

*Under today's unstable market conditions of business, one of the urgent problems has become the study of economic freedom and entrepreneurial culture as strategic dominants of the transparency of the development of enterprises. This is due to the need to ensure the efficiency of activities and strengthen the competitiveness of Ukrainian enterprises in the European market. This defines economic freedom and entrepreneurial culture as the most priority criteria for the transparency of enterprise development by vector and rank direction. The relationship between economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development was substantiated. The set of structural and logical subsystems of transparency of development, which are interconnected and functioning, taking into account the specifics of their impact on the strategic and analytical support of enterprises, has been studied. The variability of the strategic dominant influence of economic freedom and entrepreneurial culture on the transparency of the development of enterprises was formed using the hierarchy analysis method. The obtained variability allows taking into account the qualitative and quantitative characteristics of the degree of influence of economic freedom and entrepreneurial culture on the general level of transparency of the development of enterprises, which is the basis for the development of strategically oriented areas of their activity*

**Keywords:** economic freedom, entrepreneurial culture, strategic dominants, transparency, economic development

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# FORMATION OF ECONOMIC FREEDOM AND ENTREPRENEURIAL CULTURE AS STRATEGIC DOMINANTS OF ENTERPRISE DEVELOPMENT TRANSPARENCY

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## 1. Introduction

Under the latest conditions of the functioning of the world economic system, the presence of a sphere of transparency in the development of enterprises contributes to the strategically relevant growth and transition of the country to the financial and European vector of activity. The process of forming the transparency of development contributes to the justified determination of the real need of enterprises in their own and involved sources of financing for previously forecasted areas of economic activity. This determines the resource limitations and development potential of enterprises and leads to the consolidation of ways of strategic adaptation, respectively, preserving their economic freedom and ensuring the effectiveness of activities in a strategic perspective. Economic freedom and entrepreneurial culture, which systematically accompany such activity, play the most significant role in the overall impact of risks on the economic development of enterprises. In a market economy, economic development is the main condition of life and the

basis of the stability of the state of enterprises in conditions of transparency.

That is why studies that consider the dominant influence of economic freedom and entrepreneurial culture on the transparency of enterprise development are relevant under modern market conditions.

## 2. Literature review and problem statement

Modern market conditions of adaptive and relevant entrepreneurship require the formation of effective comprehensive support for the process of forming the transparency of enterprise development. This is explained by the fact that Ukrainian enterprises are characterized by technological backwardness and energy-intensive production, they have a low level of diversification of sales markets, which leads to insufficient adaptability to the transparency of development and leads to negative trends in production. Therefore, the excessive openness of the economy of enterprises with the underdevelopment of the

domestic market is accompanied by high sensitivity to fluctuations in the external environment, and under the conditions of crisis phenomena, it is one of the first to experience new challenges related not only to financial problems but also to changes in the climate, world and regional energy and food crises. That is why, under the conditions of the concentration of attention of the management apparatus of state structures and industrial enterprises, the problem of forming the dominant influence of economic freedom and entrepreneurial culture on the transparency of the development of enterprises requires further consideration. Thus, in work [1], the transparency of enterprise development is considered as a set of all available cognitive modes, perspectives, operational forces that can be used in a certain field, industry. In work [2] it is shown that the development of enterprises also takes into account the potential. Unsolved questions in article [3] are related to the hidden strategic possibilities of enterprises, which can be revealed under certain renovation conditions, remain unresolved. Such approaches to hidden strategic conditions in the functioning of enterprises are taken into account and considered in the work [4]. The implementation of a qualitative analysis of the transparency of development in the activities of enterprises was considered by scientists [5–8] in terms of level ranks. For example, work [5] defines the appropriate strategic level of financial and economic stability; work [6] – investment and innovation development; paper [7] – the target strategic level of profitability; and [8] – the relevance of the level of enterprise development. Study [9] took into account the creation of an information-adaptive platform for the flexibility of the management system of economic freedom and entrepreneurial culture. The issue of ensuring strategic conditions for the development of enterprises is substantiated in work [10]. Proponents of the so-called “general definition of dominants of transparency of development” [11] claim that transparency of enterprise development is a set of various types of economic resources necessary for functioning and development. But this concentration of attention on the enterprise’s provision of resources for development reduces the relevance of their strategic use [12]. In work [13] it is stated that the study of the entrepreneurial culture of enterprises should be based not only on the obtained dispersion level of the use of general financial and economic resources. That is why work [14] added that the study of the transparency of the development of enterprises and entrepreneurial culture should also be based on potential strategic prospects for effective use of resources. This is due to the fact that the systemic approach involves the study of the transparency of the development of enterprises as a set of interconnected dominants functioning as a whole [15].

