

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

SOI: [1.1/TAS](https://doi.org/10.15863/TAS) DOI: [10.15863/TAS](https://doi.org/10.15863/TAS)

International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2026 Issue: 05 Volume: 157

Received: 03.04.2026
Accepted/Published: 30.05.2026 <https://T-Science.org>

Issue

Article



Yulia Igorevna Prokhorova

Institute of Service and Entrepreneurship (branch) of DSTU
Bachelor

Natalia Sergeevna Romyanskaya

Institute of Service and Entrepreneurship (branch) of DSTU
PhD, Associate Professor

Vladimir Timofeevich Prokhorov

Institute of Service and Entrepreneurship (branch) of DSTU
Doctor of Technical Sciences, Professor,
Shakhty, Russia

Svetlana Yurievna Korablina

LLC TsPOSN «Ortomoda»
Ph.D., Associate Professor, Deputy director

Galina Yurievna Volkova

LLC TsPOSN «Ortomoda»
Doctor of Economics, Professor, General director,
Moscow, Russia

ON THE IMPORTANCE OF PROFESSIONALISM IN ENTERPRISE MANAGERS FOR THEIR PRODUCTION OF PRIORITY AND DEMANDED PRODUCTS BY THE POPULATION OF THE REGIONS OF THE RUSSIAN FEDERATION

Abstract: In this article, the authors examine the role of quality as a tool for promoting a quality philosophy for the production of competitive and in-demand products at light industry enterprises located in the Southern and North Caucasian Federal Districts. Furthermore, the authors substantiate the feasibility of such a vision if enterprises implement innovative technologies and comprehensive equipment that create the prerequisites for producing a full range of footwear, namely men's, women's, and, most importantly, children's footwear, for which demand is quite high in Russia's regions. It is crucial to avoid the serious methodological error of reducing economic policy to economic analysis, and to foster a spirit of solidarity within the team—one for all and all for one—and success will certainly be assured.

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

Language: English

Citation: Prokhorova, Y.I., Romyanskaya, N.S., Prokhorov, V.T., Korablina, S.Yu., & Volkova, G.Yu. (2026). On the importance of professionalism in enterprise managers for their production of priority and demanded products by the population of the regions of the Russian Federation. *ISJ Theoretical & Applied Science*, 05 (157), 128-147.

Soi: <https://s-o-i.org/1.1/TAS-05-157-7>

Doi:  <https://dx.doi.org/10.15863/TAS.2026.05.157.7>

Scopus ASCC: 2000.

Introduction

UDC 519.62:685.37

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИЦ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

Renowned researcher R. Koch, formulating the characteristics of an organization's strategy, emphasizes that when developing a strategy, an organization must significantly differentiate itself from its competitors and perform what competitors cannot. It is crucial to focus not only on the positions the enterprise already occupies, but also on those characteristics that shape the enterprise's success. "An organization that takes these characteristics into account is considered a winner," R. Koch concludes.

The founder of the Russian school, O. S. Vikhansky, identifies the key differences between strategic management and management. He emphasizes that in strategic management, managers shift their focus to the company's environment in order to respond appropriately to external changes. It's important to emphasize that in strategic management, the foundation is the organization's relationship with external conditions, which shifts the emphasis to the organization's external management.

D. Schendel and K. Haggen define strategic management as a special process that results in the interaction of an enterprise with the external environment.

In their works, M. Mekson and M. Albert emphasize that strategy is a comprehensive plan aimed at achieving an enterprise's mission and its primary objectives. The authors also argue that strategic planning leads to the development of specific strategies, which, in turn, help the enterprise achieve its goals.

In fact, another distinctive feature of strategic management is that it encompasses within its structure the manager's key management techniques. The key stages of strategic management are:

- analysis of the external and internal environment of enterprises;

- definition of the mission and main goals of the enterprise.

Strategic management issues require a thorough analysis of the strategic situations in which strategic decisions are made. It's also important to generate a forecast that will help tentatively assess the company's expected results. This ultimately helps select the most optimal solution.

It's important to remember that the possibilities of strategic management are not limitless. There are certain limitations, confirming that not every management type is universally applicable to all goals and objectives, namely:

- First, it's important to note that strategic management cannot provide precise information about the future. A description of an organization's anticipated future is a kind of "image" of the organization, not a description of its current state.

- Secondly, strategic management cannot be limited by any one scheme or procedure. Strategic management is a fairly broad process that involves a

multitude of creative ideas and steps for their implementation. Certainly, strategic management has certain rules, frameworks for analyzing and selecting a specific strategy; however, in practice, strategic management can be viewed from different perspectives.

Strategic management is a combination of art and intuition of the manager in order to develop a specific strategic goal for the enterprise.

It is the high level of competence, professionalism and creativity of employees that ensures a high-quality relationship between the organization and external conditions, and also contributes to the implementation of planned activities.

Strategic management involves the active participation of each employee in the implementation of set goals and objectives, and, of course, in the search for the most optimal ways to achieve goals.

It is also important to emphasize that in order for a strategic management process to be launched at an enterprise, a large investment of time and effort is required. workers.

Experts are highly skeptical about the possibility of establishing manufacturing in Russia: they believe China is fulfilling orders for the factory. It's no secret that almost all clothing and footwear in Russia is currently imported. For example, a quick search through a closet reveals only one domestically produced item: socks. Most of our citizens have recently either bought goods from mass-market stores during global brand sales or ordered new clothes online directly from China (at least they're cheap!). Why can't manufacturing be established in Russia? Why haven't trousers and boots succumbed to import substitution?

Perhaps our wardrobe isn't entirely patriotic? But here are the numbers. The share of imported footwear in Russian retail is 87%, clothing 82%, and textiles 73%. We primarily import all of these items from Asia—China, Vietnam, India, Bangladesh, Indonesia, Malaysia, and some from Belarus and even Kyrgyzstan. Meanwhile, imports are rapidly becoming more expensive. The cost of clothing and footwear in Russia increased by 10-15% in 2022, and in 2023, prices could rise by another 15-25%, according to the disappointing Fashion Consulting Group. Many experts are making even more pessimistic predictions: they believe the price increase for clothing and footwear in the mid- and low-price segments could reach 40%.

