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SYNERGY OF SYSTEM MANAGEMENT AND MARKETING TECHNOLOGIES IN AGRIBUSINESS: ASSESSMENT OF RESOURCE POTENTIAL AND FORECAST OF DEVELOPMENT DYNAMICS

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**СИНЕРГІЯ СИСТЕМОГО МЕНЕДЖМЕНТУ ТА МАРКЕТИНГОВИХ ТЕХНОЛОГІЙ В
АГРОБІЗНЕСІ: ОЦІНКА РЕСУРСНОГО ПОТЕНЦІАЛУ І ПРОГНОЗ ДИНАМІКИ РОЗВИТКУ**

The article provides a comprehensive analysis of the transformation processes in the agribusiness of Ukraine in the context of full-scale military aggression, with a focus on the integration of system management and marketing technologies as tools for improving the efficiency of business processes. It is established that the agribusiness of Ukraine, despite the deep crisis caused by the full-scale war, demonstrates a high level of adaptability. Despite the decline in the share of agricultural products in GDP, monetary production volumes are approaching the pre-war level, which indicates the resilience of the industry to external shocks.

Structural shifts in the reproductive subsystems of the agrarian economy are identified, in particular, the redistribution of capital investments in favour of the processing sector, which indicates the formation of new priorities in the development of agribusiness, focused on increasing the added value of products and diversifying market channels. It is established that a decrease in the ratio between the production of raw materials and finished products leads to a narrowing of the possibilities of deep processing and indicates the need to develop internal value chains.

The article identifies differences in the structure of resource potential, financial indicators and management capabilities of agribusiness enterprises that differ in the scale of activity. It is established that small business maintains high profitability and a stable share of equity capital; medium-sized businesses form the investment potential of the industry; microenterprises demonstrate flexibility and the ability to quickly adapt to an unstable environment.

A linear econometric model for forecasting the volume of capital investment in agribusiness based on the time series of 2012–2023 is built. The results obtained indicate a positive trend in investment until 2027, which creates the basis for the digital transformation of agribusiness. In particular, this includes the introduction of innovative marketing technologies, automation of management processes, development of processing capacities, and the formation of flexible, competitive management systems capable of operating in the face of prolonged crisis impacts and contributing to the sustainable post-war recovery of the agricultural sector of Ukraine's economy.

У статті здійснено аналіз трансформаційних процесів в агробізнесі України, з акцентом на інтеграцію системного менеджменту та маркетингових технологій як інструментів підвищення ефективності бізнес-процесів. Встановлено, що агробізнес України, незважаючи на глибоку кризу, спричинену повномасштабною війною, демонструє достатній рівень адаптивності. Попри скорочення частки аграрної продукції у ВВП, грошові обсяги виробництва наближаються до довоєнного рівня, що свідчить про стійкість галузі до зовнішніх викликів.

Виявлено структурні зрушення у відтворювальних підсистемах аграрної економіки, зокрема — перерозподіл капітальних інвестицій на користь переробної сфери, що вказує на формування нових пріоритетів у розвитку агробізнесу, орієнтованих на збільшення доданої вартості продукції та диверсифікацію ринкових каналів. Встановлено, що зниження коефіцієнта співвідношення між виробництвом сировини та готової продукції спричиняє зростання можливостей глибокої переробки та вказує на необхідність розвитку внутрішніх ланцюгів створення доданої вартості вартості.

Ідентифіковано відмінності у структурі ресурсного потенціалу, фінансових показників та управлінських можливостях суб'єктів агробізнесу, відмінних за масштабами діяльності. Встановлено, що малий агробізнес зберігає високу прибутковість і стабільну частку власного капіталу; середній — формує інвестиційний потенціал галузі; мікропідприємства демонструють гнучкість і здатність швидко адаптуватися до нестабільного бізнес-середовища.

Побудовано лінійну економетричну модель для прогнозування обсягів капітальних інвестицій у сферу агробізнесу на основі часових рядів 2012—2023 рр. Отримані результати свідчать про позитивну динаміку інвестицій до 2027 р., що створює підґрунтя для цифрової трансформації агробізнесу. Зокрема, йдеться про впровадження інноваційних маркетингових технологій, автоматизацію управлінських процесів, розвиток переробних потужностей і формування гнучких, конкурентоспроможних систем менеджменту, здатних функціонувати в умовах тривалих кризових впливів та сприяти стійкому післявоєнному відновленню аграрного сектора економіки України.

