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Article



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ON ENSURING THE FORMATION OF CONSUMER PREFERENCES PRIMARILY FOR DOMESTIC, IN-DEMAND, AND HIGH-QUALITY PRODUCTS

Abstract: In this article, the authors rightly focused on addressing the issue of combining state and market mechanisms for competitiveness management, as this is becoming a strategic resource for the economies of these regions, as price competitiveness in the global economy will be replaced by quality competitiveness. Therefore, increasing the quality of domestic enterprises' performance in their competitive strategy in global markets is essential for those enterprises that, due to external factors (increased competition due to globalization, the global financial crisis) and internal factors (ineffective management), have lost their competitive positions in both domestic and foreign markets, and need to regain these competitive positions.

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

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Introduction

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Many studies distinguish between strategic and long-term enterprise management; however, it is

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necessary to distinguish between strategic and non-strategic management. Every organization should be aware that the absence of a strategy invariably leads to competitive defeat. Strategic management attempts to look from the future to the present, and in this process, to identify development priorities. Strategic management, at any given moment, identifies what the organization must do in the present to achieve its future goals, keeping in mind that the environment and organizational operating conditions will change. Strategic management problems often arise under the influence of numerous external factors. To monitor their impact, it is necessary to organize ongoing monitoring of the environment, which is essential for the company's effectiveness and competitiveness.

In general, it is customary to distinguish two main types of strategic management:

— The first is regular management, and its structure contains several systems that complement each other. Within this type of strategic management, the process of managing the enterprise's core capabilities occurs.

— The second type of strategic planning is carried out in real time and is also associated with solving problems that arise unexpectedly. It is important to note that this type of planning also involves refining the strategy.

The criterion for assessing the type of strategic management can be the income from commercial activities.

The strategic significance of resources, as the potential of an organization, namely, consists of:

firstly, in the opportunities they contain to develop an optimal strategy for the subject (source of education);

secondly, in principle, the possible impact on the external environment of the enterprise (form of application);

thirdly, in particular, in the strategic formulation of the objective goals (direction of action).

It is essential to revive the role and significance of a quality-focused strategy, as only then will enterprise managers be subjectively and objectively compelled to improve their production processes using nanotechnology and innovative processes, ensuring that competitive and in-demand materials and products fully meet the needs of domestic consumers. Furthermore, it is reasonable to assert that the consumption of domestic materials and products is regulated by the market. In this case, market demands should be driven by the need for the state and consumers to play a greater role in fostering sustainable demand for domestic materials and products. Specifically, these include maintaining a product range by regulating it through federal, regional, and municipal orders; promoting price stability; and increasing consumer acceptance and gradually improving their quality. Achieving these

objectives will create the foundation for consumers to recognize the need to pay for the benefits of high-quality materials and products, and for producers to recognize that improving the quality of materials and products cannot be achieved solely through price increases, but also through technical innovations aimed at applying new technological and engineering solutions, including through quality revolutions, advertising, and actual quality.

Both political leaders and the government have recently been talking about the need for a sound industrial policy. However, a closer look at the regulatory and methodological documents on industrial restructuring suggests we're falling into the same trap we've been falling into throughout the years of reform: failing to care for our own producers.

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

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

Improving the quality and competitiveness of materials and products is becoming increasingly important at the current stage of Russian economic development. As the experience of advanced countries that emerged from similar crises (the United States in the 1930s, Japan and Germany in the post-war period, and more recently South Korea and several other countries) shows, in all cases, industrial policy and economic recovery were based on a strategy for improving the quality and competitiveness of products capable of winning both domestic and foreign markets. All other components of the reform—economic, financial, credit, and administrative—were subordinated to this primary goal.

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

The problems of improving the quality and competitiveness of materials and products at the -

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current stage of development of the Russian economy are becoming increasingly important.

The developed software for developing a technological process for producing efficient products and determining specific discounted costs, which represent 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 priority products under various production organization forms. The developed software calculates cash inflows from 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 stable economic performance 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 governments. 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 costs, and provide transportation benefits for products manufactured by 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.

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

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

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

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

The second problem is materials. We buy them for production at factories in Russia, and again in China, so we're still experiencing the same delivery issues and rising raw material prices. Russians' mentality also plays a role, says Loginov: the Chinese are used to working seven days a week, and we're clearly not prepared for that.

