, is, and will forever remain a tool of labor, created by man and launched (or not launched) into production by him. Technology enables the production of products of a certain quality, imparts stability to the product – and that's it! Let us repeat: product quality is created by the specialist; it is the product of their activity. Technology does not create quality. This is where E. Deming's warning comes from: don't expect a breakthrough in the field of quality from a technician;

- neglect of actions necessary for the successful implementation of the quality improvement program. This is further confirmation of the importance of the humanities in the development of a specialist's personality, something top managers in the professional education system refuse to listen to. S.P. Timoshenko wrote that the humanities component in US universities is at 20-25%. In England, it approaches a third. Saving on humanities education results in major losses in specialized training. Dialectical thinking is being replaced not even by formal logic, but by flawed, everyday thinking, based on the clichéd phrase "maybe it will work out, it will pass." Why was the historical thought "We wanted the best, but it turned out as usual" expressed by the former PRIME Minister OF the Russian Federation? Because they managed as best they could, not as they should have, unprofessionally. Since then, the situation has changed little, with the Prime Minister forced to attend every major incident, and the President strictly warning the Government and officials.

In dialectical logic there are several wise and simple rules that reflect the actual order of things, namely:

Firstly, you need to carefully study what happened and how it happened, so as not to step on the same rake again;

secondly, to thoroughly and comprehensively understand the essence of the matter, its infrastructure and relations, including an analysis of macroeconomic dynamics;

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Thirdly, the starting point must be the practical expression of the idea, but the concept of "practical meaning" itself must not be interpreted in a narrowly pragmatic way.

fourthly: truth is always concrete and unambiguous.

In a big undertaking, unimportant details only occur in those who approach it unprofessionally. Everything matters here. The concept of "raw material quality" equally encompasses organoleptic characteristics, age, storage and transportation conditions. Just try to rank them, and a string of significant "details" will emerge, and quality will deteriorate. We are inevitably forced to return to the beginning and emphasize the importance of technical regulation of the quality of goods and services, as well as their production.

Quality management began over a century ago with primitive actions and the attention to detail. G. Ford Jr., A. Sloan, F. Taylor, and A. Foyle—different men—were united by a common attitude toward the details of production. They, like everyone else, naturally recognized them, but, unlike everyone else, they did not treat them with disdain. They understood instinctively that the essential does not arise by itself, but rather, it is born in the insignificant; the great grows from the small; the necessary arises at the crossroads of the accidental. Quality cannot be carved out of quantity, but to achieve the desired quality, the required quantity is required. From quantity comes a measure—"qualitative quantity."

With "qualitative quantity," i.e., measure, we can already achieve the corresponding quality. The Bible states: "In the beginning was the word, and the word was with God, and the word was God." In quality theory, the beginning is different: "In the beginning, quantity is required: resources, specialists, ideas, and so on." Therefore, Ford's pursuit of quality began with savings, while Taylor and Foyle's approach began with organizational level. The main problem, even then, perhaps not so obvious, was the "scissors" in the relationship between quality and quantity.

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

Demand, taken in the abstract, is more psychological than economic. In economic terms, demand becomes a factor when it is secured either by purchasing power or by the ability to obtain credit.

A manufacturer's goal isn't simply to create quality. Their goal is production efficiency. Quality is merely a means to achieving efficiency, a lure or bait in the fisherman's mind. You can create a high-quality product and then go bankrupt because you can't sell it profitably. The market won't accept it.

Quality in economic applications is a concept correlated with efficiency, but not, as many believe, identical. Quality management, including the

development of technical standards and regulation through them, involves modeling the filtering of ideas and plans through the "gateway" of quality products into the marketplace. Whether the market fully opens or partially opens innovations to mass demand.

K. Ishikawa devised the "quality circle" and proposed cause-and-effect diagrams. The Japanese specialist's concept was extremely simple: the entire company's workforce must be involved in quality management. Total participation is the key to production quality. K. Ishikawa's concept was embodied in the history of Toyota. B.S. Aleshin asserted that "it was precisely during this phase of quality assurance that quality management in its modern sense emerged."

K. Ishikawa, by involving all those involved in production in the process of creating high-quality products, succeeded in eliminating the "contradiction between improving quality and increasing the efficiency of production in its previous forms." In virtually all countries with high average incomes, consumers began to receive high-quality goods and services at affordable prices, bringing several European countries, Canada, the United States, and some Arab states closer to a "consumer society." The "miracle" born in Japan, like all previous economic miracles, proved short-lived, once again confirming the skeptics' position: "Miracles don't happen! There are ups and downs."

Every "miracle" is a success achieved in a specific historical situation and flourishing within the boundaries of its time. The particularities of historical time contribute to the birth of "miracles," and they also define the limits of miracles.

Let us turn again to B.S. Aleshin: "The concept of standardized quality, according to which a quality product is understood as one for which the requirements have been defined and recorded in standards by the manufacturer, and the consumer has the right to either buy the offered product or reject it, has led to an exacerbation of the contradiction between quality and efficiency in a new form. If there is an error in determining consumer demands, the costs of bringing products to market that are acceptable, from the manufacturers' point of view, are extremely high."

K. Ishikawa confined the concept of "quality" to those who produce it. Those for whom the product was intended were left out. Their opinions were not sought. The isolation argument is striking: consumers are unaware, they are not experts. K. Ishikawa did not systematically consider the fundamental relationship in the economy, "producer-consumer." Once conflated, they were pitted against each other by commodity production. It arose as an alienation of individual capabilities, bifurcating them not conditionally but physically, yet the individual remained in both guises: producer and consumer. The proportions of these guises have shifted and continue

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to shift. However, their essence is a dialectical opposition, preventing one from existing without the other, and this must be taken into account.