Key words: system management, agricultural business, marketing technologies, marketing management, digitalisation, resource potential.

Ключові слова: системний менеджмент, аграрний бізнес, маркетингові технології, маркетинг-менеджмент, діджиталізація, ресурсний потенціал.

GENERAL PROBLEM STATEMENT AND ITS CONNECTION TO IMPORTANT SCIENTIFIC AND PRACTICAL TASKS

Modern agribusiness operates in a highly turbulent environment caused by both internal economic transformations and external challenges, including military operations, changing global markets, logistical constraints and unstable resource supply. In these conditions, there is a growing need to introduce new management approaches that combine strategic vision, flexibility and the ability to adapt quickly.

The synergy of systemic management and marketing technologies opens up new opportunities for ensuring the sustainable development of agricultural enterprises. The systemic approach allows for a comprehensive assessment of all management processes, while marketing technologies contribute to a better understanding of consumer

demands, the development of effective market strategies and the growth of product competitiveness.

Assessment of the resource potential of agribusiness as a basis for strategic planning and forecasting the dynamics of its development is a prerequisite for making sound management decisions. This makes research at the intersection of system management and marketing extremely relevant from both scientific and applied perspectives, especially in the context of post-war recovery and strengthening of the country's food security.

ANALYSIS OF RECENT PUBLICATIONS AND RESEARCH

The issue of formation and development of system management in agribusiness is the subject of research by many domestic scientists, including:

Table 1. Production of agribusiness products in Ukraine

Indicator	Year					Deviation of 2023 from 2019, %
	2019	2020	2021	2022	2023	
Agribusiness output, UAH bn	1142,0	1347,6	1496,7	1242,7	1475,8	-1,39
Share of agribusiness output in GDP, %	38,3	37,9	41,63	34,77	32,42	-22,13
Share of agriculture output in GDP, %	23,1	23,7	27,24	21,26	18,92	-30,53
Share of food, beverage and tobacco production in GDP, %	15,1	14,2	14,39	13,52	13,49	-6,21
Ratio of agriculture output to food, beverage and tobacco production, coefficient	1,53	1,67	1,89	1,57	1,40	-25,94

Source: calculated based on data from [1; 6].

O. Vyshnevetska, I. Havrylko, O. Zakharchuk, T. Zinchuk, I. Kravchuk, I. Kriukova, S. Lavrynenko, H. Levkiv, O. Prysiashniuk, E. Savytskyi, S. Stepanenko, V. Tkachuk, etc. [5; 7; 9; 10; 12—16]. The problem of applying marketing approaches to the development of agribusiness is thoroughly studied: M. Bahorka, V. Bondarenko, S. Bolila, O. Budnik, O. Vlasenko, K. Mazur, N. Stepanenko, V. Zinovichuk, N. Yurchenko, etc. [2—4; 8; 11]. Noting the value of the research results of these scholars, it should be noted that further scientific research in this area of the problem is needed. Of particular interest is the issue of the interaction of system management and marketing technologies in agribusiness to improve the efficiency of management decisions in the context of modern economic challenges.

PURPOSE OF THE STUDY

The aim of the study is to substantiate the possibilities of iteration of system management and marketing technologies in agribusiness by analytically assessing the resource potential of enterprises and forecasting the dynamics of their development to improve the efficiency of management decisions in the context of current economic challenges.

PRESENTATION OF BASIC MATERIAL OF THE RESEARCH

In order to assess the state of development of agribusiness as an object of system management and the scope of application of marketing technologies, it is advisable to use a comprehensive assessment algorithm (integrated methods) that will allow to identify the degree of development in the context of accumulation and reproduction of business resources of subjects for their further transformation into a network systemic potential of management and marketing in agribusiness.

Studies have shown that the share of agribusiness products in Ukraine's GDP is significant, but after the start of Russia's full-scale invasion, there

has been a noticeable decline in the reproductive potential of the industry (Tab. 1).

The share of agribusiness products in GDP decreased from 41,63% in 2021 to 32,42% in 2023, while the share of agriculture fell from 27,24% to 18,92%, indicating the direct impact of hostilities, the loss of some territories and disruption of production chains. Nevertheless, the volume of agribusiness production in monetary terms in 2023 almost reached the pre-war level, which demonstrates the industry's certain adaptability in the face of war. Compared to 2019, the dynamics show a gradual increase in the volume and share of agribusiness in GDP until 2019, after which there was a sharp decline under the influence of the full-scale aggression of the Russian Federation. At the same time, the ratio of agricultural output to food, beverages, and tobacco products decreased from 1,89 to 1,40, reflecting the narrowing of opportunities for deep processing of raw materials and weakening of sectoral specialisation in the face of ongoing military threats.