"Last year was one of the most challenging for the raw materials business," explains Maxim Loginov, an expert on marketplace trading and the raw materials business. "COVID-related customs restrictions led to stagnation in commodity flows and disruption of supply chains, leading to a severe shortage of containers, which skyrocketed in price. Entrepreneurs were forced to compensate for their

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИЦ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

losses by raising prices, and shipping costs to Russia also skyrocketed. Clothing and accessories have always been expensive, but now logistics costs have increased by 2-2.5 times. Material prices are also rising in China itself, which supplies clothing and footwear to half the world's population. Not only raw materials are more expensive, but also equipment, energy, and labor, and shipping costs continue to rise.

It would seem we should get down to business. If we're making rockets, then what about the rest of the world? We need years of active PR to attract a flood of foreign orders to Russia. The second problem is materials. We buy them for production from factories in Russia, and then again, from China, so we're still facing the same delivery issues and rising raw material prices. Russians' mentality also plays a role, says Loginov: the Chinese are used to working seven days a week, and we're clearly not ready for that.

Economist Andrei Bunich cites the oil-based model of economic development as the cause of the country's current situation: "It was believed that everything except oil and gas was insignificant, trivial, insignificant." This dismissive approach, he believes, has led to our current complete reliance on imported non-food products. There are either direct imports or hidden ones. That is, even if an item is listed as Russian, its components are still imported.

"Obviously, there are brand-name clothing options," says A. Bunich. "But we could fill some very basic positions on the market ourselves. And that would have a dampening effect on prices. Shipping from China isn't as cheap as it used to be; costs and wages have risen there. And many manufacturers are already leaving—for India, Bangladesh, and Indonesia. If we produce here, the prices will be comparable: there's almost no fundamental difference in labor costs now, but we can significantly save on transportation and logistics. Plus, jobs will be created here. I believe our manufacturers could compete, but we should offer them preferential terms. It can be done at a lower cost. Turkey, for example, uses various forms of support for its textile industry; it's a priority for them."

[The President of Soyuzlegprom, Andrey, explains Razbrodin.](#) For example, we make excellent down jackets and leather goods that are exported worldwide, but mass production is challenging. Nevertheless, during the COVID-19 pandemic, the industry, one of the few in the country, has shown growth: "Before the pandemic, our clothing industry was 45% underserved, but now orders are at a healthy level, seamstresses' salaries have risen to 100,000 rubles, and finding spare capacity is practically impossible."

According to him, more and more manufacturers are already considering relocating from China and Bangladesh to Russia: it's cheaper to make products here and ship them to Europe than from China. Major

brands are localizing their production, and our brands are experiencing more rapid growth.

"Setting up production for Russia alone is the bare minimum," says Razbrodin. "China has established production for the entire world in 10 years, and nothing is stopping us from doing the same. We have many opportunities and traditions, while the Chinese had to learn everything from scratch. We've lost part of our industry, and it needs to be restored. Localizing finished goods will be followed by localizing fabrics, and we'll be able to restore their production. The government should take charge of this industry. Remember how agriculture and farming were supported, and now you can buy a wide variety of cheeses, although until recently there was almost nothing domestically produced. The situation is similar here."

Peter I found Russia in a state of extreme backwardness; Europe was rapidly advancing, leaving Russia to its Asian fate. Unlike the politicians and spiritual leaders of his time, Peter I's greatness was manifested not in greater suffering and prayer, but in his ability to understand the intricacies of reality, to identify and personally control the key links in the socioeconomic chain of events—past and present. He correctly assessed the situation, focusing his efforts on the country's economic revival, and essentially set about building a new economy. Economic development revealed to him a deficit in education and enlightenment, a general cultural component. Peter I launched a cultural "revolution."

The church didn't like these radical cultural innovations. Peter I showed his mettle here too. He didn't try to persuade anyone or accommodate anyone. The Tsar assumed the rank of patriarch.

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.

Peter I ruled the country through decrees. He usually composed the texts of these decrees himself, always explaining the precise purpose of the decree, how it should be implemented, and the consequences of failure to comply. A.S. Pushkin, who studied Peter I's archive, noted that decrees were often not fully thought out, the product of impromptu decisions. The

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

great poet and thinker is right in his own way, with the caveat that Pushkin was not a great ruler. Peter I was forced to be swiftly and cruelly responsible. He was responsible for the fate of the Fatherland. Anyone who has taken on such a fate cannot constantly look back at the existing laws and fear not living up to their letter.

It is essential to revive the role and significance of a quality-focused strategy, as only then will enterprise managers be subjectively and objectively compelled to improve their production processes using nanotechnology and innovative processes, ensuring that competitive and in-demand materials and products fully meet the needs of domestic consumers. Furthermore, it is reasonable to assert that the consumption of domestic materials and products is regulated by the market. In this case, market demands should be driven by the need for the state and consumers to play a greater role in fostering sustainable demand for domestic materials and products. Specifically, these demands should include maintaining a product range, regulating it through federal, regional, and municipal orders; promoting price stability; and increasing consumer acceptance and gradually improving their quality. Achieving these objectives will create the foundation for consumers to recognize the need to pay for the benefits of high-quality materials and products, and for producers to recognize that improving the quality of materials and products cannot be achieved solely through price increases, but also through technical innovations aimed at applying new technological and engineering solutions, including through a quality revolution, either through advertising or actual quality.

Both political leaders and the government have been talking recently about 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 trap we've been falling into throughout the years of reform: failing to care for our own producers.

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

Regarding whether the state should pursue industrial policy, one can cite the statement 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 adventurism of bankers, and the selfishness of merchants." It couldn't be more precise.

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 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) shows, 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 require qualitative shifts in technology, engineering, organization, and production management. Production must improve, but this doesn't mean it becomes more expensive.