The author’s approaches to the development of the mechanisms of mutual influence of dominant development are reported in study [16]. Innovative strategies for understanding the implementation of the results of economic freedom in the activities of enterprises are outlined in [17, 18]. However, the authors of works [19, 20] did not pay attention to determining the mutual influence of strategic dominants on the transparency of enterprise development. In work [21] it was determined that the transparency of the development of enterprises has a certain number of types of manifestations, which are interconnected within the limits of the defined production systematics. The transparency of enterprise development is a system, and to it, as a complete measure, it is necessary to apply a systemic approach to structuring management.

All this gives reason to assert that it is expedient to conduct a study aimed at considering the economic freedom and entrepreneurial culture as strategic dominants of the trans-

parency of enterprise development. The strategic dominance of transparency in the development of enterprises should be determined by the interrelation of two components – economic freedom and entrepreneurial culture. The defined two dominants are inseparable.

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### 3. The aim and objectives of the study

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The purpose of our study is to improve management decisions on optimizing the transparency of enterprise development, taking into account the variability of such strategic dominants as economic freedom and entrepreneurial culture.

To achieve the goal, the following tasks were set:

- to substantiate the relationship between economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development;
- to form variations of the dominant strategic influence of economic freedom and entrepreneurial culture on the transparency of enterprise development.

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### 4. The study materials and methods

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The object of this study is the process of managing economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development.

Research hypothesis: the variability of the dominant strategic influence of economic freedom and entrepreneurial culture on the transparency of enterprise development is quite high.

To study the process of managing economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development, the following was used:

- 1) the method of comparative analysis, structural-decomposition, and semantic analysis – to formalize the concept of “the process of managing economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development”;
- 2) the method of a logical, historical, and systemic approach, a method of generalization, comparison, analysis, and synthesis – to determine the peculiarities of the formation of the process of managing economic freedom and entrepreneurial culture as strategic dominants of the transparency of the development of enterprises;
- 3) the method of system-structural analysis – for the formation of theoretical and methodological recommendations for the improvement of management decisions regarding the optimization of the transparency of the development of enterprises, taking into account the variability of such strategic dominants as economic freedom and entrepreneurial culture;
- 4) hierarchy analysis method – for identification of enterprises according to the level of economic freedom and entrepreneurial culture.

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## 5. Results of investigating the relationship between economic freedom and entrepreneurial culture as strategic dominants

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### 5.1. The relationship between economic freedom and entrepreneurial culture as strategic dominants of development transparency

Transformations in the world economy and trade, which qualitatively change the existing global economic system, its

configuration, and relations between participants, have accelerated. This led to fundamental changes in the functioning of the world economy, and as a result, each of its elements was adjusted separately, while the target orientations, parameters and development indicators were adjusted. This applies to all aspects of society's life. For example, such as globalization, compaction of history and acceleration of the course of world history (narrowing of time), which forms the ideological platform of spatial-process management. The factors and components of the transparency of enterprise development are shown in Fig. 1.

the clear coordination of the interaction of various structures of enterprises, the prompt response to changes in the economic policy of the enterprise regarding the achievement of economic freedom and the formation of an entrepreneurial culture (Fig. 2). Solving the specified problems of the strategically relevant system will contribute to stimulating the increase in the level of economic freedom and entrepreneurial culture. As well as increasing the business and transparent investment activity of enterprises and stimulating the production and successful entry into the international market of

high-tech products, works or services.

The study of the relationship between economic freedom and entrepreneurial culture makes it possible to reveal the regularities of the studied phenomenon and to develop reasonable proposals for increasing the level of transparency of development. To ensure the optimal variable level, it is necessary to have functional dependencies that describe the influence of each component of the determined strategic dominant of the transparency of the development of enterprises. The correlation method and the Chaddock scale were used to assess the correlation between factors (Table 1).

To determine multicollinearity, the Ferrara-Glober algorithm was used, which includes three types of parametric criteria: an array of data of independent variables; comparison of independent variables with other parameters; determination of pairs of independent variables. So, with a bilateral critical area, such elements as economic freedom and entrepreneurial culture have a high level of correlation (Multiple  $R=0.763$ ).

The structuring of the relationship between economic freedom and entrepreneurial culture as strategic dominants of the

transparency of enterprise development is shown in Fig. 3.

