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Article



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ON THE ADVANTAGES OF USING MARKET MECHANISMS TO MANAGE THE PRODUCTION OF COMPETITIVE AND IN-DEMAND PRODUCTS

Abstract: In this article, the authors, examining market development dynamics in the final decades of the last century and the beginning of the third millennium, confirm the growing consumer demand for quality domestic goods. Despite all the economic, social, and political costs, humanity is growing richer, but wealth is distributed unevenly. Finances, as before, are concentrated in certain regions, as are the premieres of modern production. Analysts confidently predict a widespread focus on product quality. Consumers have realized the need to pay for the benefits of high-quality services and products. Leading economists unequivocally state that improved product quality is not causally related to rising prices. 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, to guarantee sustainable demand for its products.

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

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Introduction

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Indeed, developing and implementing a business strategy requires more overhead. However, not all companies are equally capable of accurately selecting a strategically advantageous market. By misjudging their strategic capabilities, companies often find themselves in a management domain that is alien to their strategic focus.

At the same time, special attention must be paid to the quality of management and its ability to strategically and effectively combine existing resources, linking them to the organization's competencies. Thus, the most important characteristic of an entity's "strategy" is to find adequate resources, an existing market niche, and operate within it.

Strategic management is experiencing a revival today, driven by a revision of its basic tenets in response to changing business conditions and, not least, the emergence and widespread use of integrated systems.

The success stories of renowned enterprises or their associations (integrated systems) share one common ingredient: a soundly formulated and effectively implemented strategy. The importance of strategic management is now being recognized by the owners and management of domestic integrated systems in industry, as all the initial advantages of their creation have been exhausted, and their positions in domestic and international markets cannot be considered sustainable. Competitiveness—the most important characteristic of performance and the goal of strategic management—is inevitably linked to the strategies of their structural units and, consequently, their structure. Another issue is that strategic management in domestic integrated systems requires further improvement. Strategic management in different systems has its own unique characteristics that must be taken into account.

A form of strategic management is the strategy pyramid, accurately and fully described in the literature. Strategy reflects a clear direction for behavior and actions within its context, based on the understanding and acceptance of the "rules of the game," determined not only by the economic laws of the market but also by those established in the national economy and in specific product markets. The essence of strategy is the search for competitive advantages, ways and means of preserving them, and actively exploiting them to maintain or strengthen a market position.

The foundation of strategic management is a fundamental strategic orientation, defining the main directions of an enterprise's activities and development. The content of a fundamental strategic orientation defines the business philosophy of the enterprise's management and ultimately boils down to ensuring sustainable, progressive development of both the system as a whole and its individual structural units.

In the actual operations of a specific enterprise, a fundamental strategic direction may encompass various priorities: maximizing profits and capitalization, maintaining or increasing market share (national or global), conquering new markets, and developing new product lines. Clearly, the list of fundamental strategic direction priorities is not limited to these. Determining the priorities of a fundamental strategic direction is determined by a number of factors.

Maximizing the localization of strategic decisions and their corresponding activities can be achieved based on their homogeneity and the location of implementation. The criterion of maximizing the homogeneity of decisions and their corresponding activities is used in formulating functional and resource strategies. The localization of strategic decisions and their corresponding activities, homogeneous in nature, characterizes the level of specialization of a functional or resource strategy and its "purity."

Quantitatively, this criterion can be represented as a localization coefficient for similar activities in a strategy. The coefficient is calculated as the ratio of the costs of implementing specific types of activities (corresponding to the strategy type) to the total cost of implementing the strategy. Obviously, the closer the localization coefficient is to 1, the higher the level of localization of similar activities in a functional or resource strategy. When using this criterion, the functional or resource strategy includes those strategic decisions and corresponding types of activities that best correspond to the strategy type.

Thus, strategic management is a special technology in managing an organization in modern conditions, an unstable developing external environment and many other factors that have a significant impact on the organization as a whole.

The characteristic features of the modern global economy are unstable production and unstable demand. Traditionally, it is believed that the former is determined by the latter. This formed the cornerstone of the economic theory that replaced classical political economy. According to dominant economic ideas of the 20th century, the demand for goods is the driving force behind development—that is, the market, not production, drives the economy. The market should strive to be self-sufficient. To function properly, it requires maximum freedom. Under conditions of complete freedom, the self-propelled movement of the market, even at the regional level, is doomed to instability. Unlike producers, who have the opportunity to enter into genuine cooperative relationships and regulate production by assortment, quantity, price range, and other parameters, sellers, most of whom are resellers, middlemen, and speculators, are not fundamentally bound by the interests of production. They have long since become professional sellers and resellers. They don't care what

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they sell, as long as they make good, quick money. They are absolutely not concerned about the future of a particular production.

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

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

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

Historical parallels are provisional, yet instructive. Repeating history is pointless; it's wise to learn from history, to learn from historical experience, primarily national experience, without disdaining the past practices of other peoples. For Europeans of that era, Russia's western borders represented the line where civilization ended and barbarism began. This is roughly how, two thousand years earlier, the Greeks and Romans viewed their borders to the north, west, and east. Almost everything had fallen into decline: education, science, industry, agriculture, construction. The arguments of church leaders, who insisted that Rus's destiny was to be the "Third Rome," meant little. And being the "Third Rome," inheriting the faded grandeur of Byzantium, didn't seem a particularly enticing prospect. Byzantium had become an ordinary stronghold of Orthodoxy and, under the influence of the church, was selective in its acceptance of the scientific and philosophical achievements of Antiquity. Byzantine culture blended the ideas of Aristotle, medieval patristics, and scholasticism. The understanding of science that developed in Western Europe in the 16th and 17th centuries was decisively rejected by the Byzantine heirs.

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

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

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

The easiest way to attribute the crisis in Russia's traditional industries is to instability and the economic transition process. The transition period, clearly prolonged due to unclear policies, will eventually end. As for instability, politicians are in for a disappointment. In all likelihood, capitalism has left the cyclical nature of crises, discovered and explained by Karl Marx, behind it. Contemporary crises testify not so much to the peculiar dynamics of industrialized countries as to the crisis of the bourgeois mode of production itself and the weakness of the social superstructure to control mounting negative trends.