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

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

As [the President tells it Soyuzlegprom Andrey Razbrodin](#). For example, we make excellent down jackets and leather goods that are exported all over the world, but mass production is not easy. According to him, more and more manufacturers are already considering moving from China and Bangladesh to Russia: it's cheaper to make them here and ship them to Europe than from China. Major brands are localizing production, and our brands have begun to develop more actively.

"Setting up production just for Russia is the bare minimum," says Razbrodin. "China has established production for the entire world in 10 years, and nothing is stopping us from doing the same. We have many opportunities and traditions, while the Chinese had to learn everything from scratch. We've lost part of our industry, and it needs to be restored. Localizing finished goods will be followed by localizing fabrics, and we'll be able to restore their production. The

government should take charge of this industry. Remember how agriculture and farming were supported, and now you can buy a wide variety of cheeses, although until recently there was almost nothing domestically produced. The situation is similar here."

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 issues 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.

Innovative technological processes have been developed for the production of priority 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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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.

Comprehensive performance indicators for innovative footwear manufacturing processes, similar to other priority product types, 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, which is one of the conditions for designing innovative technological processes. The reliability of the conducted Calculations for assessing the efficiency of technological processes using target programming methods for various technological and organizational solutions are confirmed by calculations of economic efficiency indicators: cost price, profit and return on investment, and other indicators.

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.

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

Reinvigorate the role and importance of a quality-focused strategy, as only then will enterprise managers be subjectively and objectively compelled to improve their production processes using nanotechnology, innovative processes, and digital manufacturing, ensuring that competitive and high-priority materials and products fully meet the needs of domestic consumers. Furthermore, our assertion that

the consumption of domestic materials and products is regulated by the market is substantiated. In this case, market demands should shape the role of the state and consumers in production to foster sustainable demand for domestic materials and products, namely:

- maintain the range of goods, regulating it through federal, regional and municipal orders;
- stimulate price stability;
- increase consumer capacity and gradually improve their quality.

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

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

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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 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 do it A comprehensive 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 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. The performance of enterprises, 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.

It's equally important to understand the role and significance of quality performance—that is, to what extent leaders have grasped the essence of things, learned to manage them, change their properties (product range), and shape, making them serve people without significant harm to nature, for the benefit and in the name of people, that is, in accordance with the requirements of the Federal Law "On Technical Regulation." Both political leaders and the government have recently been talking about the need for a sound industrial policy. However, a closer look at the regulatory and methodological documents on industrial restructuring suggests that we are falling into the same trap that we have fallen into throughout the years of reform: 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." What are the results of economic activity today, and what are the achievements in this area? Growth of gold and foreign exchange reserves, reduced inflation, budget surpluses, and other financial and economic achievements. But are these the ultimate results of public administration, rather than the quantity and quality of goods and services sold on domestic and foreign markets and the population's ability to purchase these goods and services? And, ultimately, the quality of life of the country's population? Therefore, it is entirely logical that today's goal for all levels of the executive and legislative branches is to improve the quality of life of Russian citizens.

Let's conduct a broad factor analysis of the "quality of life" problem. Citizens' quality of life depends on the quality of goods and services consumed across the entire spectrum—from birth to funeral services—as well as on their ability to pay ,

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Positive changes in product quality presuppose qualitative shifts in technology, engineering, organization, and production management. Production must improve, which does not mean becoming more expensive. One phenomenon, often overlooked in the hustle and bustle of problems, has been rightly emphasized: the historicity of the economy. The economy as it is perceived today has not always been, and will not remain, the same. Economic life changes over time, which forces us to adapt to its changing reality. The modern economy is built on a market foundation, and the laws of the market dictate its rules. Profit, competition, efficiency, and autocracy are paramount. How long will this continue? Analysts claim that the symptoms of a new economic order are already growing. The next round of the economic spiral will also revolve around the market core, but the market's significance will not remain absolute. The priority of market competition is incompatible with the prospect of economic development, as evidenced by the persistent desire of social democracy in the West to reorient the economy toward social security and the fair distribution of profits. The new economy is temporarily being called "lean." 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 follows the principle of "the manufacturer makes exactly what the consumer needs." The "lean" economy will be oriented toward resource-saving production technologies. It has required 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 contrast between "direct" and "indirect" actions. The expression "it's all about that" owes its origin to quality. The issue of quality can be "forgotten" only because all fruitful and enlightening activity is ultimately aimed at improving quality. Quality is either "in the mind" or "implied." From the dynamic relationship of these projections, quality issues in creative thinking are arranged into a corresponding graph, reflecting the relevance and profitability of activities aimed at developing production.

