ENTREPRENEURIAL CULTURE

Abstract
This article is a study that reveals the meaning of the concept "entrepreneurial culture". In order to understand this issue, the article analyzes the basic concepts of culture and entrepreneurship, the main features of entrepreneurship, as well as the importance of entrepreneurial culture for doing business in general. The article presents personal characteristic of an entrepreneurial culture exhibited by successful founders. Researching the main features of the concept and various aspects that are associated with it, the article reveals three levels of entrepreneurial culture that affect the entrepreneur and the eco-system in doing the business. This article can be useful for those who want to open their own business or change something in an already formed business.

Keywords: entrepreneurship, culture, entrepreneurial culture, business, economy.

In order to understand the concept of "entrepreneurial culture" it is necessary to divide it into two aspects, such as "entrepreneurship" and "culture". Let's start with entrepreneurship, which is an independent, risk-based activity aimed at systematically generating profit from owning property, selling goods, providing services. Business means making money out of money, but necessarily through useful activity. Entrepreneurship is a very complex process that employs hundreds, thousands, and sometimes tens of thousands of people. Entrepreneurship is a kind of creativity, innovation is always present here. However, it is difficult to imagine a person creating under duress. An indispensable condition for this process is his own initiative. So, the most important features in entrepreneurial activity are the following: initiative and independent activity; activities aimed at systematic profit; the entrepreneur himself, with his property, who is responsible for the results of his activities; understanding the riskiness of activities [4, c. 1].

The culture of entrepreneurship is an integral element of the organization of entrepreneurial activity. It is based on the general concepts of culture and is inextricably linked with it. As for the concept, "culture", it can be defined as the attributes, values, beliefs and behavior that an individual learns or acquires from one generation to another, and passes through one person and groups to another. The transmission of all these aspects and patterns of behavior indicates the intention to develop a certain type of culture. Therefore, by combining these two concepts together, you can understand what is an entrepreneurial culture, a society that enhances the exposure of attributes, values, beliefs and behaviors associated with entrepreneurs. Also, the entrepreneurial culture should be an environment where subjects are motivated to innovate and adopt them, as well as to accept various risk factors [5, гл. 6].

One of the important roles in the functioning of the enterprise is played by its culture. It provides the enterprise not only with high prestige, but also helps to increase production efficiency, improve the quality of products and services and, consequently, increase income [9, c. 1]. Among the characteristic elements of personal entrepreneurial culture exhibited by successful founders can be:

- Belief in your own business idea, product, service, which is going to issue a future entrepreneur, in their favor which can not only change but also improve the surrounding reality, people and their existence. It is this belief that will allow the entrepreneur to stand firmly on his feet, devoting himself entirely to his business. Due to it, he will be able to attract more people to help him.
- Diligence, independence, self-reliance, healthy individualism. Love for constant work, as an element behavioral culture of a successful person.
- Knowledge and skills of organizing the work of teams of people, formed to achieve goals. Leaders behavior, which is inevitably developed in a behavioral culture of the founder, which
consists of the ability to take responsibility for others and make decisions independently as a result of the analysis of situations, and not external pressure.

- Focus on people's needs. The ability to notice and patiently deal with people's problems; understand the needs and ability to serve interests of other companies is an important factor in the formation customer oriented organization.

- Innovation. Ability to see changes and respond to them by creating a new product. This behavior is based on understanding the variability of desires and needs of people, their psychophysical features of the constant "thirst for the new." As a result, there is a focus on the continuity of development and the creation of a new quality product [8, c. 1].

- Focus on results. The ability to see business process from start to finish.

- Understanding the need and ability to bear risks. Any founder must learn to deal with stress. It is well known, that in conditions of sudden appearance of new problems or stress, a person unconsciously resorts to a chaotic search for solutions. Therefore, the process to endure the impact of risky situations consists of the ability to return yourself to thoughtful logical actions.

- Focus on learning as a tool of own development and growth of the organization. After establishing a new company, the founder should actively develop their teaching skills. Ability and desire to teach others – a key element of the culture of the head of a stable working organizations. The last is unattainable without your own attitude to receive education, improve skills, both managerial and professional.

- Entrepreneur's expectation of economic freedom in implementation of their business activities. The economic freedom of an entrepreneur should include a sense of "free labor", the ability to make all decisions absolutely independently. However, freedom does not mean permissiveness to the detriment of other subjects of the market economy and society as a whole [10, c. 1].

- The legality of the implementation of entrepreneurial activities by all its subjects. Not only the entrepreneurs are interested in this, but also the citizens of the country, who receive quality products at reasonable prices, with the realization of the real right to choose the right and acceptable manufacturer in all respects.

- Strict fulfillment of obligations and duties. It follows from the legal norms, contractual relations and legitimate transactions. The specific manifestation of these relations is the non-infliction of property and moral damage to business partners, competitors, consumers, employees [4, c. 3].

Many modern concepts of business management, state and public organizations are based on the acceptance by employees and managers of certain generally recognized values, cultural codes, and ethical codes. Aspects such as fairness in wages, rude treatment with subordinates, coercion to unpaid or low-paid overtime, negligence and poor-quality performance of work, abuse of prices due to lack of professional knowledge among consumers – these and other actions are largely due to the cultural characteristics of individuals, traditions and customs of trade. Thus, it is cultural factors that determine the face of business, determine the entire system of relationships between consumers and producers, form ethical values and behavioral stereotypes [1, c. 58].