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

quality management systems (ISO 9000 series of international standards and industry supplements);

environmental management systems (ISO 14000 series of international standards);

occupational health and safety systems (OH S A S 18001);

social responsibility systems (SA 8000)

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

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИЦ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

Moreover, international quality management standards are the most significant and comprehensive. Their application of modern methods allows us to address not only the issue of 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 based on digital production and quality should become priority areas of the state's economic policy.

Main part

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. 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, exclusively through price increases. It seems as if the market is being controlled by "puppeteers." This theory is controversial, but nevertheless, logically, it is entirely plausible. The authorities are not proactive, 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.

The government responded to the appeal for assistance from AvtoVAZ and enterprises in St. Petersburg, the Urals, and the Far East, citing their city-forming and national importance. Everything is correct, except 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? 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.

Obsolete VAZ products were exchanged for new cars, and the state subsidized the exchange. You can't trade in an old suit for a new one, and you can't return shoes that don't meet the requirements to the factory. Another option is for the state to compensate buyers of domestic clothing and footwear products, say, 15-20% of the price. This specific form of protectionism will turn buyers toward domestic goods and help speed up sales.

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

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

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.

A television program, "Habitatina," has launched, debunking myths about the health benefits of imported products. A similar program dedicated to the quality of consumer goods is needed. Rospotrebnadzor regularly restricts food imports due to exceeding maximum permissible levels of harmful or hazardous ingredients. The dangers of shoes and clothing manufactured in China are reported in Turkey only sporadically, in connection with high-profile incidents. One can't help but suspect the strangeness of this policy. Someone benefits from shielding the main competitors of domestic producers. Lobbying in Russia is legalized and has become a lucrative business for officials, hiding behind international practices.

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 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 the expanding technological range of products naturally shifted consumer interest toward the quality of products offered on the market. The issue of quality transformed from a purely production problem into 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

Impact Factor:	ISRA (India) = 6.317	SIS (USA) = 0.912	ICV (Poland) = 6.630
	ISI (Dubai, UAE) = 1.582	ПИИИ (Russia) = 0.191	PIF (India) = 1.940
	GIF (Australia) = 0.564	ESJI (KZ) = 8.100	IBI (India) = 4.260
	JIF = 1.500	SJIF (Morocco) = 6.004	OAJI (USA) = 0.350

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 goods produced by domestic companies is determined not only by their expert quality assessment, whether conducted by the manufacturer or at its request, but also by the interplay of interests and financial capabilities between three parties: the producer, the consumer, and the market that connects them. 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" and 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 become extremely costly over time. No amount of comprehensive mechanization or automation could have saved the situation, specifically:

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 the next stage of a rocket, lost its necessity for existence. The economic paradigm had shifted. Irrational in various aspects—ecological, humanitarian, economic—mass production gave way to a "lean economy." Production fundamentally changes its purpose. The traditional task of producing a large number of identical products that meet regulatory requirements, from which the consumer can select the most suitable ones, is 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, therefore, their understanding of the quality of production of goods partially coincides, which is also important to take into account when establishing a presence in the market, hoping to gain 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 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 being sidelined if they underestimate the specific nature of consumer

Impact Factor:	SISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

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 they are 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, and pay the ultimate 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 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" isn't 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 it must be taken into account 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 cultural attitudes toward it are somewhat different. The marketplace of the 20th and new 21st 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 higher!", 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

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

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 recommended prices for economy-class products. The idea is entirely reasonable and practically feasible without significant expense. Buyer conferences are unlikely to be feasible, but extensive promotional campaigns, including product displays, announcements of estimated prices, and requests for consumer feedback on plans, are quite promising and can be effective. Modern buyers 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 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 concept of "product value," new to economic theory, is defined as "the totality of quality parameters expected by the consumer for the product they require." The "Consumer Satisfaction Tree" was "grown" from the concept of "product value."

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

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

Consumers make purchasing decisions by weighing the product's price against the expected costs. The higher the level of consumer satisfaction, the greater the business's growth opportunities and the more stable its market position.

It is essential to revive the role and significance of a quality-focused strategy, as only then will enterprise managers be subjectively and objectively compelled to improve their production processes using nanotechnology and innovative processes, ensuring that competitive and in-demand materials and products fully meet the needs of domestic consumers. Furthermore, it is reasonable to assert that the consumption of domestic materials and products is regulated by the market. In this case, market demands should be driven by the need for the state and consumers to play a greater role in fostering sustainable demand for domestic materials and products. Specifically, these include maintaining a product range by regulating it through federal, regional, and municipal orders; promoting price stability; and increasing consumer acceptance and gradually improving their quality. Achieving these objectives will create the foundation for consumers to recognize the need to pay for the benefits of high-quality materials and products, and for producers to recognize that improving the quality of materials and products cannot be achieved solely through price increases, but also through technical innovations aimed at implementing new technological and engineering solutions, including through a quality revolution, either through advertising or actual quality.

Today, and especially tomorrow, it's crucial to implement one of the defining principles of production efficiency: the manufacturer produces precisely what consumers need in a range that creates the basis for satisfying their demand. It's equally important to understand the role and significance of quality performance, that is, to what extent managers have grasped the essence of things, learned to manage

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

them, modify their properties (assortment) and form, making them serve people without significant harm to nature, for the benefit and in the name of humanity—that is, in accordance with the requirements of the Federal Law "On Technical Regulation." Both political leaders and the government have recently spoken about the need for a sound industrial policy. However, a closer look at the regulatory and methodological documents on industrial restructuring raises the question of whether we are stepping on the same rake that we have been making throughout the years of reform: namely, failing to care for our producers.