International quality management standards are the most significant and comprehensive. Their application of modern methods allows us to address not only quality improvement but also cost-effectiveness and productivity. Thus, today the concept of "quality management" is evolving into "quality management."

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

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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;
 - the quality systems "ORDERING/5 S" and "THREE "NOT" are not only the basis for stability and safety of production, but also a guarantee of quality;
 - quality in the market is a paradigm for the formation of production that satisfies market needs;
 - advertising is always at the service of quality;
 - an excursion into the past as a guarantee of quality in the future;
 - the model for assessing product quality is the production priorities;
 - forecasting quality costs when developing a new range of footwear is the key to its demand and competitiveness;
 - a method of business visual assessment of a product – a means of assessing the effectiveness of quality;
 - improving the quality and competitiveness of domestic special footwear;
 - on the indicators for assessing the quality of footwear – as a tool for creating products in demand;
 - quality and the market: a marriage of convenience and this is indisputable;
 - the stability of the enterprises' work is a guarantee of the quality of the footwear they produce
- all these aspects together ensure a quality revolution, guaranteeing the manufacturer stable success in a market with unstable demand.

The authors analyzed the potential of an enterprise's quality policy and objectives within the QMS framework to strive for defect-free production, reduce defects, and guarantee consumers high-quality products. The use of software to evaluate 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 rejection of 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 a tendency among entrepreneurs and their employees to engage in bribery, conceal income from the tax authorities, forge documents, and 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

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often try to avoid uncertainty.

As a result of all of the above, it follows that in Russia, HR management and leadership are ineffective, and teamwork is virtually nonexistent. Companies focus entirely on fulfilling the conditions imposed by government bureaucrats, rather than fulfilling their responsibilities to consumers and society. Therefore, it is difficult to implement progressive foreign management methods in Russian practice. To most successfully implement effective HR management and prepare employees for a changed approach to teamwork, it is first necessary to establish measures to encourage individuality in each employee and eliminate the persistent inaccessibility of managers to lower-level managers. It is essential to create a high-quality and effective motivation system and continuous professional development so that personnel become a source of competitiveness for the company and meet modern human resource management requirements.

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

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

- equalizing (due to the redistribution of resources to equalize the standard of living of the population, especially in small towns);
- stimulating (creation of conditions in regions with specific advantages for the formation of social living conditions);
- 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 human history 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, 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

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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 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.

It'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 among 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 as part of modernization, and are we 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 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.

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The modern global economy has a global, or more accurately, integrated, appearance due to its industrialization by the third millennium. Industrialization revealed the contradictory nature of production organization and its sustainability, hence 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. Japanese analysts rightly identified the advantages of creative consolidation over the desire to defeat a competitor at any cost. Efficiency does not negate the importance of competition; it gives competition a cultural expression, naturally inherent in a civilized form of life.

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

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

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

Neoliberal ideologists refuse to support the logic of a democratic approach to understanding history. When the democratic movement was forming in England and France, its founders 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" societies. 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 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

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planning wasn't a pressing issue. The situation changed radically with the Industrial Revolution. Production became mass-produced, ushering in a competitive struggle for raw materials, sales, and labor.

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

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

Scientific knowledge is anchored in theory, but not every theory possesses the quality of 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 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.

F. de P. Hanika is a professor at the University of Khartoum and a lecturer at Cambridge. In his book, "New Ideas in Management," he uses the example of financial budgeting to identify three key aspects of resource management, all of which emphasize

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planning as a primary focus. Furthermore, he begins the final chapter, "Operations Analysis," with "Improving Management Technology" and concludes: "A group of new methods based on network analysis and applied to planning and managing complex projects is rapidly developing."

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

J. Galbraith sees the future not in confrontation, but in convergence: "Reflecting on the future," the scientist 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 bought 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 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 essential, important goals of our time," concluded the American politician, concerned about the fate of the world.