Thus, the conclusion that agribusiness will continue to play a key role in Ukraine's economy even in the face of a full-scale war is relevant. A significant share of agribusiness products in GDP continues to determine the level of economic activity and form the basis of foreign exchange earnings, helping to reduce the country's vulnerability to global market fluctuations. At the same time, the decline in the ratio of agricultural output to food, beverages, and tobacco production to 1,40 indicates a narrowing of sectoral specialisation and limited potential for deep processing. This underscores the urgency of developing processing capacities and value chains, which will allow for more efficient use of the country's agricultural resources and strengthen export potential in the difficult conditions of the Russian military aggression.

The analysis of the dynamics of the aggregate potential of the reproductive subsystems of agribusiness shows a moderate reduction in capital

Table 2. Dynamics of development of the aggregate potential of reproductive subsystems of agribusiness

Indicator	Year					Deviation of 2023 from 2019, %
	2019	2020	2021	2022	2023	
Capital investments, UAH million						
Total within the country	508217,0	528802,0	673899,0	409660,0	627281,0	-6,92
Agriculture, forestry and fisheries	50680,0	44912,0	69950,0	51439,0	65432,0	-6,46
including agriculture, hunting and related services	50189,0	48080,0	67993,0	49612,0	63849,0	-6,09
Food, beverages and tobacco production	28875,0	21281,0	28166,0	17484,0	32610,0	15,78
Property, plant and equipment, UAH million						
Total within the country	9610000,0	9574186,0	11041318,0	10654555,0	11602929,0	5,09
Agriculture, forestry and fisheries	407146,0	469383,0	595908,0	609731,0	692632,0	16,23
Gross value added by expenses of business entities, UAH million						
Total within the country	3121256,0	3294768,0	4594232,0	3947736,0	4838907,0	5,33
Agriculture, forestry and fisheries	211436,0	270321,0	529835,0	279557,0	247538,0	-53,28
Food, beverages and tobacco production	137482,0	157945,0	191165,0	164063,0	213375,0	11,62

Source: calculated based on data from [1; 6].

investment after the start of the full-scale invasion, reflecting the change in the investment environment and increased military risks (Tab. 2).

The total volume of capital investment in the country in 2023 decreased by 6,92% compared to 2019, and in agriculture — by 6,09%. On the other hand, the production of food, beverages and tobacco products showed an increase in investment by 15,78%, indicating a certain reorientation of financial resources to the processing sector, which can provide greater added value even in times of war.

The decline in capital investment in the basic sectors of agribusiness indicates the difficulty of updating the material and technical base and the need to find more efficient development models. At the same time, a 16,23% increase in the value of fixed assets in agriculture, forestry, and fisheries shows that some companies continue to invest in maintaining production capacity. The 53,28% drop in gross value added in agriculture reflects the loss of productivity due to hostilities, occupation of territories, and disruption of supply chains. In contrast, gross value added in the production of food, beverages and tobacco products increased by 11,62%, which indicates that the processing sector remained highly efficient even during the war period.

The growth of the value of fixed assets and gross value added in the processing sector confirms the relevance of developing internal value chains and

their better coordination. This demonstrates the potential of the agribusiness processing industry to compensate for losses in primary production through modernisation, innovation, and market diversification. Strengthening production capacities, supporting large agricultural enterprises and attracting new investments remain important prerequisites for the sustainable development of Ukraine's agribusiness networks in the face of the ongoing aggression of the Russian Federation.

The characteristics of agricultural exports, which traditionally account for a significant share of the country's total exports, indicate that the potential for the development of the export subsystem of Ukraine's agribusiness remains, while at the same time, the impact of Russia's full-scale invasion on the dynamics of certain commodity items is still evident. Thus, in the period after 2021, the largest decline in exports is observed for cereals (-32,70%), vegetables (-42,24%) and live animals (-25,14%), which indicates the loss of some production and logistics capabilities and restricted access to foreign markets due to hostilities and blocking of port infrastructure.

At the same time, certain segments showed growth: exports of meat and edible offal increased by 5,53%, milk and dairy products, eggs and honey by 6,62%, flour and cereals by 6,14%, and oilseeds and fruits by 15,78%. This indicates that some producers are adapting to new conditions, reorienting their sales channels, and maintaining

competitive positions in global markets for certain product groups. The 19,73% decline in exports of fats and oils highlights the risks associated with limited processing capacity and export logistics.