The consumer is a partner in the quality of the product. The division of labor separated the consumer from the professional knowledge and skill of the producer, pitting them against each other, but not separating them so completely that they could become independent of each other. They remain a single socio-economic entity.

The modern economy shows that producers, by setting themselves against consumers, have diverted their momentum into a dead end. We must work hard to restore mutual understanding with consumers, which, first and foremost, requires reducing the distance in the professional aspect of the relationship—educating and nurturing the consumer as a partner in a common cause, not a passive, detached, or casual participant.

In modern economic policy, technical regulation is one of the fundamental conditions for achieving quality standards. It helps balance the relationship between centrifugal and centripetal forces in production development, democratize production management, and, at the same time, prevent it from devolving into production itself, i.e., autonomous, self-sufficient production. A system will disintegrate if its components decide that they themselves constitute the system. Democracy and arbitrariness are incompatible. Freedom, in a democratic sense, is only reasonable when it is the freedom to act in both one's own interests and the interests of the system. Control can take the form of both self-control and centralized activity, but it must take place in the interests of democracy, which in our context means the interests of the consumer.

Conclusion

The dialectic of a market uniting producer and consumer is simple: they are opposites that exist only in unity. Therefore, it is necessary to seek a balance between the interests of both parties in order to ensure the sustainable production of high-quality goods, serving as a buffer against recessions and crises. The crises of overproduction, classic of capitalism in the 19th and first half of the 20th centuries, are 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 frugal economy. "Historical experience shows that in many countries, increased attention to quality has initiated the recovery from crises."

The shift in the qualitative strategy of economic policy from encouraging high-quality production to creating a demand for high-quality products is not yet another attempt to revive economic romanticism, nor is it communist nostalgia for the cultural individual's need for labor, as it might seem to those specialists who have shifted from political economy to

economics, reducing dialectical analysis to a statistical one adapted to the volatility of modern production. It is about solving a system-forming problem of history—the relationship between the individual and society, and between society and the individual, and who favors which side of this contradiction more. Fundamentally, this is precisely the double helix of social progress. A developed society is being tested as a prerequisite for the development of the individual.

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

Only those who can mobilize human capital and properly focus financial and technical resources on this task are capable of 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 production capabilities—there is no chance of achieving a sustainable position in the face of increasing competition. In the store. Let's make one more addition: in addition to the qualitative focus of production development and the overall approach, the conclusion becomes clear: the path to economic rationality lies in creating real conditions for generating demand for quality products. This need must be verified by responsibility to the consumer as to oneself. The ancient wisdom of Confucius: treat others as you would like to be treated.

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's economic policy in the context of market orientation, stimulation of quality interests in market development by means 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.

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Started a new conclusion.....

So, what should be considered the necessary conditions for achieving a fundamental 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, which is formed through the formation of the consumer's need to create a product of the required quality.

1. There must be competition in the market for high-quality professional labor, so there's a clear understanding of the need to work in line with market demand. Otherwise, the market will not allow you to establish a stable position.

2. A significant increase in purchasing power. Reaching a level that allows one to choose the desired product. A quality product, by definition, cannot 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 key must be cultivating an attitude toward work as a life's work. Expanded consumer education, perceiving them as stakeholders in a common cause.

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

- achieving symmetry between the quality of work and remuneration;
- reduction to a reasonable ratio of the difference in the amount of remuneration of managers and executives, clarity of the grounds for such proportionality;
- dependence of remuneration on the dynamics of professional development and participation in improving the production process;
- full use of socio-cultural mechanisms to stimulate individuals to participate in the corporate movement and to join team forms of movement;
- sustainability of corporate activities;
- Formation of relationships based on the principle of "One for all, all for one." Active promotion of team-based accountability for work results;
- organization of a systematic competition for the quality of work;
- striving for national and international recognition of the quality and range of products;
- formation of labor dynasties, participation in profit distribution.
- understanding product quality as a comprehensive assessment of the product;
- the realization that it is the "little things" that reveal the perfection of quality, and therefore 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 two fundamental competencies and are packaged within them. With these qualities, the manufacturer "lures" the consumer, like flowers attracting insects, performing pollination through consumption. This product range can be developed to appeal to the population of small and medium-sized towns in the Southern and North Caucasian Federal Districts, within which priority development areas (PDAs) are planned. Their creation will stimulate the revival of light industry enterprises, which will produce products in demand not only by the population of these regions but also in other territories and countries near and far.

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. Enterprise performance depends on the state of management, the level of application of modern management methods, and the implementation of production quality requirements.

The problems of improving the quality and competitiveness of materials and products at the current stage of development of the Russian economy are becoming increasingly important.

Positive changes in product quality presuppose qualitative shifts in technology, engineering, organization, and production management. Production must improve, which does not mean becoming more expensive. One phenomenon, often overlooked in the hustle and bustle of problems, has been rightly emphasized: the historicity of the economy. The economy as it is perceived today has not always been, and will not remain, the same. 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 the "priority of social assistance," 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 the fair distribution of profits. The new economy is temporarily being called "thrifty." The current principle of "survival of the fittest" will be replaced by a "social-industrial partnership"—manager and manufacturer will become members of a single team. Mass production will give way to an organization consistent with the principle of "the manufacturer

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makes exactly what the consumer needs." The "thrifty" economy will be oriented toward resource-saving production technologies. 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.

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