

УДК 657.412
JEL Classification G11

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UNIVERSAL MATRIX OF MODERN MARKET: SOCIOLOGICAL CONTEXT

The article analyzes the combination of social relations which form modern market. The introduction of two coordinate vectors: a) state of the personality that is in the reproductive, adaptive and creative states and b) state of society, which is in the state of stagnation or developing randomly or according to linear laws, serves the basis for the formation of the coordinate grid with nine taxa. Each market segment has its own "climate" and "requirements" for a company's behaviour. The rationally proved movement across matrix field helps the companies win the competition and survive.

The means of optimization is the corporate ideology as a universal tool of bringing the above-mentioned components into compliance with each other. Corporate ideology has to be of nine types. The conducted research showed that: 1) the mode of declining development corresponds to the ideology of traditionalism, which adheres to the value and sanctity of traditions, value of activity as a repetition and reproduction of existing behavior samples and doesn't presuppose their rational criticism; 2) the mode of imposed development of medium intensity corresponds to the ideology of compromise, which adheres to the need of reciprocal concessions in solving production problems in conditions, when integrative relations between suppliers and customers collapse; 3) the mode of imposed risk – the ideology of conformism, which promotes the value of coordination, leveling, pursuance of uniformity, single-mindedness in conditions, when production conditions deteriorate; 4) the mode of natural development of medium intensity – the ideology of rationalism, which follows the need of further intensification of the production process; 5) the mode of evolutionary development – the ideology of evolutionism, which adheres to the value of timely change of mode of thinking, mindset and activity on account of any modifications of production conditions; 6) the mode of imposed development of high intensity – the ideology of convergence, which coheres to the value of equation of properties of similar production situations and rules of behavior despite the stick-slip changes of production conditions; 7) the mode of initiated risk – the ideology of individualism, which adheres to the value of uniqueness and singularity of individual's activity and mindset to break the conservative system, functioning in static market conditions; 8) the mode of natural development of high intensity – the ideology of innovations, which promotes the value of such way of thinking, mindset and activity that are marked by constant striving for innovations, for the development and implementation of completely new forms of organization of production, work and management, and interpersonal relationships between participants of the production process under the conditions of gradual changes of external conditions; 9) the mode of revolutionary development – the ideology of co-evolutionism, which adheres to the value of such mindset, way of thinking and activity, which perceive the processes inside and outside state enterprise or private company as co-developing.

Keywords: market, personality, society, company, company's social organism, taxon, market relations, ideology, values.

DOI 10.37659/2663-5070-2019-3-6-14

The phenomenon of market is very controversial in modern academic literature. Some authors view it as power, which "sorts everything out" at its option. Other scholars define it as rigid order and appeal to its laws. At the same time business managers need to orient in modern market realia. Therefore, they should have specific knowledge of the essence, content, structure and possible variants of behavior in different market segments.

To specify these attributive market characteristics, we conducted special analysis and classified the existing segments of modern market. I hope that the matrix of market relations will help the heads of small and medium enterprises clearly orient in the market environment.

Market is the combination of economic relations, emerging between producers and consumers in the process of free equivalent exchange of produced goods (services), which is organized according to

the laws of commodity production and monetary circulation [7].

It follows from the definition that, first, market always depends on the nature of production, though it is rather independent and actively influences all reproduction processes, their end results and efficiency. Second, market formation is not the goal in itself. It is the means of achieving the efficient system of management. Third, market means the system of self-regulation of economy, which stimulates the development of production by its quantitative and qualitative parameters. However, at present such market is an anachronism. The historical experience shows that free market, which operates automatically and self-regulates, cannot be efficient. Roman law had the norms, regulating market relations of exchange.