When people talk about the development of an entrepreneurial culture in a particular country, they usually mean the degree of business civilization, its openness and information transparency, the degree of trust of market participants in each other. It also takes into account the level of offenses and corruption, the ability to resolve conflict situations through compromises and negotiations, rather than by force [2, c. 1].

Entrepreneurial culture, being a part of the culture of any country or community, is largely formed due to the value orientations that prevail in the mass consciousness [7, c. 2]. On the basis of established values, stereotypes and rules of behavior are formed, which, in turn, are formalized over time into business customs and traditions. Entrepreneurial culture, despite established customs and traditions, is inherently heterogeneous. Individual entrepreneurs, business associations and businesses hold different beliefs and perspectives on life and the way of doing business. Some
believe that deceit and violation of the obligations assumed are unacceptable both in business affairs and in everyday life; should not maximize profit at any cost. Representatives of other business circles believe that certain dishonesty, unfair competition, concealment of profits from taxes, deception of consumers is permissible in business affairs. Bribery of officials, underwriting and fraud are also not excluded. Entrepreneurs from this group argue their position and actions with various arguments, but in general, their point of view is based on those provisions about culture as a means of suppressing and enslaving a person [3, c. 9].

The culture of entrepreneurship is classified into three different levels. The first is the surface level, or, as it is also called, invisible. This is the level of attributes and values that show what sustainable principles and rules of behavior in the organization are created for employees, and how people in this organization work and interact together. Entrepreneurial qualities are natural and cultivated indicators that show people who can be entrepreneurs. This set of characteristics has been recognized as a contributor to the understanding and development of entrepreneurship. The importance of entrepreneurial qualities depends on things, influencing the fact that a person takes up a business and begins to lead it. To encourage entrepreneurial qualities, it is necessary to influence the development and implementation of a business idea. The second level – subsurface, translucent or semi-conscious allows you to understand why the organization has certain conditions for work, rest of employees and customer service, why people in this organization demonstrate these patterns behavior. These are the values and norms, principles and rules that determine the internal and, to some extent, the external life of the organization. Entrepreneurial mindness plays a very important role at this level. It is the attitude of an entrepreneur towards a certain object in a favorable or unfavorable way, based on predisposition. Relationships are the basis for motivating human behavior and feelings of personal satisfaction. Entrepreneurial attitudes affect what a person has experienced, how he thinks and feels about what he has gone through. The third – visible or rude level – the level of basic assumptions that exist at the subconscious level and relate to the surrounding reality, attitudes to the external environment, to the essence of human nature and the motives of human actions [6, c. 1].

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**ПРЕДПРИНИМАТЕЛЬСКАЯ КУЛЬТУРА**

**Аннотация**

Данная статья представляет собой исследование, раскрывающее смысл понятия «предпринимательская культура». Для того, чтобы разобраться в этом вопросе, в статье анализируются основные понятия культуры и предпринимательства, основные черты предпринимательства, а также значение предпринимательской культуры для ведения бизнеса в целом. В статье представлена личностная характеристика предпринимательской культуры успешных учредителей. Исследуя основные черты концепции и различные аспекты, которые с ней связаны, в статье выявляются три уровня предпринимательской культуры, влияющие на предпринимателя и экосистему при ведении бизнеса. Эта статья может быть полезна тем, кто хочет открыть свое дело или что-то изменить в уже сформировавшемся бизнесе.

**Ключевые слова:** предпринимательство, культура, предпринимательская культура, бизнес, экономика.

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**DIGITALIZATION AS THE CONCEPT FOR THE DEVELOPMENT OF THE ENTREPRENEURIAL ECOSYSTEM**

**Abstract**

Digitalization, which has become the main trend in the development of not only the economy, but the whole society, could not bypass the entrepreneurship. Despite less opportunities than for large companies, entrepreneurial organizations are paying more and more attention to digital technologies, so it is important to assess what consequences not only the introduction of digital technologies, but also the replacement of traditional technologies with digital ones can cause. Conceptually, in our study, we rely on the entrepreneurial ecosystem theory in the context of the impact of digital technological development on the entrepreneurship.

**Keywords:** entrepreneurial ecosystem, digitalization, economic development, social development.

Digitalization, which has become the main trend in the development of not only the economic system, but also the entire human society, could not bypass the entrepreneurial ecosystem. Entrepreneurial organizations are paying more and more attention to digital technologies, so it is important to assess what consequences not only the introduction of digital technologies in entrepreneurial ecosystem, but also the replacement of traditional technologies with digital ones can cause. The innovative development of the entrepreneurial ecosystem has already experienced shocks from the introduction of new technologies aimed at increasing the productivity of entrepreneurial production. As digitalization transforms entrepreneurship, it is necessary to figure out how to consider the consequences of cumulative innovation processes to reduce risks and maximize opportunities for entrepreneurs. Conceptually, in our study, we rely on the theory of entrepreneurial ecosystem in the context of the impact of digital technological development on policy. We believe that the active introduction of digital technologies into the entrepreneurial ecosystem will have a positive impact on its sustainable development [1], however, when choosing