The separation of finance from real production, the absolute freedom of financial capital, and the concentration of financial flows are leading development to a dead end, leading to anarchy provoked by stock market speculation. A significant portion of traditional Russian industries developed in the Non-Black Earth Region, primarily around Moscow. The geography of the history of light industry is understandable. There was a stable market and no shortage of workers, and God has not deprived Russians of talent. After twenty years of returning to capitalism, industries that had been perfected over centuries have either already been lost or are dying out, hopelessly lost.

Talk of cheap labor in China is yet another myth. Outside of Moscow, people earn no more than ordinary citizens in China. The essence lies in the organization of production and economic policy. In the People's Republic of China, the interests of the people and the country truly come first. Economic activity in China has a clear focus, and this focus is political. In Russia, economic gain is elevated to an absolute criterion, which is absurd, as the economy is not the goal of social development, but merely a

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means to that development. In China, producers are maximally protected from harassment; the law serves as their "protector." The procedure for communicating with buyers (customers) is extremely simplified, significantly reducing transaction and order fulfillment times and minimizing non-production costs. Market relations are closer to normal operating conditions.

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

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

Layouts of process equipment are proposed, on the basis of which it is possible to form a technological process for the production of priority products with an optimal output volume taking into account the production area and the form of organization of digital production.

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

Software has been developed for developing a digital manufacturing process and determining the production cost of priority products. A computer simulation model describing the dynamics of the production process for priority products has been implemented. The proposed methodology and the resulting software reduce the time required for technological preparation of production and, by streamlining the technological process, increase the specific consumer effect of priority products.

Comprehensive performance indicators for innovative footwear manufacturing processes, similar to those for other priority products, were calculated. Based on the production program, promising

technology and equipment options were developed, and the most efficient was selected. Opportunities for streamlining the flow were identified, eliminating bottlenecks and minimizing equipment downtime—a prerequisite for designing innovative technological processes. The reliability of the calculations performed to assess the efficiency of technological processes using target programming methods for various technological and organizational solutions is confirmed by calculations of economic performance indicators: cost, profit, profitability, and other metrics.

The proposed methodology reduces the time required for digital manufacturing process preparation and shortens the time required for expert evaluations while maintaining the required depth and validity of engineering conclusions. The economic impact of the research is reflected in the intellectualization of the technologist's work, reducing the time spent on developing a range of priority products and evaluating the efficiency of technological processes, compared to a typical economic calculation of the full cost of manufacturing such products.

An analysis of the impact of digital production organization and manufacturing technology on the cost of priority products was conducted using the manufacturing process of children's, women's, and men's footwear, taking into account a shift schedule. Theoretical relationships were derived for assessing the impact of the "production organization" factor on individual costing items as a whole and other technical and economic indicators, with the aim of preventing enterprise bankruptcy.

Thus, all of this taken together will ensure a stable position for light industry companies in the Southern and North Caucasian Federal Districts, both domestically and in markets near and far abroad. 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, joblessness, and social problems are exacerbating the 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);
- geo-economic (ensuring security through costly development of these regions, taking into account border and strategically important connections with other regions).

Planning is a fundamental characteristic of the history of human life and characterizes the essence of rationality in the form of consciousness. Man, in order

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to become homo Sapiens, has evolved over a period of 2.5 million years. Our ancestors were Homo habilis, homo erectus, the immediate predecessors who failed to take advantage of the benefits of rationality, African homo sapiens, neardeltans, Cro-Magnons, Altai form of homo sapiens and possibly many other forms.

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

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

In rationality, the power of our knowledge, consciousness is a means of knowledge management, it directs and limits activity in the mutual interests of social subjects and 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, primarily verbal in origin. Plato and Aristotle already recognized the epistemological nature of concepts as a form of human knowledge. Concepts, as opposed to figurative thinking—ingenuity—generalize a range of specific phenomena, and therefore presuppose their own characteristic expressiveness. Only words can formulate concepts. Numerous difficulties in achieving understanding are associated with the verbal expression of concepts.

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

The scale, content, forms, and significance of competition have placed it among the global challenges of human development, with one important caveat: it is 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

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

What are the causes of this anomaly? What is it? Is it due to objective factors, or is there resistance we are not yet able to overcome? Or are the inhibiting forces inertial, inherited, introduced through modernization, and capable of countering 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 was used to attempt to roll back socialist gains in planning, was largely a consequence of elemental pseudoscientific speculation about the content of basic concepts, which 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 its cleansing from 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.

Main part

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 cost-effectiveness and productivity. Thus, today the concept of "quality management" is evolving into "quality management."

Thus, improving the efficiency and competitiveness of the economy, and ultimately, the quality of life, is impossible without a well-thought-out and effective industrial policy, in which innovation based on digital production and quality should become priority areas of state economic policy. Improving the quality and competitiveness of materials and products is becoming increasingly important at the current stage of Russian economic development.

The developed software for developing a technological process for producing in-demand products and determining specific discounted costs, representing the sum of current costs (cost price) and capital investments, measured using a standard efficiency coefficient taking into account the production program, enables the calculation of static parameters of the technological process for producing

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priority products under various forms of production organization. The developed software calculates cash inflows from the operating activities of light industry enterprises based on an assessment of the degree of completion and dynamics of production and sales, determining the influence of factors on changes in the value of these indicators, identifying internal reserves and developing measures for their development aimed at accelerating product turnover and reducing losses, thereby guaranteeing light industry enterprises a stable TEP and preventing them from bankruptcy.

Models for monthly sales of 100%, 80%, and 50% of footwear are proposed. Calculations show that 100% sales of footwear not only cover production and sales costs but also leave a net profit of 1,900,540 rubles, demonstrating the company's efficient operation and effective marketing strategy for its product range. Profit is also achieved by selling 80% of men's, women's, and children's footwear. Selling less than 50% of footwear as a percentage of production volume will result in losses. To resolve this issue, shoe sales must be achieved within a specified timeframe and the sales volume must be at least 50%. In this situation, borrowing funds to cover costs and organize subsequent production is necessary through bank loans, factoring, or leasing.

Given the current economic situation in our country, we believe that an equally significant challenge to the development of the regional consumer market is the lack of a comprehensive regulatory framework to ensure the functioning of a mechanism for state regulation of the regional consumer market. Therefore, state and regional intervention should improve the situation in the market for domestically produced light industry products in the regions, thereby creating opportunities for the development of competitive and high-priority products.