Market is defined as a self-sufficient, automatically acting, self-regulating mechanism – an abstraction, which in some way reflects the realia in the economy of some countries at the end of the last century. Modern market is one of the components of a much complex system of management, the elements of which are: 1) market relations, which are based on the competition of separate manufacturers, free prices, supply and demand and comprise market of goods and services, labour market, capital market, finance and credit market, etc.; 2) numerous regulating institutions, primarily state institutions, the main goal of which is to maintain balance between supply and demand, consumption and accumulation of commodity and monetary masses; 3) the system of well-developed legislation, which sets “the rules of game” on the market and transforms the market from “wild” into civilized; those are anti-monopoly (antitrust) legislation, property legislation, laws, regulating contracts, agreements and obligations, consumer protection, labour and social security; 4) state of collective consciousness (culture, ideology, legal awareness); 5) high-quality information and analytical base, i.e. market infrastructure (commodity exchanges, securities exchanges, employment offices, information centres, advertising agencies, non-cash payment facilities, etc.).

The goals of market economy can be achieved if the market performs a range of functions, namely: 1) information function, which reveals social needs, demand for goods and services and gives an insight into market situation; 2) regulating function, which defines the structure of supply and manifests itself in distribution and redistribution of resources in accordance with effective demand; 3) incentive function, which motivates producers to reduce production costs and increase production efficiency by means of introduction of new equipment and technologies, rational use of raw and other materials, quality improvement of goods and services; 4) integrating function, which provides the interaction of the above-mentioned functions and helps to make efficient decisions on operations of businesses; 5) control function, which provides consumers’ influence on production as the market defines the relevance of produced products.

This is a commonplace truth, known to every interested individual, who studied at university or found and read articles on the Internet. On the basis of functional nature of social systems, which include basic social organisms of production and non-production companies, we would like to represent the market as a system of common taxa that emerge depending on the correlation of characteristics of company’s staff (aggregate worker) and state of society. Aggregate worker is all workers, taking part in production of material goods and services. Let’s explain some phenomena in more detail.

A company’s social organism is defined as basic social organism [1-4]. A company can be viewed as a form of social organization, which provides viability of the middle class – the creator of pattern, which is formed by the systems of corporate values. In most economic glossaries company is defined as “an organization, which has business activities” [5]. A company may consist of one or more enterprises. Companies appear in all branches of economy and may have different types of ownership. The notion “company” may also denote a business person’s name or trademark (brand name).

In our point of view, the notion “company” can be used to denote any formal organization in the modern society, which does not necessarily perform business activities, but satisfies certain social needs. Companies function as independent and self-sufficient organizations, as such units of market relations, which are capable of further self-development.

In the generic social system or social organism of any country there is the class of social organisms, which should be called primary. They form a specific level in the general social system. The most widely spread are industrial or business microorganisms. They appear in the sphere of material and

spiritual realization and are aimed at satisfying people's needs in certain goods or services.

O. Zinoviev, for example, divides social cells – according to our terminology “basic social microorganisms” – into two groups. He writes: “The first group includes cells, which provide society with food, clothes, accommodation, means of communication and other means for satisfying people's needs. Let's call them productive or business cells. The second group includes cells, which provide the integrity and protection of the social organism, public order, elaboration and implementation of the rules of people's behavior and their associations in relation to each other. Let's call them municipal cells. Their distinctions are not absolute. Sometimes the cells of one group partially perform some functions of the cells of another group. There are mixed cells. Both of them are subject to the force of laws of business and municipal aspects, but to different extent and in different forms. However, there is difference between them, which plays an important role in defining the character of the social organism” [6, p. 53].

There is no general theory of social cells (for example, social cytology). Therefore it is difficult to determine what concentration and association of people is the cell of the social organism. In literature there are the following major features of such formation: from a morphological perspective it is the presence of the governing body, from a functional perspective it is specialization, mainly commitment to satisfy specific human needs. Besides, there are the rulers and the ruled; there are people, who work and earn reward – they perform their major living functions and get means of subsistence for this. This feature of social cell is defining.