Economic freedom and entrepreneurial culture should reflect the economic capabilities of enterprises for identification and financing of all spheres of activity. Assessment of such strategic dominants of enterprises as economic freedom and entrepreneurial culture is necessary to create a general mechanism adapted to the market envi-

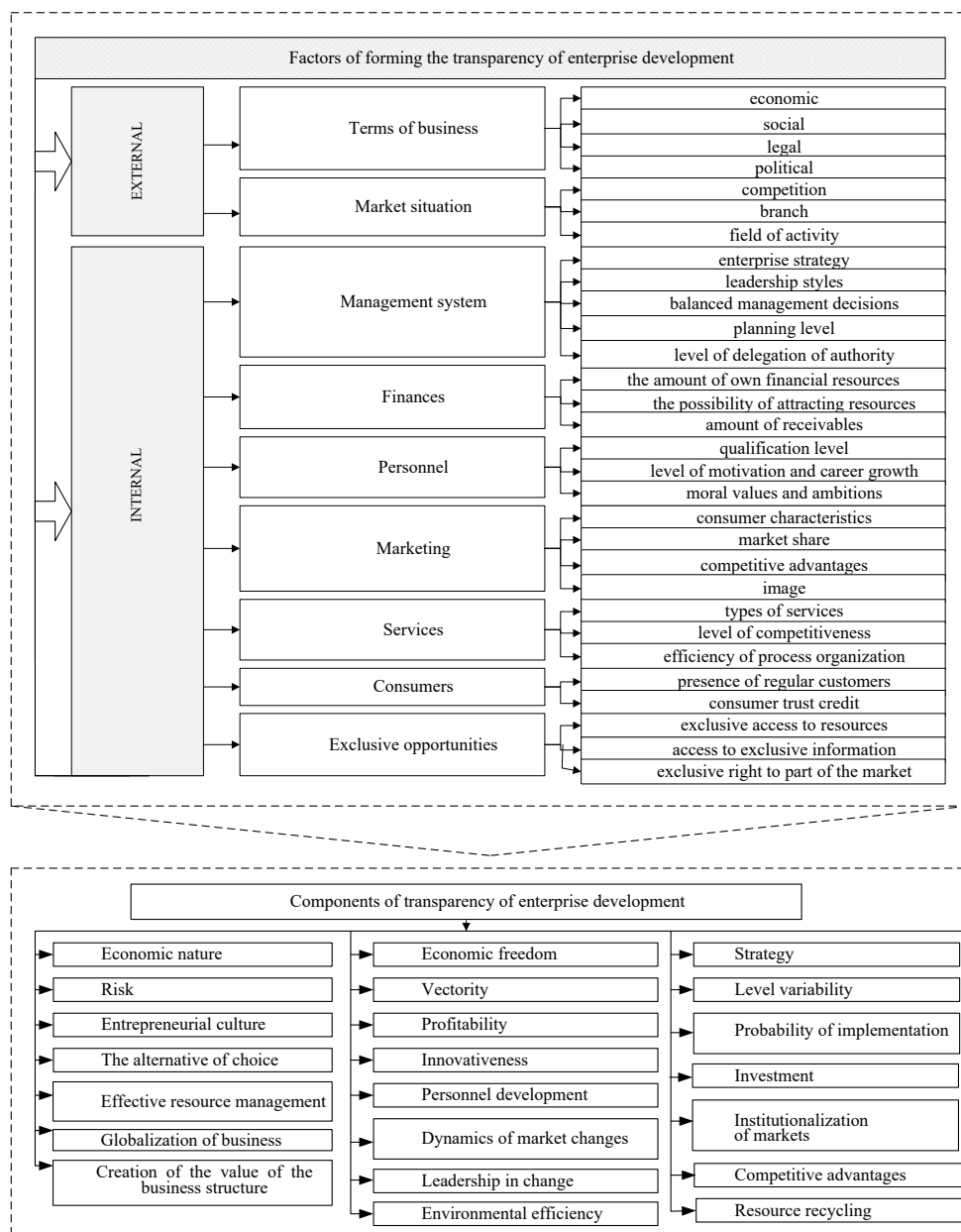


Fig. 1. Factors and components of transparency of enterprise development

For the most part, the strategic goal of the transparency of the development of enterprises is to receive a certain amount of income as a result of a certain financial transaction or the implementation of financial activities in general. The consequences of development can bring both positive and negative financial results. That is why the achievement of the set strategic and relevant goals directly depends on

ronment. That is why the main principles of evaluating the strategic dominants of the transparency of the development of enterprises are the systematic approach; combining quantitative measurement and qualitative assessment; combining resource and management approaches; assessment of the state and restoration of transparency. In this essential characteristic, economic freedom manifests itself both at the stage of choosing (making a decision) and at the stage of implementation. The economic development of enterprises is always considered from the point of view of the specific goal to which it is directed and the factors that determine its formation.