Implementation of the planned measures will lead to the elimination of shortages for all types of products, ensure increased labor mobility in the Southern and North Caucasian Federal Districts, reduce negative processes in the labor market, and ensure a stable balance of interests between consumers, employers, and municipal, regional, and federal government agencies. For the successful implementation of all the above measures, the greatest need is for regional authorities to support the development of competitive and high-priority product manufacturing, reduce component prices, and provide transportation benefits for companies in the Southern and North Caucasian Federal Districts.

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

is determined, consisting of increased labor productivity, increased production mechanization, and reduced work-in-progress inventory and digital

manufacturing costs. An accessible tool for digital manufacturing technologists to streamline process design is proposed, enabling the company to develop a competitive product range and predict the maximum revenue from import-substituting products.

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

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

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An analysis of the impact of digital production organization and manufacturing technology on the cost of priority products was conducted using the manufacturing process of children's, women's, and men's footwear, taking into account a shift schedule. Theoretical relationships were derived for assessing the impact of the "production organization" factor on individual costing items as a whole and other technical and economic indicators, with the aim of preventing enterprise bankruptcy.

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

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

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

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.

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

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

Both political leaders and government officials have recently begun to discuss the need for a sound industrial policy. However, a closer look at the regulatory and methodological documents on

industrial restructuring suggests we're falling into the same traps we've been falling into throughout the years of reform.

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

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

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

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

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

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

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 the economic crisis, says in his book *Out of the Crisis*: "...managing with paper money rather than with a long-term digital production strategy is a recipe for disaster."

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: "...it alone can, in the interests of the nation, restrain the greed of monopolists, the adventures of bankers, and the selfishness of

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merchants." This seems to apply to us and our economic situation today.

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

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

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

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.

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 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 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.

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." Growth of foreign exchange reserves, reduced inflation, budget surpluses, and other financial and economic achievements. 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 entirely logical that today's goal for all levels of executive and legislative power is to improve the quality of life of Russian citizens.

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Improving the quality and competitiveness of materials and products is becoming increasingly important at the current stage of Russian economic development. Positive changes in product quality presuppose qualitative shifts in technology, engineering, organization, and production management. Production must improve, but this does not mean becoming more expensive. One phenomenon, often overlooked in the hustle and

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bustle of problems, was rightly emphasized: the historicity of the economy. The economy as it is perceived today has not always been the same, and it will not remain so forever. Economic life changes over time, which forces us to adapt to its changing reality. The modern economy is built on a market foundation, and the laws of the market dictate its rules. Profit, competition, efficiency, and autocracy are paramount. How long will this continue? Analysts claim that the symptoms of a new economic order are already growing. The next round of the economic spiral will also revolve around the market core, but the market's significance will not remain absolute. The priority of face -to-face market competition is incompatible with the prospect of economic development, as evidenced by the persistent desire of social democracy in the West to focus the economy on social security and the fair distribution of profits. The new economy is temporarily 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 demanded a new perspective on fundamental concepts. Therefore, the philosophy of quality must also change. We must be prepared for the coming events.

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

International quality management standards are the most significant and comprehensive. Their application of modern methods allows 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 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;

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- 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 QMS framework 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;

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

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

Planning is a fundamental characteristic of the history of human life and characterizes the essence of rationality in the form of consciousness. Man, in order to become homo Sapiens, has evolved over a period of 2.5 million years. Our ancestors were Homo habilis, homo erectus, the immediate predecessors who failed to take advantage of the benefits of rationality, African homo sapiens, Neanderthals, Cro-Magnons, Altai form of homo sapiens and, possibly, many other forms. Intelligence is not only the main characteristic of modern humans; it also indicates the vector of species development. Labor and sociality arose through natural changes, so it's not surprising that there once lived "Homo habilis," who were succeeded by "Homo erectus," who assimilated the stable characteristics of "Homo habilis." The merit of Homo The uniqueness of sapiens lies in the fact that, by developing its rationality, it was able to shape the development of labor into work activity, and social connections into the quality of social life. Labor activity became the foundation of human history, society—its form of organization, and rationality—its 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 concepts of "consciousness" and "rationality" are distinct. Rationality is a characteristic of a species, while consciousness is a characteristic of a social subject, which can be an individual, a community—marriage, family, a social group, or 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 duality of human nature, protect humans as a product of evolution, and serve as an instrument for their further development.

In rationality, the power of our knowledge, consciousness is a means of knowledge management, it directs and limits activity in the mutual interests of social subjects and 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 into a direct productive force during the scientific and technological revolution of the mid-20th century demonstrated that the correct interpretation of the content of 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

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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 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 context of development, 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 socioeconomic development when the concept of "planning" is distorted.

The modern global economy is global, or more accurately, integrated, due to its industrialization by the third millennium. Industrialization revealed the contradictions between the organization of production and its sustainability. This explains the permanence of crises. The absolute elevation 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. Competition within a 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 without the dominance of solidarity inevitably leads to disunity, conflict, and ultimately to the strengthening of the functions of law due to the weakening of the position of 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. Neanderthal man, like Cro-Magnon man, was already intelligent and socialized, and, moreover, possessed greater physical strength, but he could not withstand 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 homo's potential.

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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 presented capitalism as a way to resolve social and political contradictions. Feudalism had exhausted its historical resources, the democrats reasoned, and must give way to a social system that was more historically dynamic and better able to meet social demands. Bourgeois society, following this pattern, would also become obsolete over time, but within the old feudal tradition, it would 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 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 specifically focused activity, presupposes 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, and 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 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 is going through 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 scientific validity. 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 one of the most authoritative specialists in the field of epistemology, Karl Popper, "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

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traditional epistemology are related to the problem of the growth of 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 to mind K. Popper's thoughts: 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 to form a system describing the changing state of the object of study. They encountered contradictions between ideas 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 at that time was industrial capital. Financial capital was only just emerging as an independent system. Economic theory, linked to 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 the ambiguity of concepts. 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, a kind of competition exists to invent 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 occur 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.

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 ability 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 their incomprehensible effect. Gaidar recognized the

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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 essence of economic and political processes. Education is dangerously substituted for enlightenment and instruction; 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 the approach to quality planning has evolved from the early experiments of F. Taylor, F. Crosby, and A. Feigenbaum to the achievements of Soviet specialists.

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.

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 one of the most authoritative experts in the field of epistemology.

Capital then was industrial capital. Financial capital was only just emerging as an independent system. Political economy did not reflect speculation or virtual phenomena; it served 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 proved to be in the interests not so much of society as a whole, but of a certain 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.