O. Zinoviev writes in his work “The West: Phenomenon of Westernism”: “Cell is such an association of people that has certain specialization as an entity and acts as an entity within the scope of specialization. The cell has a governing body. It may be an individual or a group of people, in bigger cells it may be a complex organization. The cell cannot exist without governing body” [6, p. 52].

Basic social organisms appeared, because human mind got specific conditions for self-development and further functioning. As a rule, those were intellectual formations limited by circumstances. According to F. Schelling, basic social organism is “a diminished, compact image of the universe”. He continues: “The deeper we get into the organic nature, the narrower is the world, represented by organization, and the smaller is the part of universe, compressed into organization” [11, p. 366]. I would like to add that the more complex is the structure of that microform. “Climbing the ladder of a number of organizations we find out that feelings (and I will also add consciousness – *V. B.*) gradually develop in the same order, in which the world of organizations spreads due to them” [11, p. 366-367].

At the same time F. Schelling was right, pointing out that “the basic feature of organization is that it, as if being excluded from the mechanism, is not only the reason or action, but is also the way for itself, as it is everything for itself” [11, p. 369]. I also refer this thesis to social organisms.

Our idea is that at this level the contradiction between an individual and society is in the organizational form and is as follows (Fig. 1).

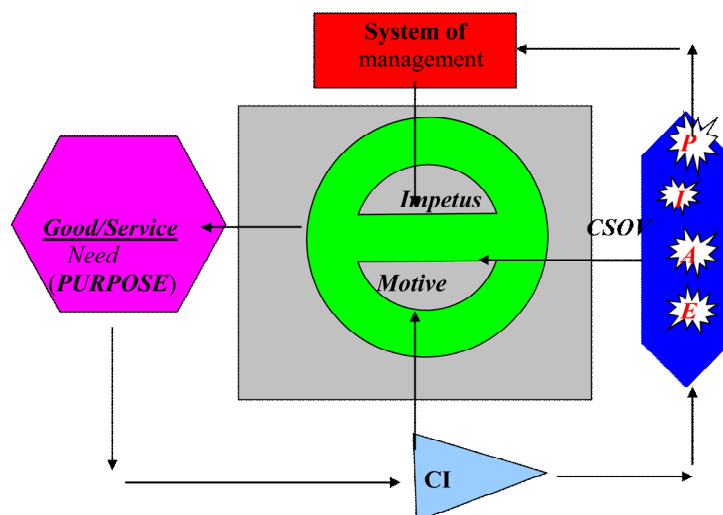



Fig. 1. Heuristic model of basic social organism

In this scheme CI stands for corporate ideology;

CSOV is corporate system of values;

 – economic, anthropological, ideological and political values of organization, referring it to country's organism.

The provided model shows that the self-motion mechanism of basic social organism consists of two stages: *direct stage* – from public needs in goods or services to corporate system of values and *reverse stage* – from corporate system of values to goods or services, produced to satisfy human needs. The self-regulation mechanism of company's social organism consists of two separate mechanisms, namely: 1) the mechanism of traditional management due to the system of corporate values, 2) the mechanism of innovation management due to innovative ideas, resulting from company's ideologemes.

Corporate ideology is the aspect of spiritual production and reproduction of basic social organism, motivation is the aspect of material production, in the course of which workers of enterprises, organizations and institutions produce goods or services. Stimulation as a function of the management system is aimed at maintaining vital processes of basic social organism within specific range of variations.

The existence of basic social organisms in the structure of a country's generic social organism promotes the continuous process of production and reproduction of its organs.

Staff or aggregate worker are all people, working for the company, regardless of the type of work they perform: production of material goods or provision of services. According to activity I divide staff into three categories: reproductive, adaptive and creative. These characteristics are well known, therefore I will not comment on them.

Society is an organized group of people, connected by specific relationships at a certain stage of historical development. Society is a social self-sufficient system, based on interrelationships between people, who satisfy their personal needs. The relations between people in society are called social. As a rule, society has its own cultural and historical heritage, social norms and regulations. Every society has its own subjects of social communication – individual, family, class, group, nation, state and others. Major components of society are property, labour and family.