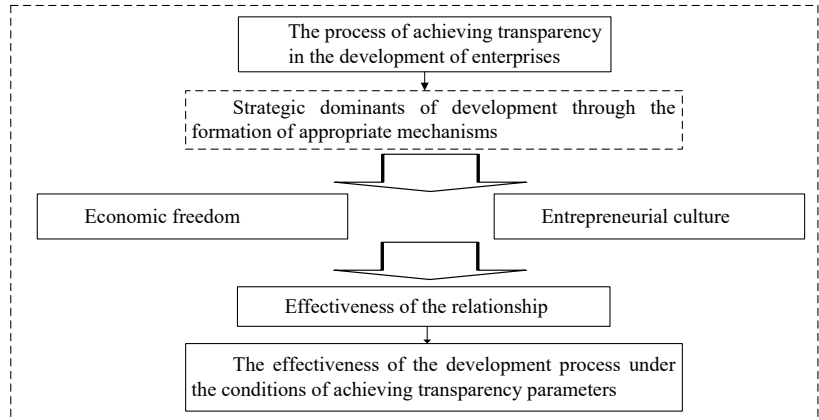


Fig. 2. Interrelationships between economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development

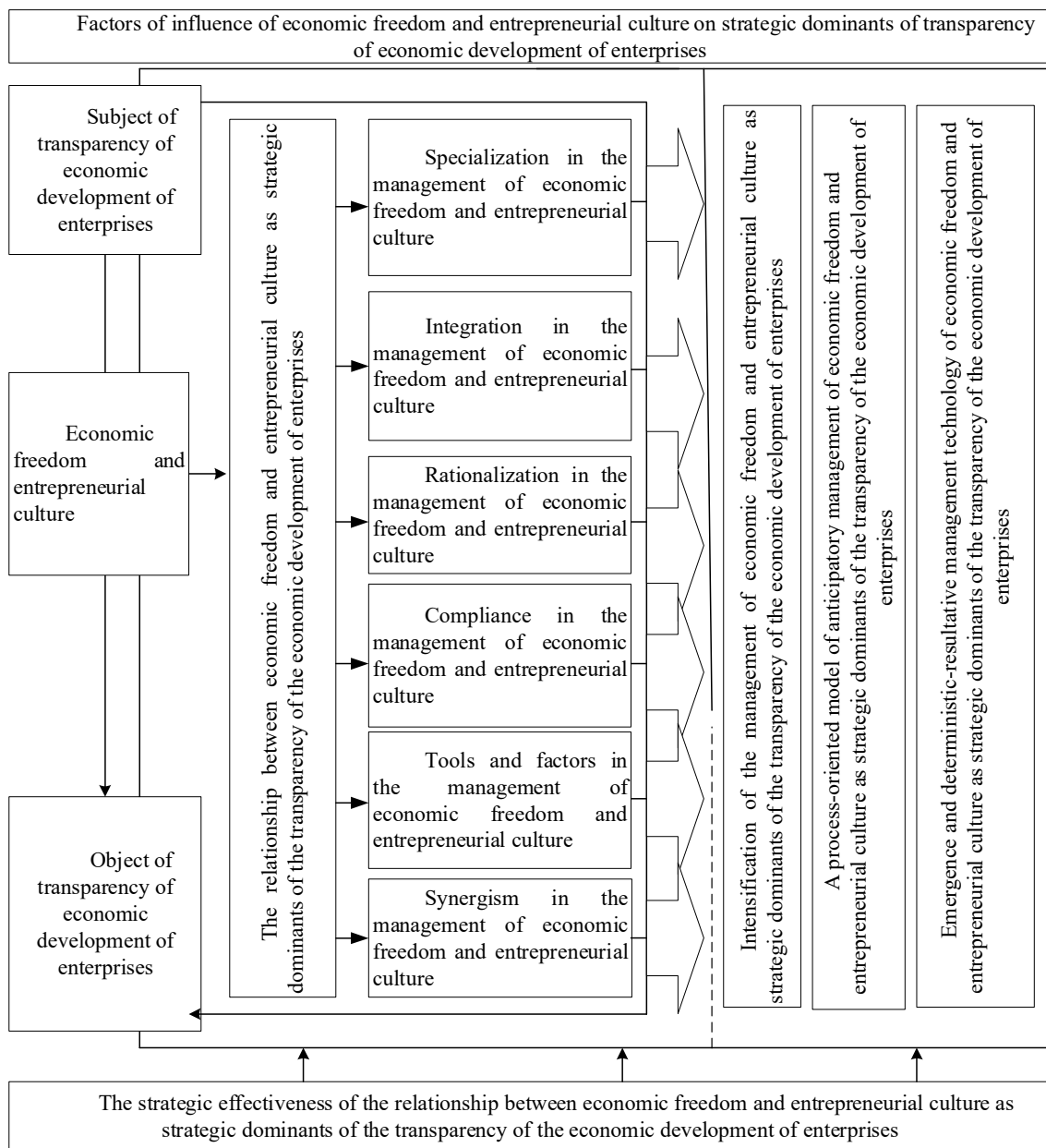


Fig. 3. Structuring the relationship between economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development

**Table 1**  
Chaddock’s scale for determining the closeness of the correlation between economic freedom and entrepreneurial culture

Correlation coefficient	0.1–0.3	0.3–0.5	0.5–0.7	0.7–0.9	0.9–1.0
Correlation level	weak	noticeable	moderate	high	sufficiently high

Not being a constant value, economic freedom and entrepreneurial culture are prone to constant changes, requiring the construction of characteristic management mechanisms. Long-term interruption of the process of reproduction of development transparency inhibits or completely delays the overall strategic development of economic freedom and entrepreneurial culture. Therefore, the structuring of the relationship between economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development should be studied as a set of structural and logical subsystems that are interconnected and function, taking into account the specifics of the influence of strategic and analytical support. There is an interdependence between such dominant factors of the transparency of the development of enterprises as economic freedom and entrepreneurial culture, which is connected with the fact that the transparency of the development acts as a basis and a necessary condition for the implementation of relevant strategic activities.

**5. 2. Variability of the influence of economic freedom and entrepreneurial culture on the transparency of enterprise development**

Parity activation of transparent processes to increase investments in the state’s economy, for which the state is the guarantor of the reliability of capital investments, must be carried out at the state level of management. After all, any development of the economy in European market conditions is determined by the relevant measures carried out by the state to regulate the innovation and investment sphere, which are aimed at strengthening the motives and incentives for managing the process of transparency of the development of enterprises. According to the United Nations, the first