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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 every case, neologisms must be valid. Physicists, mathematicians, and chemists typically make do with an accumulated stock of verbal expressions of concepts. In economic theory, there's a kind of competition to come up with the most new words and the fastest, so descriptions of real phenomena are not concretized but rather vague, complicating understanding.

The concept of "planning" encompasses the functioning of economic actors, the scale of their activities, and much more. Planning can be within a single enterprise, in which case it is not a political element of management, being determined by management based on the economic situation. At the industry level, planning already has the characteristics of a political phenomenon. Planning is divided into directive, which is mandatory, and indicative, which is conditional and allows for preferential treatment. A distinction is made between current and long-term planning. Regardless of its nature, planning is a universal management tool in the systemic organization of activities—cognitive, practical, and synthetic.

F. de P. Hanika is a professor at the University of Khartoum and has taught courses at Cambridge. In his book "New Ideas in Management," using the example of financial budgeting, he identifies 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 least with the tacit consent of the industrial system, or, at least, 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." Further, J. Galbraith makes an even more imperative conclusion: "The industrial system does not have the capacity to regulate aggregate demand - the capacity to provide purchasing power sufficient to absorb everything it produces.

It was no coincidence that J. Galbraith devoted 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 essence of economic and political processes. Education is dangerously substituted 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 afford the luxury of doubting their responsibility. No one but they can assume the defense of the essential, important goals of our time," concluded the American politician, concerned about the fate of the world. This progress was contradictory and unevenly distributed, but it existed because there was a philosophy of bourgeois development. Economic science relied on philosophical methodology and scientific discoveries. Industrial capital, oriented toward the construction of real production capacities and the use of scientific and technological advances, led 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. The result of this reorientation was a spiritual crisis, noted by all the outstanding thinkers—Karl Jaspers, Max Heidegger, Sigmund Freud, Peter Sorokin, Karl Popper, Benjamin Russell, and Jean-Paul Sartre.

Planning has a ideological dimension; it is a function of rationality, shaped by human consciousness. Let us reiterate: such fundamental characteristics of consciousness as the ability to abstract and generalize, coupled 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.

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Planning can also be understood as the realization of freedom of action. The question of what kind of planning ensures effective action has been answered in theory, but the reality of planning is determined by policy, and policy only partially coincides with logical necessity. If policymakers truly strive to ensure high-quality and efficient production development, they must expand planning to a comprehensive scale, find a balance in the investment structure, and focus primarily on activating human potential. For human capital to work and generate profit, it must be accumulated accordingly. This is the law of normal capitalism. Examples of economic policy implementation emphasizing the planned development of the human factor exist. Let us cite the Chinese modification of the principle of inclusiveness developed by D. Acemoglu and J. Robinson. The Chinese have concretized the authors' ideas with methods for achieving common goals, namely:

prioritizing the development of human resources;

focusing on achieving full employment;

Improving worker qualifications, social security, and sustainable advancement will guarantee a reduction in migration for small and medium-sized cities in the Southern and North Caucasian Federal Districts.

We believe it is justified to focus on the analysis of planning experience, the reasons and conditions for the effectiveness of production development, depending on which planning should be the locomotive of progress in the real sector of the economy of these enterprises located in small and medium-sized cities.

Theoretical research is combined with critical analysis of specific practical results, which determines the success and stability of these enterprises.

Economics arose and developed in the context of politics, as political economy. Today, economists in politics are guided not by political economy, but by economics in politics. Instead of investing in production development, they stash money in foreign banks, cut funding for education and self-education, increase the number of poor people, fail to index pensions, deny assistance to farmers, and so on. The "Manilov" 1990s have been replaced by the "Plushkin" 1910s.

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

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

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

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

It's time to understand that all economic and political alliances in the modern global space are an attempt to achieve national gains in a transnational environment, meaning that partners can be relied upon as long as the cooperation is beneficial to them. This leads to the conclusion that we must focus on our own economies. Only then, even if it requires considerable effort, will we be able to solve our problems. For example, there are no objective reasons that would justify the decline in production in the light industry over the past quarter century.

The problems of agriculture and light industry aren't specific to them; they've always been political. Farmers in the US and Europe face many of our problems. The difference is that there, the farmer is a national problem, one of the most important and fundamental. Addressing it is crucial for the existence of politicians. The public's assessment of a politician's place depends on how well policy contributes to its resolution. Farmers and politicians are linked by economic policy. They balance on the same "rope" of viability, taut with economic tension.

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There's nothing similar in Russia. Let's recall the history of the last ministers of agriculture. The USSR had a Ministry of Light Industry, which emphasized the industry's importance. What's stopping us from restoring equality in industrial governance, given the prioritization and declarations of the importance of developing domestic production? A "chintz land" without light industry is like native nature without birch groves, or lyrical poetry without the works of Sergei Yesenin.

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

What is the essence of the economic policy ineffectiveness of the late 20th and early 20th centuries? This is question number one, and it's not so much about who is to blame. We're interested in the essence of the political paradigm developed by those at the helm. Question number two: what needs to be changed, and how, presumably, should it be done, to boost national industry, not least the production of clothing, footwear, leather goods, textiles, and accessories?

The answer to question #1 is simple: no one intended to develop a paradigm for economic policy aimed at fundamentally transforming the foundation. The reform method (not without outside assistance) was chosen from existing models. The Swedish experience, Polish "shock therapy," and reforms in Portugal and Argentina were suggested as models. Policy isn't made based on feelings—you either like or dislike the level of everyday perception of the world. With such an approach, being in the "political kitchen" is harmful. Economic policy doesn't fit into the categories of "good" or "bad," "effective" or "ineffective." It has the right to be called either "useful" or "harmful." The cost of such policy is too high, and accordingly, responsibility isn't limited to professional forms. Politics is politics. It's anti-political and unprofessional to turn politics into a source of personal income.