The study of the state of development of agribusiness as an object of system management and from the point of view of creating a resource for the formation of a number of its potentials should be continued in the direction of analysing the management systems of the subjects and identifying the peculiarities of their formation of system mechanisms that ensure the effective reproduction of agribusiness. Agricultural enterprises and farms are organisations that form the agribusiness potential of the national economy, export potential and food security of the country. Their main resource in the formation of the agribusiness system is the production resource, which is reproduced in the processing, distribution, and infrastructure chains of agribusiness, forms the basis for creating added value of agricultural products, and has the potential to expand the boundaries and integrate agribusiness networks in their systemic interaction. The size of the enterprise determines the potential of its system management, which depends, among other things, on its resource potential — the size of land banks and the ability of the management system to manage these resources.

The research has shown that the elements of the development potential of agribusiness entities that form the integrity of management systems demonstrate different levels of influence by type of enterprise in 2021—2023. Small enterprises are characterised by a consistently high share of profitable enterprises (73,4% in 2021, 67,5% in 2022, 69,8% in 2023), which indicates the resilience of this segment even in times of war. During this period, the profit margin of small enterprises varied from 33,8% in 2021 to 10,0% in 2023, demonstrating adaptability and the ability to partially restore profitability. The share of small businesses' equity in total assets is maintained at 54,5% in 2021 and about 50% in 2023, confirming their ability to accumulate financial resources for development.

Medium-sized enterprises remain key to the investment potential of agribusiness: their share of capital investment in the structure was 21,8% in 2021, 23,8% in 2022, and 22,8% in 2023. The share of profitable medium-sized enterprises decreased from 83,2% in 2021 to 74,5% in 2023, and the profit margin, despite the decline, remains at 5,4% in 2023, compared to 23% in 2021. The growing share of fixed assets of medium-sized enterprises in the total book value (from 39,3% in 2021 to 42,9% in

2023) underlines their material and technical potential in maintaining the sustainability of agribusiness networks.

Microenterprises demonstrate a high level of adaptability to extremely unfavourable external conditions. In particular, their profit margin reached 33,1% in 2021, falling to 13,8% in 2023, while the share of profitable enterprises remains at around 70%. The share of equity capital in microenterprises has been maintained at slightly more than 40% after 2021. At the same time, their capital investment remains the lowest among the groups, ranging from 7,1% in 2021 to 12,2% in 2023, and the share of fixed assets is about 10%, which corresponds to the small scale of their operations.

The above shows that the systemic management of agricultural enterprises of different scales is manifested in different combinations of financial resources, equity and investment opportunities. This creates the basis for preserving the integrity of management systems at all levels of agribusiness development and ensures the productive reproduction of the potential of local producers even in the context of the ongoing military aggression of the Russian Federation.

In order to justify the possibilities of iteration of system management and marketing technologies in agribusiness, it is necessary to forecast the volume of capital investments for several reasons:

1) the introduction of marketing technologies, especially digital ones, requires significant financial investments in technical infrastructure, software and staff training, so it is important to assess the investment potential in advance;

2) forecasting allows to identify priority areas for marketing transformations and ensure their proper resource provision;

3) systemic management is based on analytical data, and investment forecasting allows for strategic decision-making based on realistic economic scenarios;

4) the forecast helps to attract external investors and form long-term partnerships, which is critical for the implementation of modern marketing technologies;

5) a clear vision of investment dynamics ensures effective integration of marketing solutions into all levels of agricultural production — from planning to sales.

Given the above, the study forecasts the volume of capital investment in agriculture, hunting and related services based on the dynamic series of this indicator for the period 2012—2023:

$$y(t) = 16998.87 + 4251.54t,$$

where y — is the volume of capital investment in agriculture, hunting and related services; t — is the