In this case, according to my observations, the state of society can be defined by three characteristics: 1) static society or society in stagnation; 2) society, developing according to linear laws; 3) society, developing by leaps and bounds, i.e. in an unpredictable way. The specific state of a particular society defines the conditions in which the company functions and develops at a certain point.

Taxon (from taxis – location) is a specific market segment [9]. According to other sources, taxon (Latin taxon, plural taxa; from Ancient Greek τάξις – order, arrangement, organization) is a classification unit; an element of taxonomy, a group in classification, a level of taxonomic rank, used in biological classification [10].

The notion "taxon" was first introduced in sociology by academician T. I. Zaslavska. I often used this term in my scientific works. It efficiently performed the explanatory function. The author, who introduces a new taxon and gives it the name, should make it public through publishing the name, providing it with relative diagnosis in widely-spread periodical publications or books.

The notion is mainly used in biological systematics, in which taxon is defined as a group of organisms, combined on the basis of standard methods of classification, interconnected with a certain degree of biological similarity and being distinct from other groups, so that it can be assigned a taxonomic category (taxonomic rank) – species, genus, family, etc.

Every taxon has its own diagnostics. In biological systematics taxon diagnosis is defined as a list of its essential features that differentiate taxon from other taxa (which may include this taxon or be included in it, or do not even intersect). Diagnosis is taxon's intensional definition, which may be monothetic or polythetic.

The monothetic definition of taxon provides that every representative of taxon has a characteristics (or a combination of correlated characteristics), peculiar to this taxon. The polythetic definition of taxon provides that there is no general characteristics of taxon, therefore taxon is

characterized by a certain group of features, and none of the members of taxon can be ascribed the diagnostic values of all features, belonging to the group [10].

In other words, in systematics taxon is a group of discrete objects, interconnected with common features and properties, due to which they can be assigned a taxonomic category [8]. Taxon can be singled out on the basis of various features and properties of objects – similarity of origin, structure, content, form, functions, etc. However, in every case the set of features and properties should be enough for taxon to occupy a single place in the system and not intersect with other taxa. To complete the tasks of systematics and taxonomy it is important to distinguish between the terms “taxon” and “taxonomic category”.

Taxon always characterizes a certain collection of objects (of organic world, geographical units, language, etc.), taxonomic category denotes only designations and logical conditions of marking this level of hierarchy or rank of system organization. Therefore, for example, in biology, in which these categories are the most widely spread, the notions “species”, “genus” and “family” belong to taxonomic categories, taxon is made up of species “Scotch pine” or order “Gnawing animals”.

On the basis of the approved idea of social organism, consisting of individual and company’s staff or aggregate worker at the moment of their social interaction there appear specific nets of social relations, specific market segments – taxa. All such relations-interactions of companies and society in region, country or even in the world, quantized in taxa, form the matrix of modern market. On the basis of synthesis of these two moments into one organic entity in 1993 I developed a variational model of the combination of social relations, which constitute modern market.

Each taxon, formed during social interaction between company and society, has a specific characteristic feature. Depending on the character of correlation between activity of staff and state of society specific taxa are formed, which define functioning modes in particular space.

We characterize them in the following way: taxon 1 – the mode of declining development; taxon 2 – the mode of imposed development of medium intensity; taxon 3 – the mode of imposed risk; taxon 4 – the mode of natural development of medium intensity; taxon 5 – the mode of evolutionary development; taxon 6 – the mode of imposed development of high intensity; taxon 7 – the mode of initiated risk; taxon 8 – the mode of natural development of high intensity; taxon 9 – the mode of co-evolutionary development (Tab. 1).