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

Integration and globalization are not a panacea for development. They don't eliminate competition, in

which there are more than just winners. There are also more losers. Hence the relevance of an old adage, the meaning of which became clear in dialectics. Movement, under any conditions, becomes self-movement. The Chinese rationally closed themselves off and won. Their victory was ensured by Eastern caution and a skeptical attitude toward unification. They realized before us that integration and globalization are varieties of "pyramid schemes" and are conditionally beneficial for national development. From the outside, it might have seemed that Chinese reformers had abandoned the mentality of damnation: "may you live during these changes." From within, everything looked traditional – politicians didn't make abrupt national moves; they rushed, but with constant ties to the national economic order; economic reforms were subordinated to traditional political dominants, without repentance or efforts to please. No one seriously considered any economic shocks. Finance, the economic circulatory system, was placed under a tight rein. Penalties for economic and corruption crimes were tightened, equating many of them with dangerous acts against the state. Instead of inventing new parties, the existing one was updated, and, as before, special attention was paid to personnel policy. The Chinese drew on the Soviet party experience of "cultivating" personnel, which was based on the principle of progressive promotion based on business effectiveness and lifestyle. The market for light industry is also growing due to sociocultural progress, particularly the development of professional sports and the increasing demand for those who choose sports as a path to a healthy lifestyle. At the end of 2020, the Sport Express newspaper published an interview with A. Grebtsov, Chairman of the Board of the Russian Outdoor Group. "The outdoor goods market serves mountaineering, tourism, extreme sports, special forces, rescue teams, polar services, and the military." These are areas that require ultra-strong, frost-resistant, and waterproof equipment that meets the latest global safety and comfort standards." A. Grebtsov shared some interesting details, specifically comparing the technological bases for producing high-quality products in Russia, Europe, and Asia. A shift in government procurement toward domestic production will open up opportunities for related chemical industry suppliers (raw materials for thread, fittings, membranes, and insulation). Fabric and clothing production will increase, which will support equipment development.

Manufacturers are currently uninterested in producing quality products. "Sheepskin isn't worth the effort"—costs are high, production costs will rise, and the real price will be significantly increased by the middleman and retailer. Ultimately, the market won't be able to handle such a product, and the manufacturer will be stricken with E. Deming's fatal disease number one. On a limited scale—clearly negligible for Russia—quality products are guaranteed to be made

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and manufactured, but this practice has no bearing on the production situation; it's exclusive.

The first instances of control intervention in the production process, aimed at ensuring stability and a certain degree of growth, can be found in the activities of workshops, individual factories, and master craftsmen's schools. Most of the famous Renaissance sculptors tended to work in teams of stonemasons, directly at the source of the material. They searched the quarries for the texture needed to create an image. It was then that the joke arose: creating a masterpiece is simple—you just need to remove everything unnecessary and superfluous, but first you need to find the foundation. In the workshops, in the interests of quality, craftsmen meticulously inspected products, observed the work of apprentices during production, and actively introduced apprentices to production secrets, selecting the most capable. Despite the fact that each piece was individually crafted by a master, it underwent internal control, which was also monitored externally by city workshop organizations. This work was later defined as the rejection phase.

In content, it was much richer, more synthetic, more akin to a "selection" than a "culling." Creativity drove the masters; they learned no less than their students. They searched for colors, primers, foundations, ideal images, and made mistakes. Creativity spares no one—neither the greats nor the novices. Everyone, especially the masters, had to work by trial and error. The concept of "defect" is not as simple as it seems from the outside. Defects are not always visible; the masters were plagued by its hidden forms, revealing themselves over time. "Culling" was not an act, as in mass production, but a technology. Today, it is difficult for us to see beyond the horizons achieved in the development of mass production. What is clear is that its "thrifty" form is, for now, more of a direction of development than a phase. However, the logic of progress, built on continuity, does not preclude a return to some aspect characteristic of workshop organization. Mass production should not hinder creativity. Over time, it will inevitably reveal diversity under the common "roof" of multiple results. Therefore, it is necessary to carefully examine the production process, which was perfected in a workshop format.

Modern rejection, as an action aimed at standardization, dates back to the last quarter of the 19th century. The experience of S. Colt's factories is considered to be the origin of the idea of "standard quality." If we consider the concept of "quality as standard" in our system, it was a subconscious embodiment of Hegel's conclusion about the dialectic of knowledge's ascent from the abstract concept of quality to the concrete concept of a "standard" of product quality.

Colt's assembly process proceeded without pre-fitting parts. Specially trained inspectors calibrated parts beforehand and rejected substandard parts,

thereby speeding up the main part of production—assembly. Colt's experience was further developed at the beginning of the next century in the automobile production of Henry Ford and Henry Leland (Cadillac). Having introduced conveyor assembly, Ford removed component inspection from the assembly line, logically believing that such work should be done earlier. As a result, "incoming inspection" for conformity to standard gauges was replaced with "outgoing inspection" at a related facility, which eliminated defects from the main production line and improved its quality.

The standardization process then evolved through improvements to what had been achieved, with theorists F. Taylor, A. Fayol, and M. Weber joining in. In alliance with managers, they identified the basic principles of a scientific approach to organizing mass production: a systems approach to management; personnel management; delegation of responsibility; and scientific labor standards. The resulting production management system became known as the Ford-Taylor production system. While possessing undeniable advantages, the Ford-Taylor system also contained serious defects that had long lain dormant within its potential. The development of production in the new socio-political context of the intensification of social democratic interests inevitably pushed the Ford-Taylor system into a dead end. This was also facilitated by technological progress, the process of transforming scientific knowledge into direct productive force. The desire to implement the principle of preventing defective products from reaching the consumer by any means necessary inevitably led production into a technological and structural crisis. This was also driven by the lack of a clear understanding of quality and standards in management theory. They were changed instead of being considered in their development. The most noticeable and sensitive was the equation of quality and standard in the production of mass-market goods, where the concept of product quality reflects the dualistic nature of the product. A product intended for subjective, or more precisely, subjective, use by an individual or social group must be of high quality objectively, physically, and subjectively, and must provide satisfaction to the consumer with its physical quality. It is naive to believe that advertising a product's physical perfection alone can inspire consumer affection. Such a consumer must be subjectively worthless. Interest in a product's physical quality can be generated by demonstrating its capabilities, but for this interest to develop into a desire to buy it, this is not enough. A product must captivate the buyer's emotions, and this is an irrational process, deeply intimate in nature, expressing the consumer's individuality. This is especially true if the consumer is exposed to a wide range of products and is discerning and picky.

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The quality of mass-market products is not reducible to a system of physical parameters, but exists within them as a kind of core. Just as an atom is not exhausted by the presence of a nucleus, so the quality of such products is not limited to a system of physical characteristics. On the contrary, a standard is a purely physical phenomenon and requires a clear description in physical units of measurement. The concept of "product quality" should be approached through the market, and "product standard" should be defined within the context of scientific and technological creativity.