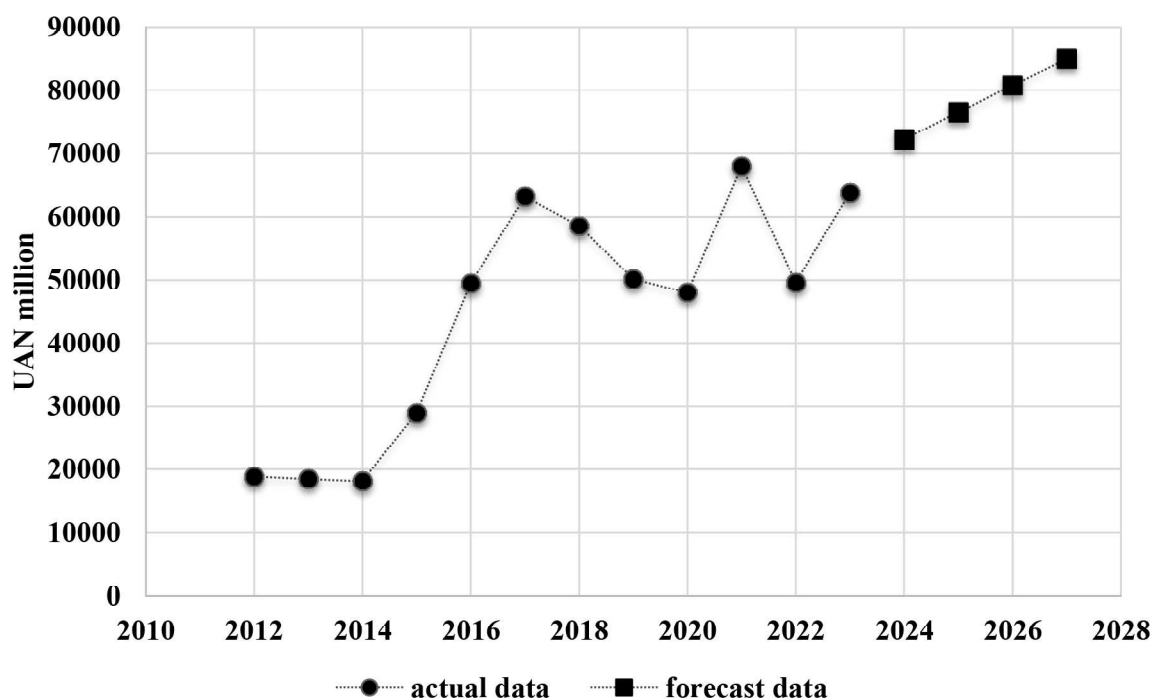


Figure 1. Forecast of dynamics of capital investments in agriculture, hunting and related services

Source: own research.

serial number of the respective time periods.

It is established that the coefficient of determination of the built model is $R^2 = 0,67$. The calculated value of the Fisher's F-criterion is 20,6 with a table value of 9,7 for the significance level of $\alpha = 0,01$. Accordingly, the resulting model is statistically significant and can be used to forecast capital investments. The forecasting results are shown in Fig. 1.

The forecasting results indicate a positive trend in investment activity in the agricultural sector, which creates a favourable basis for the introduction of marketing technologies and system management. A 33% increase in capital investment by 2027 compared to 2023 means that agricultural producers will have more financial resources to innovate, modernise machinery, automate processes and introduce digital marketing management platforms. If the hostilities end and the active phase of post-war recovery begins, the forecast is reasonable and reflects realistic expectations for attracting foreign capital. The prospect of Ukraine's accession to the EU by 2030 is also a powerful incentive to intensify the elements of systemic management.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

1. The study found that Ukrainian agribusiness, despite the deep crisis caused by the full-scale war, demonstrates a high level of adaptability. Despite the decline in the share of

agricultural products in GDP, monetary production volumes are approaching the pre-war level, which indicates the resilience of the industry to external shocks. Structural shifts in the reproductive subsystems of the agricultural economy have been identified, in particular, a redistribution of capital investments in favour of the processing sector. This indicates the formation of new priorities in the development of agribusiness, focused on increasing the added value of products and diversifying market channels.

2. A typology of agribusiness enterprises by scale was carried out, which allowed identifying differences in the structure of resource potential, financial indicators and management capabilities. It is established that small businesses maintain high profitability and a stable share of equity; medium-sized businesses form the investment potential of the industry; microenterprises demonstrate flexibility and the ability to quickly adapt to an unstable environment.

3. The developed econometric model for forecasting capital investments in agriculture confirmed the expected positive dynamics of investments until 2027. The projected growth of 33% creates the financial basis for the introduction of digital marketing technologies and innovative solutions in the system management of agribusiness.

4. The synergy of system management and marketing technologies can serve as an effective tool

for the strategic development of Ukraine's agricultural sector in the context of military threats and post-war reconstruction. Ensuring adequate resource potential, developing digital infrastructure, and adapting management approaches are critical factors in increasing the competitiveness of agribusiness in both domestic and global markets.

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