A world-renowned quality expert, E. Deming, who once served as a scientific consultant to the Japanese government and led Japan out of its economic crisis, states in his book, "Out of the Crisis": "...managing paper money rather than a long-term production strategy is the road to the abyss." Regarding the need for the state to pursue industrial policy, one can cite the statement 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: "...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 said more accurately. What are the results of economic activity today, and what are the achievements in this area? Growth of gold and foreign exchange reserves, reduced inflation, budget surpluses, and other financial and economic achievements. Is this really the ultimate outcome 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 entirely logical that today's goal for all levels of executive and legislative power is 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 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 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) shows, 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 modern economy is built on a market foundation, and the laws of the market dictate its rules. Profit, competition, efficiency, and autocracy are paramount. How long will this continue? Analysts claim that the symptoms of a new economic order are already growing. The next round of the economic spiral will also revolve around the market core, but the market's significance will not remain absolute. The priority of market competition, which aggressively marginalizes social welfare, is incompatible with the prospect of economic development, as evidenced by the persistent desire of social democracy in the West to focus the economy on 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 that implements the principle of "the manufacturer makes exactly what the consumer needs." The "thrifty" economy will be oriented toward resource-saving production technologies. It has required 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

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

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 the contribution of 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. The desire to "live within one's means," as well as the need to "work within one's means," along with the communist ideal, has never been openly or officially abolished, recognizing the absurdity of denying the essential powers of man. In a "hot" state, the problem of quality is consistently supported by both the internal forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that by understanding nature, its quality, its state of quality, and its levels of quality are revealed, translating this 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. Labor is a kind of "terrible cauldron" that Ivan the Fool had to overcome to transform into Ivan Tsarevich. 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 mass-consumption society, production is conceptualized as a function of the market. And the authors define these quality properties as criteria, namely:

- quality ideology – a prospect 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 systems "ORDERING/5 S" and "THREE "NOT" – are not only the basis for stability and safety of production, but also a guarantee of quality;
 - 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 enterprise operations is a guarantee of the quality of the footwear they produce.
- All these aspects together ensure a quality revolution, guaranteeing the manufacturer's continued success in a market with unstable demand. The authors analyzed the potential of enterprise quality policies and goals within the framework of the QMS to strive for defect-free production, reduce defects, and guarantee consumers high-quality products. The use of software for assessing the feasibility of innovative technological solutions for the production of priority products by domestic enterprises creates the preconditions for their demand and competitiveness not only in the domestic market but, most importantly, in exports as well. The need to improve the quality management system at domestic enterprises is driven by the following important factors:

Firstly, this is an increase in the confidence of potential consumers in the products that will be produced by domestic enterprises;

secondly, it is an opportunity to significantly strengthen one's position in existing markets, as well as significantly expand one's spheres of influence by entering new domestic and foreign markets;

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИЦ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

Thirdly, it is a significant increase in the productivity of any industrial enterprise where the implementation of a QMS using effective management is planned.

The choice of light industry enterprises for assessing the effectiveness of the socio-psychological factor during QMS implementation is due to their highly skilled workforce and specialists. Therefore, the QMS Goals and Objectives Policy will be implemented significantly more professionally and at a lower cost due to three key aspects: employee engagement, a process-based approach, and a systems-based approach. Furthermore, personnel at light industry enterprises are more effectively able to achieve QMS goals and objectives because control activities are more professionally ensured in the following areas: persuasion, implementation of delegated authority, creation of conditions for increased productivity, and effective use of employee competencies.

The task of increasing competitiveness is particularly pressing for those companies that have lost their competitive positions in domestic and foreign markets due to external factors (increased competition due to globalization, the global financial crisis) and internal factors (ineffective management). In response to negative processes in the external environment, regionalization and the creation of various network structures are intensifying, one of which is the alliance of producers and the state.

According to most researchers using a systems approach, the cultural characteristics of Russian entrepreneurs include dependence on the team and the behavioral norms it fosters, a desire for trusting relationships, and a reluctance to accept irresponsibility. Employees' personal qualities are often prioritized over their performance, resulting in a conflation of personal and business relationships. Furthermore, our Russian reality has been characterized by entrepreneurs and their employees' propensity to bribery, concealing income from the tax authorities, falsifying documents, and a disregard for ethical standards in dealing with competitors. A communication gap develops between managers and employees; in other words, the company's manager is inaccessible to lower-level employees. It has also been noted that Russians have an average level of individuality and often try to avoid uncertainty.

As a result of all of the above, it follows that in Russia, HR management and leadership are ineffective, and teamwork is virtually nonexistent. Companies focus entirely on fulfilling the conditions imposed by government bureaucrats, rather than fulfilling their responsibilities to consumers and society. Therefore, it is difficult to implement progressive foreign management methods in Russian practice. To most successfully implement effective HR management and prepare employees for a changed approach to teamwork, it is first necessary to establish

measures to encourage individuality in each employee and eliminate the persistent inaccessibility of managers to lower-level managers. It is essential to create a high-quality and effective motivation system and continuous professional development so that personnel become a source of competitiveness for the company and meet modern human resource management requirements.

The implementation of all the results of the research proposals is possible only if regional and municipal branches of government actively participate in their implementation. This will ensure that, by creating new jobs in small and medium-sized cities, their populations are guaranteed all the social benefits for a decent life, ensuring their funding, including the operation of preschool and school organizations, medical and cultural institutions, distracting young people from the streets and other undesirable phenomena. The emergence of in-demand products in the markets with a price niche acceptable to the majority of consumers in these regions will reduce migration from these regions precisely through the funding of all socially significant programs.