Uneven development of society	<u>Taxon 3</u> Mode of imposed development	<u>Taxon 6</u> Mode of imposed development of high intensity	<u>Taxon 9</u> Mode of co-evolutionary development
Linear development of society	<u>Taxon 2</u> Mode of imposed development of medium intensity	<u>Taxon 5</u> Mode of evolutionary development	<u>Taxon 8</u> Mode of natural development of high intensity
Static society	<u>Taxon 1</u> Mode of declining development	<u>Taxon 4</u> Mode of natural development of medium intensity	<u>Taxon 7</u> Mode of initiated risk
Personality	Reproductive	Adaptive	Creative →

Tab. 1. Classification of social relations in the market model of society development

It should be noted that taxa 3 and 7 are inappropriate for efficient company’s function, as they are high-risk market segments. In one case it is caused by unfavourable external conditions, on the part of society, in another case it is the result of negative internal relations.

Taxa 2 and 6 form the line of imposed development of company, as society is stronger than its staff. As a result, society dictates the behavior forms to the company, which cannot do anything with it and should bend to external circumstances.

Taxa 4 and 8 form the line of natural development. In these taxa company’s staff plays a key role due to its activity, which is logical.

Taxa 1, 5 and 9 form the line of optimal development. This means that companies reach best market rates when passing from taxon 1 to taxon 9 through taxon 5.

The specific feature of finding the direction of movement is that one can move only at right angle, as the driving force is either staff or society. If two competing companies are in taxa 2 and 4 it means that the company in taxon 4 will win the competition on the market against the company in taxon 2.

When knowing their state in every particular case one can quickly and without substantial costs define the actual state of company's organism of a particular goods producer, individual or collective, its position at the present time, a desired place in the future and rational promotion route to a more favourable market niche.

Both companies that are in taxa 2 and 4 should move to taxon 5, in which they will be in the mode of evolutionary development. However, each of them will use different ways and methods of transition. The company in taxon 4 will have to create positive external conditions. The company in taxon 2 will have to focus on training of aggregate worker and human resources management. When market entity transits or transfers from one mode to another it develops. The choice of the development factor is the core of rational strategy of its behavior on the market.

Compared to the "growth – share" matrix, familiar to management experts and proposed by the Boston Consulting Group from Massachusetts (USA), the described polysystem of social relations in conditions of economic development of civilization, that I called the variational model of forms of market entity functioning, consists of nine possible variants of development: declining development; evolutionary development; co-evolutionary development; two modes of natural development; two modes of imposed development and two destructive modes of development (Taxa 3 and 7). The movement of market entity in the direction "declining – evolutionary – co-evolutionary development" seems to be optimal, but it is difficult to realize it in pure form in practice.

The methodological value of this matrix was examined in 1993 in the enterprises of Zaporizhzhia industrial complex, mainly in the state corporation "Zaporizhtransformator", the Dnieper Hydroelectric Station, Dnieper Aluminium Plant and universal exchange "Khortytsia". We studied such company's attributive characteristics as specific types of a company's behaviour, positions of staff according to taxa, management style, corporate ideology and corporate system of values.

The proposed matrix of market relations proved to be an efficient methodological tool of marketing and management studies of a company's state, staff motivation and introduction of strategy of its development in the regional market.

At present these figures make no matter, but at that time the aggregate worker of state enterprise was mainly in taxa 1 and 2, the aggregate worker of private stock exchange was in taxa 1 and 4. This means that at that time private structure was more competitive than state enterprise due to a more efficient activity of its aggregate worker. The variational model helped to efficiently solve the problem of optimization of system interaction between the components of company's social organism and a particular worker, professional groups, aggregate worker and organization as an active unit of regional market.

The means of optimization is the corporate ideology as a universal tool of bringing the above-mentioned components into compliance with each other. Corporate ideology has to be of nine types.