Subconsciously, the differentiation between the concepts of "quality" and "standard" began toward the end of the first quarter of the 20th century, when the insidiousness of overemphasizing product conformity was recognized. In high-tech, complex manufacturing, the proportion of inspectors exceeded a third of the enterprise's workforce, significantly increasing the burden on product costs. Prices rose, but quality did not improve accordingly. Customers had to pay for the same level of guarantees. Quality began to hinder production efficiency. In reality, there was a contradiction between standardization and efficiency. It was necessary to consider how to improve the physical model of the standard—new materials, original design, and technological solutions. A standard is a technical representation of product quality. And just as product quality, described verbally, depends on knowledge and the ability to use it, a standard is determined by the capabilities of technical modeling of the concept of quality. As the understanding of quality evolves, the technical model of the quality standard also changes. Thought has its own language, and technical creativity has its own, serving as a translator from scientific language to technical language understandable to production. At the same time, the translator must have a good understanding of the organizational and technological capabilities of production, so as not to overemphasize the value of an idealized model. The image of a model is meaningful only when it fits into the image of production; otherwise, the situation described above will arise. Good intentions will lead the production organization into a hellish state.

When the drive for total quality control conflicted with the overall goal of improving production efficiency, and it became clear that the conflict could not be resolved using the previous method, V. Schuchert, who worked in the technical control department of the American company Western Electric, proposed shifting the emphasis of quality management to organizing the dynamics of the production process. Schuchert's innovation lay in his approach to production and quality as a movement, and in this context, he understood the key aspects of the quality of movement: first, achieving stability, and second, the inevitability of deviation from the direction of movement.

The task of achieving production quality acquired a technical form and meaning for V. Schuchert: it is impossible to avoid variations in the parameters of the resulting product quality; one must strive to reduce these variations. The criterion for quality is production stability in a static sense, that is, the convergence of variations with the centerline. V. Schuchert identified the restructuring of personal interactions—collaboration and team organization—as one of the most important factors in solving this problem. V. Schuchert was the first to approach the interpretation of a standard in the context of mass production, presenting production and product quality as a statistical form, presupposing a certain fluctuation, which was called tolerance. V. Schuchert did not introduce the concept of a statistical model of a standard, but it necessarily developed based on his innovative ideas. V. Schuchert attempted to give quality management a human face. He emphasized the importance of intrinsic, including personal, motivation. However, he did not seek to radically change the position of the worker in production. The alienation of the individual remained fundamentally the same, so motivation was supported primarily by the financial assessment of performance. Researchers of V. Shukhert's experiment clearly overestimated its content, introducing into the characterization such employee reactions as "joy from achieving results"; "pleasure from teamwork, recognition of achievements by colleagues and management"; "a sense of one's own importance," etc. It would be more appropriate to say that V. Shukhert's method forced managers to learn what is called humanitarian knowledge, which guarantees producers effective results for their enterprises.

In these circumstances, it's time to abandon the abstract political ideals of the democratic reformers and begin to seriously develop a "roadmap" for the revival of light industry, relying on the fact that the crisis highlights the relevance of rational "brainstorming" as opposed to the trending "economic schools." What kind of "roadmap" does this seem like, based on the historical experience of the 20th century, when all the key events occurred:

- National advancement must be a stable priority. I'd love to talk about development, but it's currently impossible to achieve on a national scale.
- the focus on comprehensive support for the light industry, like most areas of investment of public funds (financial, legal, political, humanitarian), contains risk, but within acceptable limits;
- The creative potential of specialists remains high and is quite competitive;
- to clearly convey to large retail chains the importance of purchasing and placing goods produced in Russia, taking into account, of course, their proper quality;

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- Place production orders first with those "who are already on their feet and know how to sew." They have proven their worth;

- to assist companies in obtaining European certification for materials, otherwise foreign firms will not be interested in them, and goods produced here will not reach the West;

- actively support companies with collective stands at international exhibitions;

- Provide such enterprises with loan subsidies for the purchase of raw materials and supplies. The share of these loans in the total lending volume should be between 50% and 85%;

- Exempt modern imported equipment from import duties and VAT. Ninety percent of the machines used in sewing workshops are imported;

- introduce preferential leasing.

Never before have footwear companies found themselves in a situation like this. All markets are fragmented into numerous segments. Specialization has reached such a level that the only remaining refuge from competition is the small space between two adjacent segments of different markets or within the same market.

When creating new enterprises for the production of footwear, these five entities of the Southern and North Caucasian Federal Districts are not attractive in a competitive environment due to the successfully developed footwear production.

Segmentation revealed that the population of the two districts is unevenly distributed. Incomes are significantly lower than the Russian average. When developing footwear assortments, it's also important to consider the fact that a large proportion of the population lives in rural areas. The ethnic characteristics and traditions of the residents must also be taken into account. What is the key to success in the market today for the many new and established companies, small, medium, and large enterprises (many of which were small not long ago), and for numerous commercial entities and joint ventures? It's a company's ability to provide consumers with higher-quality footwear at the same or lower price.

Modern production, or as it is also commonly called, world-class production, must meet the following requirements:

- Have greater flexibility and the ability to quickly change product ranges. Product life cycles have become shorter than ever, product diversity is greater, and production runs and batch sizes for single-run orders are smaller. Consequently, production focused on mass-producing, standardized products (strictly compliant with standards, specifications, and technical conditions), unable to constantly adapt to the needs of real, often small, consumer groups, is now doomed to extinction.

- use new forms of control, organization and division of labor that take into account the more complex production technology;

- Rely on comprehensive quality management. Quality requirements have not only increased but also changed the nature of decision-making: it's not enough to simply produce good products; it's also necessary to consider organizing after-sales service and providing additional branded services to highly individualized consumers.

- Simultaneously improve product quality and reduce costs. While previously it was possible to offer consumers a lower -quality product at a lower price, and conversely, high quality always corresponded to a higher price, today the situation has changed. Higher product quality must be achieved at the same lower price.

Currently, our country has a situation where the majority of the population has a very modest income, and it is they who are the potential buyers of mass-produced footwear.

Addressing style, marketing, and advertising challenges will enable domestically produced mass-produced footwear to appeal to this broad segment of the Russian population. Small and medium-sized footwear companies, along with highly automated manufacturing facilities, should provide footwear to the more affluent segment of the population.