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:

- 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);
- geoeconomic (ensuring security through costly development of these regions, taking into account border and strategically important connections with other regions). Intelligence is not only the main quality attribute of modern humans; it also indicates the vector of species development. Labor and sociality arose through natural changes, so it is not surprising that "Homo habilis" once lived, followed 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 rationality, 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 rationality 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 in the rationality of consciousness, its cognitive capacity, and social responsibility. The

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

concepts of "consciousness" and "rationality" are different. Rationality is a characteristic of a species; consciousness is a characteristic of a social subject, which can be an individual; community—marriage, family, social group; a historical form of community. At the same time, consciousness and rationality differ solely within the framework of their historically established unity; they define the dualism 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 the 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 and are primarily verbal in origin. Even Plato and Aristotle recognized the epistemological nature of the concept as a form of human knowledge. A concept, as opposed to figurative thinking—ingenuity—generalizes a range of specific phenomena, therefore it presupposes its own characteristic expressiveness. Only words can formulate a concept. Numerous difficulties in achieving understanding are associated with the verbal expression of a concept. We define a general phenomenon not directly, but indirectly through a concept created by consciousness. Concepts are revealed through words. The importance of verbal tools in scientific cognition prompted prominent thinkers in the 1920s and 1930s to organize a special study of the potential of words as a means of formulating 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 in the process of scientific and technological revolution in the mid-20th century into a direct

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

The success of critics of the Soviet system of national economic management, which they used to attempt to roll back socialist gains in planning, was largely the result of elementary pseudoscientific speculation about the content of basic concepts, which

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 0.191
ESJI (KZ) = 8.100
SJIF (Morocco) = 6.004

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

successfully combined 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 cleansing it of various temptations. We must rely solely on ourselves. Everyone in the West, East, and South of Russia must be 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 development direction and plans—such is 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 specific national development patterns, while 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 modern global economy has a global, or more accurately, integrated, appearance, thanks to its industrialization by the third millennium. Industrialization revealed the contradictory nature of production organization and its sustainability, hence the permanence of crises. The absoluteization of competition and market freedom led to a disregard for the magnitude of losses from the struggle of everyone against everyone. Japan, borrowing from the specifics of the socialist practice of the Soviet Union, countered the ideal of competitive struggle for survival with the principle of management efficiency. Japanese analysts rightly identified the advantages of creative consolidation over the desire to defeat a competitor at any cost. Efficiency does not negate the importance of competition; it gives it a cultural expression, naturally inherent in a civilized form of life.

Competition in the sphere of activity represents a refined form of the struggle for survival. It is regulated by law, but it suppresses the moral value of the social organization of human life. Competition, in the absence of dominance in solidarity relations, inevitably leads to disunity, conflict, and ultimately to

the strengthening of the functions of law due to the weakening of the position of morality.

Physics recognizes four forces: electromagnetic, gravitational, strong, and weak. By analogy with nature, modern social life also distinguishes between strong and weak interactions. The strong interaction ensures morality.

That moral interaction is truly strong is confirmed by the method by which it is maintained—self-control of the consciousness of the individual and all group entities that make up society. The weakness of legal interaction between social entities and society as a whole requires the organization and functioning of a special state institution. Neanderthals, like Cro-Magnon man, were already intelligent and socialized, and, moreover, possessed greater physical strength, but they could not withstand the competition and died out. One theory among anthropologists argues that the Neanderthal's weakness was his lack of communication skills. Social relations should serve the greatest possible realization of the potential of homo. sapiens. Competition in the economy reproduces subjective originality, in particular, the uniqueness of the individual, and, in a certain sense, it is natural and reasonable, but homo Sapiens developed in society, therefore, it is not differences that are called upon to be the social and economic dominant, but the need for the joint creation of something new.

All the outstanding economists of the 19th century also left their mark on the history of philosophical thought. This fact is telling. It illustrates the specific nature of economics. Its subject is the processes that underpin human personal and social life. Liberal economists' attempts to isolate economic activity and contrast it with political activity are nothing more than an attempt to push capitalism beyond their own understanding of social progress in the recent past—to halt social history at its bourgeois level.

Neoliberal ideologists refuse to support the logic of a democratic approach to understanding history. When the democratic movement was forming in England and France, its founders envisioned capitalism as a way to resolve social and political contradictions. Feudalism had exhausted its historical resources, the democrats reasoned, and must yield to a more dynamic social system better able to meet social demands. Bourgeois society, following this pattern, will also become obsolete over time, but within the old feudal tradition, it will cling to its lost right to represent a social perspective.

It's easy to notice that propaganda uses the terms "capitalism" and "bourgeois society" less and less, replacing them with "industrial," "new industrial," "post-industrial," "technotronic," and "information society." The concept of "mode of production" is being simplified, in liberal interests, to "form of production organization," while political economy is

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

being minimized into economics. The goal of this transformation is to shift economic thinking to the level of technical concepts, which will simplify economic methodology, limiting it to mathematical calculations and models.

The key is to relieve economic theory of the burden of political responsibility and separate economic reflection from state concerns. Property relations and distribution are camouflaged, their imbalances relegated to technical issues. The significance of the remarkable achievements of economic science is distorted. Thus, Adam Smith's justification for the need for freedom for productive actors is reduced to freedom of competition, while the Scottish scholar also had in mind freedom of cooperation for producers, which is especially significant for small- and medium-sized commodity production. Cooperation develops economic planning.

In light of current tensions in international relations, the projection of political constraints onto economic relations seems crucial to understand the concepts of "management," "organization," and "planning." These concepts are the focus of this revision of the classical political economy legacy.

Management theory in its general form emerged by the late 1950s, when, after numerous experiments using differential equations and the calculus of variations, and modifications to classical theories and methods, it was discovered that the seemingly disparate problems of engineering and economic change shared a common mathematical description. Management, as a concrete, objective-oriented activity, presupposes the need for a high level of process organization, which is impossible without incorporating planning based on scientific calculations.

The problem here is not Hamlet's: "To be or not to be!?" The problem is: what kind of planning should there be? Back when producers were artisans and guilds, production was highly individualized, so everyone planned according to their capabilities; planning wasn't a pressing issue. The situation changed radically with the Industrial Revolution. Production became mass-produced, ushering in a competitive struggle for raw materials, sales, and labor.

Reflecting the changes that had taken place, planning had changed in all its modes of operation and forms of manifestation. This explains the differences in attitudes toward planning among producers and in economic theory, which was experiencing a difficult time in its history. Bulgakov's Professor Preobrazhensky admonished that, to be successful, revolutions must begin and mature in the minds of people. The writer's observations were confirmed by the events of the crises of the 21st century.