The conducted research showed that: 1) the mode of declining development corresponds to the ideology of traditionalism, which adheres to the value and sanctity of traditions, value of activity as a repetition and reproduction of existing behavior samples and doesn't presuppose their rational criticism; 2) the mode of imposed development of medium intensity corresponds to the ideology of compromise, which adheres to the need of reciprocal concessions in solving production problems in conditions, when integrative relations between suppliers and customers collapse; 3) the mode of imposed risk – the ideology of conformism, which promotes the value of coordination, leveling, pursuance of uniformity, single-mindedness in conditions, when production conditions deteriorate; 4) the mode of natural development of medium intensity – the ideology of rationalism, which adheres to the need of further intensification of the production process; 5) the mode of evolutionary development – the ideology of evolutionism, which adheres to the value of timely change of mode of thinking, mindset and activity on account of any modifications of production conditions; 6) the mode of imposed development of high intensity – the ideology of convergence, which adheres to the value of equation of properties of similar production situations and rules of behavior despite the stick-slip changes of production conditions; 7)

the mode of initiated risk – the ideology of individualism, which adheres to the value, uniqueness and singularity of individual’s activity and mindset to break the conservative system, functioning in static market conditions; 8) the mode of natural development of high intensity – the ideology of innovations, which promotes the value of such way of thinking, mindset and activity that are marked by constant striving for innovations, for the development and implementation of completely new forms of organization of production, work and management, and interpersonal relationships between participants of the production process under the conditions of gradual changes of external conditions; 9) the mode of revolutionary development – the ideology of co-evolutionism, which adheres to the value of such mindset, way of thinking and activity, which perceive the processes inside and outside state enterprise or private company as co-developing (Tab. 2).

Uneven development of society	<u>Taxon 3</u> Ideology of conformism	<u>Taxon 6</u> Ideology of convergence	<u>Taxon 9</u> Ideology of co-evolutionism
Linear development of society	<u>Taxon 2</u> Ideology of compromise	<u>Taxon 5</u> Ideology of evolutionism	<u>Taxon 8</u> Ideology of innovations
Static state of society	<u>Taxon 1</u> Ideology of traditionalism	<u>Taxon 4</u> Ideology of rationalism	<u>Taxon 7</u> Ideology of individualism
Personality	Reproductive	Adaptive	Creative →

Tab. 2. Ideology of company’s behaviour on the market

It should be noted that in the above-mentioned example in state corporation “Zaporizhtransformator” the corporate ideology, existing at that time, didn’t perform its major function – to optimize the development of market entity. It didn’t facilitate the formation of evolutionary mindset, on the contrary it artificially kept transformer constructors in reproductive mode, creating frustration of consciousness and panic. Over 90% of transformer constructors stated that they felt the pressure of reproductive ideology. As a result, every sixth respondent felt fear for the future. I provided this example only to prove the methodological value of the proposed matrix of market relations, as I did conduct new investigations.

The significance of this market research tool is that it may help to define the place of entity on the market and develop the competitive win strategy against it.

The coordinates of the object on the market are actual state of its spiritual and material components. When assessing the state of the enterprise on the market one should focus on the quality assessment of its major product, as it comprises the combination of internal and external activities of goods producer. In this case the product can be viewed as an integrative function of the market unit, which is supplied by the company into the external environment in the form of goods and services.

The theoretical justification of the variational model of the combination of social relations showed that: 1) the mode of declining development corresponds to the traditional products, manufactured goods producer for a long period of time; 2) the mode of imposed development of medium intensity corresponds to a little bit modernized product, without obvious changes in its quality characteristics; 3) the mode of imposed risk – faulty product; 4) the mode of natural development of medium intensity – product, improved in its major quality parameters; 5) the mode of evolutionary development – substitute (interchangeable) product, which meets current customer’s needs and is produced on the most efficient technology; 6) the mode of imposed development of high intensity – licensed product, produced with external assistance; 7) the mode of initiated risk – untimely product, which is a little too previous and therefore serves to meet the need, which has not actualized yet; 8) the mode of natural development of high intensity – promising product, which not only meets current needs, but also advances them; 9) the mode of co-evolutionary development – product, which develops needs and forms new rational customer’s needs (Tab. 3).