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

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

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

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

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

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

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

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

The vastly increased interest in Marx's Capital in Europe demonstrates a disillusionment with the research talent of contemporary economists. Europeans are unfazed by the fact that the scientific analysis of Adam Smith, David Ricardo, Karl Marx, and John Stanley Mill was carried out within the constraints of the classical period in the history of science, which replaced the non-classical period, which is giving way to the post-non-classical period. The issue isn't in the titles; it's in changing understandings of the specific nature of scientific knowledge.

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.

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.

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 "Plyushkin" 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.

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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.

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 21st 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 an economic policy paradigm aimed at radically 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 proposed as models. Innovators, bold scholars, and wise organizers like Gaidar, Chubais, Koch, and Burbulis never conceived of the idea that a responsible manager usually begins with: "What do I have at my disposal to copy?"

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

Whatever the economic situation, it is extremely dangerous to absolutize the importance of economic criteria and endow them with universality. Friedrich Engels strongly opposed attempts to reduce Karl Marx's theory of social development to "economic materialism" and "economic determinism." The economic basis is the foundation of social organization, but not the system-forming factor in its improvement.

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

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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 state control. 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 took into account the Soviet party experience of "cultivating" personnel, which was based on the principle of progressive promotion based on business performance and lifestyle. The market for light industry is also growing due to socio-cultural progress, in particular, 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. According to his assessment, we are "somewhat behind" Asian potential, but "we can definitely compete with Europe... there are about 30 (!) companies in Russia that know how to sew well." Following the introduction of the import ban for government and defense procurement, the share of materials from Customs Union member countries supplied to the country's law enforcement agencies increased from 30% in 2018 to 93% in 2025. By 2025, the trend is for materials from Customs Union member countries to

increase in the production of clothing and equipment to approximately 90-95%. A shift in government procurement toward domestic production will open up opportunities for related chemical industries (raw materials for threads, fittings, membranes, and insulation). Fabric and clothing production will increase, which will support equipment development. D. Manturov believes that to consolidate the achieved results, it is important to:

- clearly convey to large retail chains the importance of purchasing and placing goods produced in Russia, of course, taking into account their proper quality;
- Place production orders first with those "who are already on their feet and know how to sew." They have proven their worth;
- provide assistance to enterprises in obtaining European certification, otherwise foreign firms will not be interested in them, and goods produced here will not reach the West;
 - actively support enterprises in providing 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, such as equipment used in sewing workshops, which is 90% imported;
 - introduce preferential leasing.

As can be seen, D. Manturov's program systematizes the fundamental and primary steps toward restoring light industry to its former significance. However, Heraclitus was right when he said that one cannot step into the same river twice. The revival of light industry can be achieved on a new technological, economic, and legal basis.

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 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

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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 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 the participation of theorists F. Taylor, A. Fayol, and M. Weber. In collaboration 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 by any means necessary the principle of preventing defective products from reaching the consumer 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 rather than considered in their development. The most noticeable and sensitive conflation of quality and standards was 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 use, or more precisely, subjective use by an individual or social group, must be of high quality, both objectively and physically, and subjectively, satisfying the consumer with its physical quality. It's 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 purchase 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.

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.

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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 organization of production 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 existing 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;
- clearly convey to large retail chains the importance of purchasing and placing goods produced in Russia, taking into account, of course, their proper quality;
- Place production orders, first and foremost, 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%;

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

- introduce preferential leasing.

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 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 each develop their own understanding of product quality, linked by the manufacturer's shared interests. Buyers have a unique approach to quality. As consumers, they are unsure of the manufacturer's integrity. Furthermore, buyers have their own tastes and reasons, driven by their actual purchasing power. There are also market interests, which have transformed it into an independent economic actor. 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,

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there is the quality of the product itself, expressed through a combination of natural and manufacturer-added properties. Ultimately, we arrive at the "quality square," which unites product qualities and the image of quality.

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

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 in terms of 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, 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 system of assortment formation includes the following main points, namely:

- 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;

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– 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 will be produced to a high standard 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.

Thus, all this taken together will ensure a stable position for light industry enterprises in Russia's regions, both domestically and in markets near and far abroad. All that is needed is their goodwill and the support of all branches of government, namely, federal, regional, and municipal authorities.

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