Even before the recent crises, critically minded researchers were uneasy; they had come close to understanding that economic recessions and

downturns, which significantly hinder social progress, are not caused by external factors such as financial gambles, political and military conflicts, or infectious pandemics. Their roots lie in the contradictions of production itself, particularly management inefficiencies and opportunistic policies driven by political considerations that run counter to the laws of economic development. The countless Nobel laureates among economists, approaching the number of physicists who developed the modern scientific picture of nature, only further demonstrates the persistence of the crisis in economic theory.

Scientific knowledge is anchored in theory, but not every theory possesses the quality of scientificity. The development of science, from a methodological and epistemological perspective, is a change in the rules for achieving quality in the cognitive process. "...The growth of scientific knowledge," wrote Karl Popper, one of the most authoritative specialists in the field of epistemology, "is the most important and interesting example of the growth of knowledge. When considering this issue, it should be remembered that almost all the problems of traditional epistemology are related to the problem of the growth of knowledge. He was even inclined to claim something more: from Plato to Descartes, Leibniz, Kant, Duhem, and Poincaré, from Bacon, Hobbes, and Locke to Hume, Mill, and Russell, the development of epistemology was inspired by the hope that it would help us not only learn something about knowledge but also make a definite contribution to the progress of knowledge, that is, to the progress of scientific knowledge."

The German specialist drew attention to a significant shift in the direction of scientific and philosophical knowledge. In the early history of science and philosophy, when scientist and philosopher often fused, it was generally believed that the objects of study were objects of interest, or the knowledge about them already acquired through experience—ideas, images, concepts. With Berkeley and Hume, a new interpretation emerged: in order to achieve objectivity and the significance of knowledge, it was necessary to investigate not thoughts, opinions, and views, but the logical properties of judgments, statements, and propositions. Karl Popper commented on this shift in interest: "I am prepared to admit that this replacement of Locke's 'new method of ideas' by the 'new method of words' was an undoubted advance, and was, in its time, urgently needed." However, Karl Popper refused to recognize the 'new method of ideas' as the primary method of epistemology, explaining his opinion by the one-sidedness and vulnerability of its application. The following observation brought us back to Karl Popper's thought: the classics of political economy began with a real-life object, seeking to discover its stable characteristics. They developed concepts reflecting these attributes, attempted to "glue" them together into a system describing the

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

changing state of the object of study. They encountered contradictions between idea and reality, and debated them based on the actual practice of the phenomenon being analyzed. They were contemporaries of the Industrial Revolution and the revolutionary potential of classical capitalism. Capital was then industrial capital. Financial capital was only just emerging as an independent system. Political economy did not reflect speculation or virtual phenomena; it served a real movement. The vector of industrial and economic progress coincided with the ideology of those who had a stake in it. The transformation of victorious capitalism turned out to be in the interests not so much of society as a whole, but of a specific segment of it, which, incidentally, was also torn by specific interests.

Economic theory, which deals with the activities of social actors, began to lose its need for objectivity and therefore shifted from the analysis of ideas to the analysis of their forms of expression. The methodological framework of economic analysis also changed. Quantitative analysis supplanted the qualitative scientific synthesis of primary information. Conceptual analysis was replaced by linguistic exercises and semantic research under the plausible pretext of overcoming conceptual ambiguity. No other science has produced as many new terms as economic theory.

The creation of new words is a natural phenomenon in science, but in each case, the validity of neologisms is essential. Physicists, mathematicians, and chemists typically make do with an accumulated stock of verbal expressions of concepts. In economic theory, there is a kind of competition to come up with the most and fastest new words, so descriptions of real phenomena are not specified but rather vague, complicating understanding. The concept of "planning" generalizes the functioning of economic actors, the scale of their movement, and much more. Planning can be within a single enterprise, in which case it is not a political element of management – it is determined by management based on the economic situation; at an industry-wide scale, on this scale, it already has the characteristics of a political phenomenon. Planning is divided into directive – mandatory for implementation – and indicative, that is, conditional, allowing for preferential treatment. A distinction is made between current and long-term planning. But, regardless of its nature, planning is a universal management tool in the systemic organization of activity – cognitive, practical, and synthetic.

F. de P. Hanika is a professor at the University of Khartoum and a lecturer at Cambridge. In his book, "New Ideas in Management," he uses the example of financial budgeting to identify three key aspects of resource management, all of which emphasize planning as a primary focus. Furthermore, he begins the final chapter, "Operations Analysis," with

"Improving Management Technology" and concludes: "A group of new methods based on network analysis and applied to planning and managing complex projects is rapidly developing."

J. Galbraith's reflections remain interesting and relevant, so we will provide excerpts from his text in the context of our preface, selectively but relatively fully. J. Galbraith asserted: "Of all the words in a businessman's vocabulary, the least pleasing to his ear are those like planning, government support, and socialism. A discussion of the likelihood of these phenomena occurring in the future would lead to a recognition of the astonishing extent to which they have already become facts. It would also not be possible without acknowledging the fact that these terrible things have arisen, at the very least, with the tacit consent of the industrial system, or because it itself needed them."

J. Galbraith sees the future not in confrontation, but in convergence: "Reflecting on the future," the scholar wrote, "would also reveal the importance of the tendency toward convergence of industrial societies, no matter how different their national or ideological aspirations. We mean convergence conditioned by a roughly similar system of planning and organization. Convergence is associated, above all, with the large scale of modern production, with large capital investments, sophisticated technology, and with complex organization as the most important consequence of these factors. All this requires control over prices and, as far as possible, control over what is purchased at these prices. In other words, the market must be replaced by planning. ... Industrial production conducted on a large scale requires that the supreme power of the market and the consumer be largely eliminated." J. Galbraith goes on to draw an even more imperative conclusion: "The industrial system lacks the capacity to regulate aggregate demand—the ability to provide purchasing power sufficient to absorb everything it produces. Therefore, it relies on the state for this purpose." The economic policy of Boris Yeltsin's government was determined not by international experience in political and economic reform, but by a circle of liberal advisers from the United States who had gone bankrupt in their own country. Those who had the opportunity to listen to Gaidar's speeches justifying the economic reorganization of society were consistently surprised by their dense terminology and limited impact. Gaidar recognized the adventurism of his economic program, its grave consequences for the people and national history, but his position proved superior to his professionalism.