Thus, we proposed all participants of market relations a unique methodological tool for assessing the state of modern market. The matrix of market relations is based on two coordinates: state of company’s aggregate worker and state of society or market environment, in which company operates. The state of aggregate worker has three variants: 1) reproductive, 2) adaptive and 3) creative state. The state of society (market environment) has three variations: 1) society in static state, without progress; 2)

society, which develops according to linear laws; 3) society, which develops unevenly, in an unpredictable way.

Uneven development of society	<i>Taxon 3</i> Faulty products	<i>Taxon 6</i> Licensed products	<i>Taxon 9</i> Conceptual products
Linear development of society	<i>Taxon 2</i> Modified products	<i>Taxon 5</i> Substitute (interchangeable) product	<i>Taxon 8</i> Stimulating products
Static society	<i>Taxon 1</i> Traditional products (fast-moving consumer goods)	<i>Taxon 4</i> Modernized products	<i>Taxon 7</i> Futurological products
Personality	Reproductive	Adaptive	Creative

Tab. 3. Company's position on the market is defined by Products' features (quality)

We single out nine taxa, typical market segments, each of which has its specific climate, which requires specific behavior of goods producer in this segment. The company can find relevant taxon if it defines the correlation between its state and character of market environment, in which it operates. This means that if market analyst or management system of a particular company knows the qualitative characteristics of the above-mentioned modes of variational model of the combination of market relations, has state assessment methods of its subsystems, it will always efficiently define its place on the market of goods and services.

Having learnt the rules of movement in the system of market relations, they will always properly define their place on the market and correctly formulate their strategic goal, tactical and operative tasks, find rational ways of their accomplishment, i.e. find efficient methods of self-preservation and win the competition in conditions of market model of society development.

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Універсальна модель сучасного ринку: соціологічний контекст

У статті проаналізовано сукупність суспільних відносин, що утворюють сучасний ринок. На основі введення у систему двох координатних векторів: а) стану особистості, що перебуває у репродуктивному, адаптивному і креативному станах, б) стану суспільства, що перебуває у стані стагнації, розвивається за лінійними законами або непередбачувано, створюється координатна сітка з 9 таксонів. Кожному сегментові ринку притаманний «свій клімат» і «свої вимоги» до поведінки фірми. Раціонально обґрунтований рух матричним полем дозволяє фірмам забезпечити виграти у конкурентній боротьбі і виживання.

Ключові слова: ринок, особистість, суспільство, фірма, соціальний організм фірми, таксон, ринкові відносини, ідеологія, цінності.

УДК 332.024

JEL Classification M13, R 11, R51

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RURAL ENTREPRENEURSHIP: BETWEEN START-UPS, HIDDEN CHAMPIONS AND FAMILY BUSINESSES¹

The paper is focused on the role of entrepreneurship in rural areas. This topic is becoming more urgent in Germany nowadays in the context of contemporary tendencies based on accelerating economic development, rethinking of social issues, implementing sustainable development goals in everyday practices, and new political frameworks. The research is based on the hypothesis that rural regions are very diverse; nevertheless, these regions generally have lower start-up rates than urban regions. Conducting the research we clarified that the sector structure of start-ups in rural areas is less focused on high-tech and more on start-ups in the area of the “Green Economy”. Venture capital-financed start-ups are rarely found in rural regions. The importance of Family Businesses and Hidden Champions is stronger in rural regions than in urban ones. There are large differences within the group of rural regions in terms of start-up activities and entrepreneurship in the form of Family Businesses and Hidden Champions.

We concluded that Champions in rural areas can be explained by the strengths of rural regions. There is often a special long-term relationship between rural regions and their companies. Regionally rooted Family Businesses and Hidden Champions value the region’s solidarity with businesses as strength of rural regions.

¹ Gratitude for helpful comments to Rene Andres, Christian Fisch and Florian Hosseini in an earlier version of the manuscript.