In recent years, absolute growth in leather footwear production has steadily increased. Shoe factories are updating their footwear ranges to meet consumer demand, increasing the output of dress and insulated footwear, footwear with white and genuine patent leather uppers, and children's dress shoes. The country's economic transition to a market economy has led to a sharp deterioration in the Russian footwear industry due to a decline in consumer purchasing power, deepening inflation, and a non-payment crisis, which, in turn, has created an imbalance in production and distribution.

The footwear market is an integral part of economic relations, the main participants of which are, on the one hand, shoe manufacturers, and on the other, consumers. The product in this market is footwear, which represents one of the most complex groups of non-food products with a highly diverse assortment.

Footwear is one of the most important products produced by the Russian light industry and imported from abroad. The correct selection of the quantity and quality of models produced by shoe companies, as well as the competitiveness of their product range, determines the degree to which consumer demand is met, as well as the profitability and cost effectiveness of organizations. The interaction of market components (supply, demand, and footwear prices) results in the ability to maximize the demand for products at a specific price.

Thus, the importance of the footwear market lies in satisfying the needs of the population. Consequently, market development leads to increased affluence for individuals. Markets are made up of

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buyers, and buyers differ from one another in a variety of ways: their needs, financial and other capabilities, location, purchasing attitudes, and shopping habits. Market segmentation involves dividing large, heterogeneous markets into smaller (and more homogeneous) segments that can be served more effectively, according to the specific needs of these segments. To successfully market their products, footwear companies first need to segment the consumer market and determine the target segment within it.

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

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

This duality of product quality misleads those who, without understanding the art of dialectical thinking, seek to put everything "on shelves," forgetting the structure of which these shelves are parts. Product quality is merely determined by a natural foundation; it is constructed artificially.

Product quality has several creators. These include the fashion designer, the engineer, the technologist, and the manager; their qualifications and experience are easily measured. Others are also within reach, but measuring them is difficult, especially when it comes to the consumer.

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

On the surface, even determining the quality of a product produced for sale on the market seems an impossible task, as it requires aligning not converging, but (mostly) diverging perspectives. One can't help but think of Krylov's Fish, Crayfish, and Pike, all pulling a cart. In our case, there are even more subjects.

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

unsure of the manufacturer's integrity. Furthermore, the buyer has their own tastes and reasons, driven by their actual purchasing power. Then there are the interests of the market, which has become an independent economic entity. Speculation is legalized and attracts attention with its potential. By controlling the market, the intermediary—the speculator—is able to shape the image of quality in their own interests, particularly through advertising, prioritization, and so on. Finally, there is the quality of the product itself, expressed through a combination of natural and manufacturer-added properties. Ultimately, we have arrived at the "quality square," which unites product qualities and the image of quality.

The most serious contradiction, it seems, remains the divergence in the producer's and consumer's perceptions of product quality. The particular significance of the different approaches to quality between the producer and consumer is natural. They are the primary actors in the system of economic relations, sharing a common goal—the product. The former manufacture it, the latter consume it, but their motives differ, driven by their different positions in the system and their cultural perceptions of the goal.

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

Money may not have a smell, but advertising policy downright stinks, so far removed is it from objectivity and so devoid of professional honor. Irresponsible for information, advertising serves the market openly and in every way.

Unlike the seller, the manufacturer is responsible for the information both legally and for its professional reputation. The seller manipulates the information as it sees fit, while the manufacturer is constrained by liability, and the market often dictates the rules of engagement.

What's the solution for manufacturers? There's only one – direct market presence and significant investment in consumer education and awareness. Such a program is difficult to achieve alone, but united, it's absolutely possible. Domestic manufacturers have everything they need to displace speculators from the retail market. They have professional experience, qualified personnel, scientific and technical support, and a certain amount of trust from consumers who are returning to the old, pre-reform priorities, which are actively exploited by unscrupulous producers and shamefully turned a blind eye to by the authorities, who are unwilling to return to the Soviet experience. Pastry chefs, meat makers,

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and winemakers shamelessly exploit Soviet brands, replacing them with surrogates. Brands from Vyatka, Orenburg, Ivanovo, and some Moscow and Leningrad companies are returning to the market. The trend of renewed interest is gaining momentum. Of course, clothing and footwear are not like sausages and vodka, or chocolate and natural confectionery.

Product assortment development is a matter of specific products, their individual series, determining the balance between "old" and "new" products, individual and mass-produced goods, "high-tech" and "ordinary" goods, tangible goods, and/or licenses and know-how. When developing a product assortment, issues arise such as price, quality, warranties, and service, as well as whether the manufacturer intends to take a leadership role in creating fundamentally new types of products or is forced to follow other manufacturers.

The development of a product range concept precedes the formation of a product range. This concept involves the targeted construction of an optimal product range structure and offering, based on the consumer requirements of specific groups (market segments) and the need to ensure the most efficient use of raw materials, technological, financial, and other resources to produce products at low costs.

The product assortment concept is expressed as a system of indicators characterizing the potential for optimal development of the product range for a given type of product. These indicators include: the diversity of product types and varieties (taking into account consumer typologies); the level and frequency of product assortment renewal; the level and ratio of prices for a given product type, etc.

The product range formation system includes the following key points:

- identification of current and future customer needs, analysis of shoe usage patterns and consumer behavior patterns in the relevant market;
- assessment of existing competitors' analogues;
- critical assessment of the products manufactured by the enterprise in the same range, but from the buyer's perspective;
- deciding which products should be added to the product range and which should be excluded due to changes in competitiveness; whether it is necessary to diversify products by introducing other areas of the enterprise's production that go beyond its established profile;
- consideration of proposals for the creation of new shoe models, improvement of existing ones;
- development of specifications for new or improved models in accordance with customer requirements;
- study of the possibilities of producing new or improved models, including issues of pricing, cost and profitability.

But one thing is true: there is a constant evaluation and revision of the entire range.

In conclusion, I would like to emphasize once again that all of this will become a reality if one key condition is met: domestic footwear products are manufactured to high quality and with the interests of the consumer in mind.

The study focused on criteria for the rational selection of materials for the production of suits for Arctic military personnel. This will help clarify preferences that will ensure comfortable conditions for them while performing their duties.

The environment for a person wearing clothing and footwear includes air, solid ground, snow, and water. Individual areas of the human foot may be in contact with any of these environments. In cold conditions, when there is a temperature difference between the human body and the surrounding environment, a continuous heat exchange occurs, transferring thermal energy from the body to the surrounding environment. With rapidly changing environmental conditions and physical activity, maintaining a state of thermal equilibrium is virtually impossible. The process of foot cooling is accompanied by various discomforts in shoe wearers.