It was no coincidence that J. Galbraith dedicated a separate chapter to education and emancipation, reminding university professors of their professional responsibility for the social consequences of their inaction. Professional education, by its systemic nature, must shape specialists' understanding of the

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

essence of economic and political processes. It is dangerous to substitute education for enlightenment and training; it is called upon to create the conditions for the development of an individual's ideological position: "No intellectual, no artist, no teacher, no scientist has the right to the luxury of doubting their responsibility. No one but they can assume the defense of the goals that are essential to our time," concluded the American politician, concerned about the fate of the world.

Social and cultural aspects of planning permeate the entire history of improving production and product quality management systems. It's easy to trace how the scope of quality planning approaches has evolved from the early experiments of F. Taylor, F. Crosby, and A. Feigenbaum to the achievements of Soviet specialists. The importance of two factors has become clearer in the history of quality management than anywhere else:

firstly, the dependence of quality on the perfection of planning;

secondly, the need to consider planning not only in a technological aspect, but also in a broad socio-cultural one, in order to involve the entire spiritual and physical potential of the individual in production activities.

Two centuries ago, the French sociologist and economist Proudhon set out to understand the origins and causes, as well as the consciousness, of those dispossessed under capitalist accumulation. He set forth his thoughts in his book, "The Philosophy of Poverty," to which Marx responded with his now largely forgotten monograph, "The Poverty of Philosophy." Marx demonstrated the dependence of socioeconomic research on the philosophical maturity of its analysts. By that time, Marx and Engels were actively promoting a new approach to philosophy, enunciated in Marx's "Theses" on Feuerbach. Philosophy cannot be merely a form of contemplative worldview; philosophical reflection must serve as a tool for understanding the ideological and methodological foundations of human activity across its entire spectrum, from cognition to the transformation of reality. Without its participation, scientific knowledge and social practice will wander in search of a philosophical surrogate, their own private philosophy, away from the millennial movement of the most advanced in wisdom people, recognized national and transnational authorities.

We have already noted the strong connection between leading political economists and philosophy during the period of intense bourgeois progress. This progress was contradictory and unevenly distributed, but it existed, for there was a philosophy of bourgeois development. Economic science relied on philosophical methodology and scientific discoveries. Industrial capital, focused on the construction of real production capacities and the use of scientific and technological advances, led the way in this progress.

In the 20th century, capitalism changed significantly, and its ideologists lost their former confidence in a prosperous future. Rational thinking was supplanted by empiricism, and with it came utilitarianism in its most primitive form. Planning has a worldview dimension; it is a function of rationality, formed in the human consciousness. Let us repeat: such fundamental characteristics of consciousness as the ability to abstract and generalize, combined with the anticipatory reflection of changes in reality, intersect precisely in the need to plan activities. Otherwise, knowledge of the patterns of change and the delayed effect of actual action become meaningless.

Planning can also be understood as the implementation of freedom of activity. The question of what kind of planning ensures the effectiveness of activity has been answered in theory, but the reality of planning is determined by policy, and policy only partially coincides with logical necessity. If politicians truly strive to ensure high-quality and efficient production development, they must expand planning on a total scale, find a balance in the investment structure, thinking, first and foremost, about activating human potential. For human capital to work and begin to generate profit, its corresponding accumulation is necessary. This is the law of normal capitalism. Examples of the implementation of economic policy emphasizing the planned development of the human factor exist. Let us refer to the Chinese modification of the principle of inclusiveness developed by D. Acemoglu and J. Robinson. The Chinese concretized the ideas of the authors of the project in ways of achieving common goals: prioritizing the development of human resources; focusing on achieving full employment; In order to improve worker skills, social security, and sustainable growth, which guarantees a reduction in migration for small towns in the Southern and North Caucasian Federal Districts, we believe it's justifiable to focus on analyzing planning practices, the causes, and conditions for effective production development. Planning should drive progress in the real sector of the economy for these small-town enterprises. Theoretical research is combined with a critical analysis of specific practical results, which determines success and fosters stability for these enterprises.

The vector for modernizing the regional governance approach has been determined. The clock is ticking. It remains to be seen that "Time is our living space." Therefore, wasted time and untimely actions inevitably lead to the loss of an advantageous position in a competitive world. Failure to understand this is mortally dangerous for all of Russia. Quality is destined to always be at the epicenter of both academic and amateur speculation. The problem of ensuring quality performance is not only universal and urgent; it is strategic.

The domestic light industry is going through hard times, and consumers are being offered products

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

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 import-substituting 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;

- Encourage price stability; increase consumer spending; and gradually improve their quality. Achieving these goals will create the foundation for consumers to recognize the need to pay for the benefits of high-quality materials and products, and for manufacturers to recognize that improving the quality of materials and products cannot be achieved solely through price increases, but also through technical innovations in digital manufacturing 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.

Both political leaders and the government 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 making 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 such terms as quality, competitiveness, and 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.

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

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 adventurism 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 being 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

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

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.

An analysis of current international standards aimed at improving enterprise management reveals the following areas of their application:

quality management systems (ISO 9000 series of international standards and industry supplements);

environmental management systems (ISO 14000 series of international standards);

occupational health and safety systems (OH S A S 18001);

social responsibility systems (SA 8000)

The structure of the "quality of life" problem and the set of international standards aimed at addressing it. Moreover, international standards on quality management are the most significant and global in nature. The application of modern methods in these standards allows us to address not only the issue of improving quality but also the issue of production efficiency and productivity. Thus, today the concept of "quality management" is evolving into the concept of "quality management."

Conclusion

To select optimal capacity, the authors developed software that enables manufacturers to produce a full range of footwear at minimum, average, and maximum costs using an innovative technological process and versatile, multifunctional equipment. This creates the basis for varying price points, including through a gradual increase in the share of domestic components in leather goods production, significantly reducing manufacturing costs. Furthermore, when developing the algorithm, it was appropriate to use criteria that have the greatest impact on the cost of

finished products as criteria for a well-founded selection of optimal capacity, namely:

worker utilisation factor, %;

labor productivity of one worker, a pair;

wage losses per unit of output, rubles;

specific reduced costs per 100 pairs of shoes, rubles.