place in the rating of the development of the economies of countries in the world in 2022 is occupied by the United States of America, the second place is occupied by China, the third – Japan, the fourth – Germany, the fifth – Great Britain; Ukraine occupies the 59<sup>th</sup> place (Fig. 4).

Economies of the world are radically different, as each state conducts its own policy, having its own transparent idea of the final result and ways of achieving it. The USA has the strongest economy in the world, its influence on the politics of other countries is increasing, and a stable increase in GDP is observed, despite the presence of a large foreign debt. But at the same time, China is rapidly gaining momentum, demonstrating real miracles of economic movement and transparency of development in recent decades. That is why it is extremely important for the country to raise the level of the economy, which is built on the strategic platform of the development of national enterprises.

To determine the variability of the strategic dominant influence of economic freedom and entrepreneurial culture on the transparency of the development of enterprises, the hierarchy analysis method was applied. The hierarchy analysis method consists in decomposing (decomposing) the problem into increasingly simple component parts and further processing the sequence of statements of the decision-maker using pairwise comparisons. As a result of the analysis of hierarchies, the relative degree of interaction in the hierarchy can be expressed. These statements are then expressed numerically. To determine the vector of priorities for each of the elements of the second and third levels of the hierarchical model, subjective judgments of experts are expressed numerically on a scale of relative importance. The determined priority uses the components of the normalized priority vector and the elements of the matrix of pairwise comparisons and the number of elements being compared. The hierarchy analysis method enables experts to effectively determine the variability of the strategic dominant influence of economic freedom and entrepreneurial culture on the transparency of the development of enterprises by means of pairwise relative comparisons and the calculation of relevant priorities of the relationship scale. The expert formulates the relative importance, preference, or probability of the dependent variables for evaluating variability objectives.