The development of mathematical models of the "person-suit-environment" system, which allow the creation of algorithms for calculating the initial parameters for personal protective equipment, is a relevant and direct task of mathematical modeling within the framework of the development of personal protective equipment for people located in climatic zones with elevated temperatures.

Figures approximating the human body are considered as systems with distributed or lumped parameters. Approximating the body with a single cylinder only provides an approximate representation of the human thermal regime. A rough approximation is provided by models in which thermal conductivity, heat production, and heat loss of body tissues are assumed constant throughout the entire thickness of the cylinder or layer. Most authors do not consider the human physiological thermoregulatory system. They consider a person in comfortable conditions, when thermoregulatory mechanisms are inactive. Our research takes the thermoregulatory system into account. Tissue blood flow, metabolic heat production, and evaporative heat loss are considered as functions of mean body temperature; brain temperature and mean skin temperature; brain and skin temperatures; and heat flux from the skin surface.

The essence of our position lies in a new perspective on consumer goods quality management—consumer interests, or, more precisely, in transforming the consumer from a buyer to a producer. While the consumer is left to his own devices, evolving in a market environment distorted by unscrupulous producers and advertising, unregulated by liability, he is a statistical variable for a responsible producer.

All manufacturer plans are based on statistical models that are more or less representative of the

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national economy, but not on the average enterprise's capabilities. To replace virtual, speculative planning guidelines with real, significantly more viable ones, the consumer must be moved from a zone of unlikely certainty to a space of collaboration that yields a more probabilistic forecast. From a spontaneous, resistant subject, divided by the "counter," it is necessary to transform them into an accomplice through the education and enlightenment of consciousness.

The problem with our current situation is not the Chinese commodity expansion (the Chinese have flooded both the US and half the world with their specific goods), but that we have given the consumer over to the mercy of intermediaries.

The market is a relationship within the "producer-consumer" system. Anything that intervenes between them disrupts their natural relationship. Leading European manufacturers do not allow themselves to supply our market. They enter the market themselves, through their own network of specialized stores, which are strictly controlled and independently market to consumers. By replacing "consumer" with "buyer," companies create an uncertain future. The producer, in its dialectical opposition, has a consumer, not a buyer. The consumer also needs to be involved in the issue of technical regulation: taught production literacy, educated, and trained. We need to revive the universities of knowledge for the consumer in a new form.

Conclusion

This work is the fruit of collaborative reflection on pressing issues related to improving the performance of a vital sector of the public economy by leading Russian and international experts. A collaborative monograph always has an advantage over individual creativity. An individual author, no matter how knowledgeable and authoritative, is forced by circumstances to explain not only their own perspective on the problem under study but also to discuss how their colleagues "see" it, to present another's view of the state of affairs, and to transform themselves into their opponents during the course of the announced discussion. Such a transformation, despite its conventionality, is not entirely harmless to objectivity. Even such a brilliant thinker as Hegel sinned by wittingly or unwittingly substituting for his opponents in order to more easily criticize them. This work represents an original authorial approach and offers the opportunity to discover the most significant insights firsthand, without the intermediaries that often cloud creative relationships.

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 contrast between "direct" and "indirect" actions. The expression "it's all about that" owes its origin to

quality. The issue of quality can be "forgotten" only because all fruitful and illuminating activity is ultimately aimed at improving quality. Quality is either "in the mind" or "implied." From the dynamic relationship between these projections of the quality problem in creative thinking, a corresponding graph is constructed, reflecting the relevance and profitability of activities aimed at developing production. The quality of an activity is the final criterion of its individual, collective, and national status. It is in quality that the energy of creation accumulates. The quality of our activities demonstrates the extent to which we have penetrated the essence of things, learned to control them, change their properties and form, making them serve humanity without significant harm to nature. Quality allows us to see people in new perspectives, paying tribute to their talent, will, and professionalism. 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 comes from human potential, while only a third of the world's wealth comes from natural resources and the production structure. A strategy focused on quality undoubtedly contributes to both the growing role of the subjective factor in the development of production and to the more complete and comprehensive satisfaction of human needs. The desire to "live within one's reasonable needs," as well as the need to "work within one's capabilities," 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 issue of quality is consistently supported by both the internal forces of active consciousness and external life factors. 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. The most important thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands must dominate production. Society's task is to globally foster the development of market demand: maintain a wide range of products, promote price stability, increase purchasing power, and improve product quality. E. Deming, calling modern production a "network of deadly diseases," prioritizes "production planning that is not oriented toward goods and services for which the market demonstrates demand." Try to argue with him. During the transition from an industrial to a post-industrial society of mass consumption, production is conceived as a function of the market.

Market development trends in the final decades of the last century and at the beginning of the third millennium consistently demonstrate a growing interest in consumer demand for product quality. Despite all the economic, social, and political costs, humanity is growing richer, and wealth is distributed

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unevenly. Finances, as before, are concentrated in certain regions, as are the pioneers of modern manufacturing. Analysts confidently predict a widespread focus on product quality. Consumers have recognized the need to pay for the benefits of high-quality services and products. Leading economists unequivocally state that improved product quality is not causally linked to rising prices. Positive changes in product quality presuppose qualitative shifts in technology, engineering, organization, and production management. Production must improve, but not become more expensive.

I'd also like to draw attention to a phenomenon that often eludes us amidst the hustle and bustle of problems: the historicity of the economy. The economy as we perceive it today has not always been, and will not remain, the same. Economic life changes over time, forcing us to adapt to its changing existence. The modern economy is built on a market foundation, and the laws of the market dictate their own rules. Profit, competition, efficiency, and autocracy are at the forefront. 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 is incompatible with the prospect of economic development, as evidenced by the persistent desire of social democracy in the West to orient the economy toward social security and the fair distribution of profits. This new economy is temporarily called "thrifty." The current principle of "survival of the fittest" will be replaced by "social-industrial partnership"—the manager and manufacturer will become members of a single team. Mass production will give way to an organization that follows the principle of "the manufacturer produces exactly what the consumer needs." A "lean" economy will be oriented toward resource-saving production technologies. It will require a new perspective on fundamental concepts. The philosophy of quality will also change. We must be prepared for the coming events. To the best of their ability and interests, the authors have attempted to share their thoughts and imparted their judgments on the past, present, and future of the enterprise that must provide these regions with decent living conditions.

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