Of the four criteria given, in our opinion, the main ones are the worker's productivity and specific reduced costs.

Labor productivity per worker is the most important labor indicator. All key production efficiency indicators and labor indicators, including output, headcount, wage expenditure, wage level, and so on, depend to varying degrees on the level and dynamics of labor productivity.

To increase labor productivity, the introduction of new equipment and technology, extensive mechanization of labor-intensive work, automation of production processes, and improving the skills of workers and employees, especially when introducing innovative technological processes based on universal and multifunctional equipment, are of primary importance.

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

Presented costs are the sum of current costs included in the cost of production and one-time capital investments, the comparability of which with current costs is achieved by multiplying them by the standard coefficient of capital investment efficiency.

Footwear companies must consider both external factors (consumer companies, competition, market conditions, etc.) and internal factors, such as sales volume, profitability, cost coverage, etc. However, it is impossible to account for and anticipate all situations that may arise during footwear sales, i.e., some shoe models may no longer be in demand at a certain point.

Thus, regions where priority development areas (PDAs) have been established, including shoe production areas, are becoming leaders in economic development, determining the competitiveness of their economies and ensuring social protection for their populations. The vector for modernizing the regional governance approach has been determined. The clock is ticking. It remains to be seen that "Time is our living space." Therefore, wasted time and untimely action inevitably lead to the loss of an advantageous position in a competitive world. Failure to understand this is mortally dangerous for all of Russia.

Thus, all this taken together will ensure a stable position for light industry enterprises in Russia's regions, both domestically and in markets near and far abroad. All that's needed is their goodwill.

Impact Factor:	ISRA (India)	= 6.317	SIS (USA)	= 0.912	ICV (Poland)	= 6.630
	ISI (Dubai, UAE)	= 1.582	ПИИИ (Russia)	= 0.191	PIF (India)	= 1.940
	GIF (Australia)	= 0.564	ESJI (KZ)	= 8.100	IBI (India)	= 4.260
	JIF	= 1.500	SJIF (Morocco)	= 6.004	OAJI (USA)	= 0.350

References:

- (2026). *About opportunities normative documentation, developed V framework systems management quality (QMS) For digital production defect-free import-substituting products*: monograph edited by Doctor of Technical Sciences, Professor V.T. Prokhorov; Institute of the Sphere service And entrepreneurship (branch) Donskoy state technical university, Novocherkassk: Face, 227 pp.
- (2025). *On the Priority of the Territory of Advanced Social and Economic Development of Small and Medium-Sized Cities in the Southern and North Caucasian Federal Districts in the Production of Products in Demand and Competitiveness by Market Consumers*; edited by prof. V. T. Prokhorov; Institute of Services and Entrepreneurship (branch) of the Don State Technical University, Doctor of Economics, prof. G. Yu. Volkova, OOO TsPOSN "Ortomoda". — Moscow: Editus, — 544 p.
- (2024). *On the Importance of Forming an Advanced Social and Economic Development Area Based on Rostov Region Mining Cities for the Production of Products in Demand by Consumers in the Russian Federation and the Southern and North Caucasian Federal Districts*; Edited by Professor V.T. Prokhorov; Institute of Services and Entrepreneurship (branch) of the Don State Technical University, Doctor of Economics, Professor G.Yu. Volkova, Ortomoda Center for Advanced Social and Economic Development - Moscow: Reglet, 668 p.
- (2024). *Methodological and socio-cultural aspects of the formation of effective economic policy for the production of high-quality and affordable products in the domestic and international markets*: monograph under the general editorship of prof. V.T. Prokhorov; Institute of Services and Entrepreneurship (branch) of the Don State Technical University, Novocherkassk: Lik, 379 p.
- (2025). *Features of quality management in the manufacture of import-substituting products at enterprises in the regions of the Southern and North Caucasian Federal Districts using innovative technologies based on digital production*: monograph edited by prof. V.T. Prokhorov; Institute of Services and Entrepreneurship (branch) of the Don State Technical University, Novocherkassk: Lik, 584 p.
- (2025). *Managing the actual quality of products rather than the advertised one through motivating the behavior of the team leader of a light industry enterprise*: monograph edited by Doctor of Technical Sciences, Professor V.T. Prokhorov; Institute of Service Sector and Entrepreneurship (branch) of the Don State Technical University, Novocherkassk: SUSU (NPI), 384 p.
- (2025). *Enterprise competitiveness and product competitiveness are the key to successful import substitution of goods in demand by consumers in the Southern and North Caucasian Federal Districts*: monograph edited by Doctor of Technical Sciences, Professor V.T. Prokhorov; Institute of Services and Entrepreneurship (branch) of the Don State Technical University, Shakhty: ISOiP (branch) of DSTU, 2025 - 337 p.
- Aleshin, B.S., et al. (2024). *Philosophy and social aspects of quality* / Moscow: Logos, 438 p.
- Porter, M. (2024). *Competition*. Moscow: Ed. house Williams, 608 p.
- (1391). "GOST R ISO 9001-2015. National standard of the Russian Federation. Quality management systems. Requirements" (approved by Order of Rosstandart dated September 28, 2015 N 1391-st) (together with "Explanation of the new structure, terminology and concepts", "Other international standards in the field of quality management and for quality management systems developed by ISO/TC 176"). Retrieved from http://www.consultant.ru/document/cons_doc_LAW_194941/
- (2015). GOST ISO 9000-2015. *Interstate standard. Management systems quality. Main provisions and dictionary*. Access mode: Retrieved from <http://www.consultant.ru/>
- (2025). *Quality management system - the basis of technical regulation for the production of import-substituting products*: monograph edited by Doctor of Technical Sciences, Professor V.T. Prokhorov; Institute of Services and Entrepreneurship (branch) of the Don State Technical University, Novocherkassk: SUSU (NPI), 326 p.