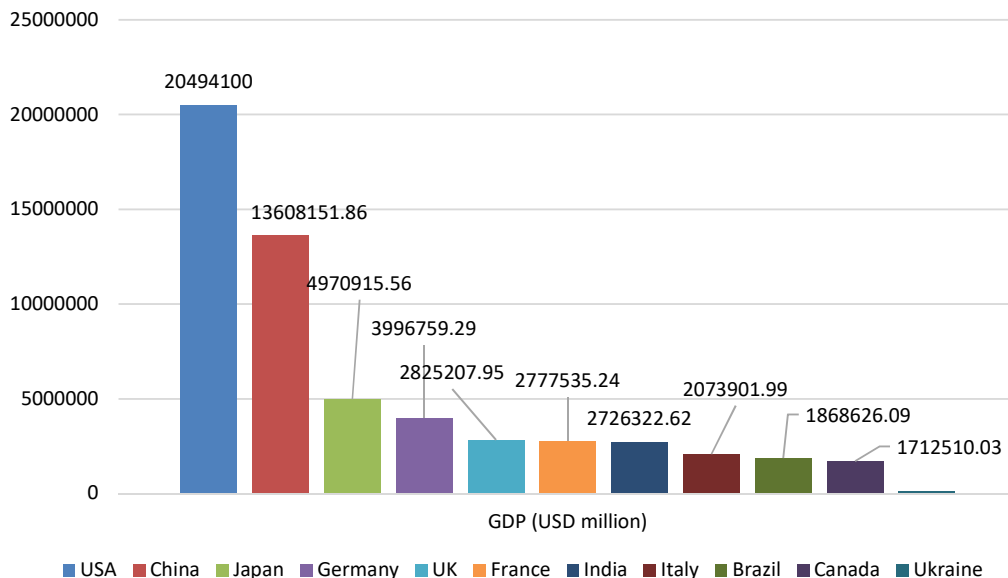


Fig. 4. Rating of the economic development of countries in the world in 2022 according to the UN

The matrix of pairwise comparisons of elements of the second level of the hierarchical choice model is given in Table 2.

Table 2

Matrix of pairwise comparisons of elements of the second level of the hierarchical choice model

A	A1	A2	A3	A4	A5	A6	A7	A8	Vector
A1	1	1/2	1/5	1/2	1/3	1/7	1/9	1/3	0.05
A2	2	1	1/5	1/4	1/2	1/7	1/7	1/3	0.02
A3	5	5	1	7	5	4	1/3	2	0.34
A4	2	4	1/7	1	2	3	1/7	5	0.1
A5	3	2	1/5	1/2	1	1/4	1/9	1/2	0.06
A6	7	7	1/4	1/3	4	1	1/7	3	0.1
A7	9	7	3	7	9	7	1	7	0.42
A8	3	3	1/2	1/5	2	1/3	1/7	1	0.07

At the same time, it should be taken into account that the value of the consistency ratio of the local priorities of the matrix of pairwise comparisons is admissible if it belongs to the interval from 0 to 0.2. If the value of this indicator exceeds the permissible limit, then the decisions made are characterized by inaccuracy and low quality. Random consistency of local priorities of matrices of different orders is given in Table 3.

The resulting expanded random consistency of local priorities of the matrices once again demonstrates the optimal admissibility of the consistency of local priorities of the matrix of pairwise comparisons, which determines the further qualitative possibility of carrying out the specified analysis.

Table 3

Random consistency of local priorities of matrices

Matrix size	Random consistency
1	0.01
2	0.03
3	0.05
4	0.09
5	0.13
6	0.17
7	0.21
8	0.25

The data for the calculation of the consistency of the local priorities of the matrices of pairwise comparisons of the elements of the second and third levels of the hierarchical model and the results of this calculation are given in Table 4. In the resulting Table 4: IU – results of priorities of the second level of the hierarchical model, Uv – of the third level; Os – factorial overall priority of the levels of the hierarchical model.

The obtained factorial overall priority of the levels of the hierarchical model Os is taken into account in further calculations to determine the overall rank and vector of variability of the dominant influence of entrepreneurial culture and economic freedom on the transparency of enterprise development.

According to the hierarchy analysis method, a matrix of global priorities was constructed at the fifth stage (Table 5).

Table 4

Consistency of experts' local priorities regarding the elements of the second and third levels of the hierarchical model

Hierarchy element	Maximum value	IU	Uv	Os
Level Two	9.4137	0.209	1.41	0.1482
The third level of the hierarchy				
Entrepreneurial culture	6.6776	0.1365	1.24	0.1072
Economic freedom	6.5208	0.1021	1.24	0.0829
Efficiency	6.6093	0.1229	1.24	0.0982
Information availability	6.567	0.1184	1.24	0.0913
Spending time	6.621	0.1458	1.24	0.1019
Reliability	6.8601	0.1786	1.24	0.1091
The influence of internal factors	6.4824	0.0915	1.24	0.0748
Influence of external factors	6.6156	0.1221	1.24	0.0951

Table 5

Global expert priorities matrix

A \ B	A1	A2	A3	A4	A5	A6	A7	A8	Vector	Rank
B1	0.50	0.04	0.05	0.05	0.43	0.05	0.15	0.07	0.1393	5
B2	0.12	0.07	0.03	0.49	0.24	0.40	0.23	0.07	0.1983	2
B3	0.03	0.39	0.38	0.25	0.1	0.06	0.11	0.09	0.1737	3
B4	0.06	0.29	0.32	0.11	0.08	0.11	0.04	0.19	0.1636	4
B5	0.15	0.08	0.06	0.03	0.03	0.16	0.08	0.47	0.1219	6
B6	0.14	0.13	0.16	0.07	0.12	0.22	0.39	0.11	0.2032	1
B7	0.11	0.15	0.06	0.04	0.07	0.16	0.18	0.21	0.1047	8
B8	0.31	0.15	0.14	0.36	0.01	0.14	0.41	0.40	0.1124	7

The method applied has become widely used in the economy in general, in particular, in summing up the work, evaluating the implementation of the plan, analyzing the financial condition of enterprises and their divisions, etc. The application of this method is related to the complexity of the studied economic phenomena and processes, their multifacetedness and ambiguity. Under these conditions, it is impossible to give a holistic assessment of the specified phenomena with the help of one indicator. Therefore, a system of variable indicators is used, which must be systematized and analyzed in order to make rational management decisions regarding the optimization of development, taking into account the variability of such dominant factors as entrepreneurial culture and economic freedom. So, despite the fact that economic development is an objective phenomenon, the assessment of its level is subjective. This indicator is in constant dynamics, mostly due to objective and subjective factors that are constantly changing (Fig. 5).

External factors can be stimulating or limiting factors of the influence of various state and non-state bodies, investment companies, banks, political forces, etc. Such measures traditionally include tax and interest rates, legislative, ethical, social norms, interest lobbying, and pressure from political forces. Entrepreneurial culture and economic freedom are also a very significant external factor influencing economic development, i.e., what are the conditions at the "input" and "output" – in the resource market and in the industry, in particular, what competitive advantages does the enterprise have. The internal factors that have a direct impact on the economic development of the enter-

prise include the property of the enterprise, management system, marketing, finance, personnel, consumers, services provided, and exclusive capabilities of the firm. All subsystems “weight” approximately the same, the improvement of any of them leads to the improvement of the development of the enterprise. As for accounts receivable, the increase in financial potential leads to its decrease, not the other way around. For personnel, the level of qualification of employees (even in a crisis situation, finding a highly qualified specialist is a problem), the level of motivation and prospects for career growth, the moral values and ambitions of employees are important. Consumer characteristics, market fate, competitive advantages, entrepreneurial culture are important for marketing. The best price/quality ratio based on an acceptable cost/quality ratio creates competitive advantages for the enterprise and increases its financial potential. Exclusive opportunities include exclusive access to resources, access to exclusive information, exclusive right to a part of the market. It is the exclusive opportunities that the company monopolizes that will create additional competitive advantages for the company, which will affect the level of optimization of development, taking into account the variability of such dominant factors as entrepreneurial culture and economic freedom.

determined by the impact of enterprises on the country’s economy.

In order to increase the level of variability of the influence of economic freedom and entrepreneurial culture on the transparency of development, enterprises need to take into account the specifics of the industry and real operating conditions. It is also necessary to develop and implement a strategically relevant set of measures, the strategic-dominant directions among which are, without a doubt, increasing the level of profitability [17, 18].

Economic freedom and entrepreneurial culture under the conditions of growing competition in modern realities is one of the most important essential strategic characteristics of development transparency. Defined dominants in practice mean the right to start or stop development, buy any resources, use any technology, produce any products, and offer them for sale at any price [19, 21]. The limitations of this study are the difficulty of obtaining objective statistical information for each dominant transparency of enterprise development, which makes it difficult to compare them. Despite some factor limitations in the study, its potential is the validity of the choice of such important strategic dominants of development transparency as economic freedom and entrepreneurial culture. Therefore,

the practical significance of the obtained results is that the practical use of the proposed recommendations for optimizing the transparency of development, taking into account the variability of such strategic dominants as economic freedom and entrepreneurial culture, will allow improving the effectiveness of the functioning of enterprises and contribute to increasing the level of transparency of development.

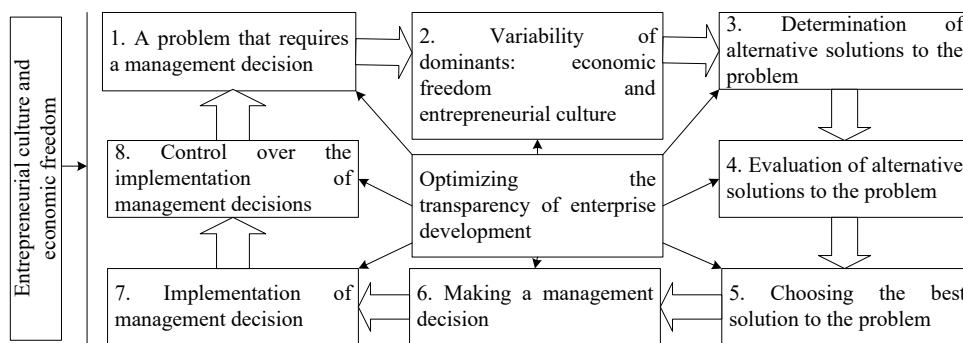


Fig. 5. Management decisions on optimizing the transparency of enterprise development, taking into account the variability of such strategic dominants as economic freedom and entrepreneurial culture

### 6. Discussion of results of investigating the convergence of educational technologies as an imperative for the sustainable development of the economy

As the results of our study confirm, one of the most important strategic dominants of the transparency of the development of enterprises is economic freedom and entrepreneurial culture. They occupy the first and second ranks in the matrix of global priorities (Table 5), which defines them as the most priority criteria for the transparency of the development of enterprises by vector and rank direction. Under this condition, enterprises can successfully implement their innovation and renovation strategy. The evaluation of the transparency of the development of enterprises is aimed at increasing their strategically relevant ability to quickly respond to changes in the level of economic freedom and entrepreneurial culture. At the same time, the scope of application of economic freedom at domestic enterprises compared to foreign ones remains at a rather low level. The need to implement processes and mechanisms for managing economic development is

### 7. Conclusions

1. The relationship between economic freedom and entrepreneurial culture as strategic dominants of the transparency of enterprise development has been substantiated. Being closely interconnected, the identified dominants often influence the level of transparency of development in various ways. The application of diagnostics to the identified dominants makes it possible to take preventive and relevant measures in advance in order to avoid unwanted strategic crisis situations. The strategic significance of the correlational interrelationship of economic freedom and entrepreneurial culture at enterprises is obvious since in the process of their interaction actual indicators are compared with planned ones. Also, deviations and their sizes are determined, cause-and-effect relationships that cause the determined deviation are analyzed, and the system of transparency of actions is substantiated. At the same time, a strategically important factor of relevant influence is the external environment, which is aimed at checking the compliance of the transparent economic results of enterprises and the determined

renovation level of economic freedom and entrepreneurial culture with the current adaptively established norms. So is the internal environment, the purpose of which is to ensure the implementation of the adopted transparent decisions, as well as to prevent undesirable consequences when strategic and economic norms are changed. The economic identification of the structuring of the relationship between economic freedom and the entrepreneurial culture of enterprises forms the integrity of the transparency of development, its connections with other dominants and the external environment.

2. The variability of the dominant strategic influence of economic freedom and entrepreneurial culture on the transparency of enterprise development has been formed. In the process of forming the specified variability, the influence of external environment conditions, the choice of strategic goals and means of achieving a high level of transparency of development, and the appropriate influence of internal environment conditions on the marginal possibilities of enterprise development transparency were taken into account. The formed variability allows taking into account the qualitative and quantitative characteristics of the degree of influence of economic freedom and entrepreneurial culture on the level of transparency of enterprise development. This is the basis for the formation of orientation, integration, adequacy, relevance, and adaptability of the enterprise to external operating conditions. This is the basis for the development of strategically oriented areas of transparency in the development of enterprises. One of the significant shortcomings of the calculation is that, in addition to effective ways of increasing the degree of transparency of the development of enterprises, taking into account the variability of the level of dominants, it is necessary to search for internally adaptive reserves. This should be done in order to achieve break-even activity due to a more comprehensive use of material, labor, and financial and economic resources. That is why, in order to identify

problem areas of variability in the level of such strategic dominants of the transparency of enterprise development as economic freedom and entrepreneurial culture, the general level of development is determined based on the prioritization of dominants. This makes it possible to systematically establish quantitative and qualitative connections between strategic dominants, the level of transparency of development and competitiveness. Based on this, it is possible to substantiate and implement effective strategic management decisions in a timely manner to increase the effectiveness of management of strategic dominants of the transparency of enterprise development.

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#### Conflicts of interest

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The authors declare that they have no conflicts of interest in relation to the current study, including financial, personal, authorship, or any other, that could affect the study and the results reported in this paper.

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#### Data availability

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The data will be provided upon reasonable request.

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#### Use of artificial intelligence

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The authors confirm that they did not use artificial intelligence technologies when creating the presented work.

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