

L. Tarasovych,
PhD in Economics, Associate Professor,
Head of the Department of Management and Marketing,
Polissia National University
ORCID ID: <https://orcid.org/0000-0003-0740-6567>
R. Liashenko,
Postgraduate student, Polissia National University
ORCID ID: <https://orcid.org/0009-0001-2509-1952>

DOI: 10.32702/2306-6814.2025.15.221

THE INNOVATIVE POTENTIAL OF MANAGEMENT ECOSYSTEMS IN AGRIBUSINESS: SPATIAL CLUSTERING, SMART SPECIALISATION AND MARKETING TRANSFORMATION

Л. В. Тарасович,
к. е. н., доцент, завідувач кафедри менеджменту та маркетингу,
Поліський національний університет
Р. В. Ляшенко,
аспірант, Поліський національний університет

ІННОВАЦІЙНИЙ ПОТЕНЦІАЛ ЕКОСИСТЕМ МЕНЕДЖМЕНТУ В АГРОБІЗНЕСІ: ПРОСТОРОВА
КЛАСТЕРИЗАЦІЯ, SMART-СПЕЦІАЛІЗАЦІЯ ТА МАРКЕТИНГОВА ТРАНСФОРМАЦІЯ

The article reveals the theoretical and methodological foundations of systemic management formation in agribusiness under conditions of structural transformation of the national economy. Particular attention is paid to justifying the feasibility of transitioning to an ecosystem approach in agricultural management, which is based on the principles of synergy, interaction and partnership between key participants: agricultural producers, institutions, service structures, investors, consumers, government bodies and public organisations. It is noted that the development of agribusiness in an ecosystem format involves the creation of added value within territorial-spatial agricultural chains through the effective coordination of logistics, production, sales and marketing processes.

The importance of inter-sectoral integration, spatial clustering and the application of SMART specialisation mechanisms as key tools for modernising regional agribusiness is emphasised. The role of the knowledge economy, innovative infrastructure, digital platforms and business initiatives in shaping the ecosystem potential for sustainable development is considered.

Modern approaches to marketing management were analysed, in particular the use of internet marketing, content strategies, 3D modelling, digital communications, storytelling and personalised customer interaction. The concept of an innovative marketing profile for agricultural entrepreneurship is proposed, aimed at strengthening the market positions of small and medium-sized farms, their inclusion in integrated distribution networks, and increasing the effectiveness of product promotion in regional and global markets.

In general, the effective functioning of the agribusiness ecosystem requires flexible management decisions, adaptive organisational structures and coordination centres at the regional level. It has been theoretically proven that the development of such systems should be based on European experience in cluster policy, the principles of sustainable development of rural areas, and the socio-economic integration of agricultural areas.

У статті розкрито теоретико-методологічні засади формування системного менеджменту в агробізнесі в умовах структурної трансформації національної економіки. Особливу увагу приділено обґрунтуванню доцільності переходу до екосистемного підходу в управлінні аграрною сферою, який базується на принципах синергії, взаємодії та партнерства між ключовими учасниками: аграрними товаровиробниками, інституціями, сервісними структурами, інвесторами, споживачами, органами державного управління й громадськими організаціями. Зазначено, що розвиток агробізнесу в екосистемному форматі передбачає створення доданої вартості в межах територіально-просторових аграрних ланцюгів через ефективну координацію логістичних, виробничих, збутових та маркетингових процесів.

Акцентовано на важливості міжгалузевої інтеграції, просторової кластеризації та застосування механізмів SMART-спеціалізації як ключових інструментів модернізації регіонального агробізнесу. Розглянуто роль знаннєвої економіки, інноваційної інфраструктури, цифрових платформ та бізнес-ініціатив у формуванні екосистемного потенціалу сталого розвитку.

Проаналізовано сучасні підходи до маркетингового менеджменту, зокрема використання інтернет-маркетингу, контент-стратегій, 3D-моделювання, цифрових комунікацій, сторітелінгу та персоналізованої взаємодії з клієнтами. Запропоновано концепцію інноваційного маркетингового профілю для аграрного підприємництва, що спрямована на зміцнення ринкових позицій малих і середніх господарств, їх включення в інтегровані збутові мережі та підвищення ефективності просування продукції на регіональних і глобальних ринках.

Узагальнено, що ефективне функціонування екосистеми агробізнесу потребує гнучких управлінських рішень, адаптивних організаційних структур і координаційних центрів на регіональному рівні. Теоретично доведено, що розвиток таких систем має ґрунтуватися на європейському досвіді кластерної політики, принципах сталого розвитку сільських територій та соціо-економічної інтеграції аграрних просторів.

Key words: system management, innovative potential, management ecosystem, agribusiness, spatial clustering, SMART approaches, marketing technologies, marketing management.

Ключові слова: системний менеджмент, інноваційний потенціал, екосистема менеджменту, аграрний бізнес, просторова кластеризація, SMART-спеціалізація, маркетингові технології, маркетинг-менеджмент.

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

The modern development of agribusiness requires a transition from traditional isolated organisational and management models to integrated ecosystem structures capable of ensuring flexible interaction between all participants in agricultural production. In the context of a highly dynamic external environment, global challenges, digital transformation and growing competition, the issue of building the innovative potential of the management system in the agricultural sector is becoming particularly

relevant. This involves the need for comprehensive integration of production, processing, logistics, marketing, financing, digital support and institutional regulation into a single adaptive ecosystem.

At the same time, insufficient coordination between agribusiness participants, the fragmentation of regional economies, and the lack of effective mechanisms for managing innovation processes limit the opportunities for creating sustainable business networks and added value in agricultural production. In this context, it is important to identify and justify tools for spatial clustering and digitalisation of the marketing environment transformation

that can ensure effective interaction and synergy between local actors in the agricultural sector.

Thus, studying the processes of forming the innovative potential of the management ecosystem in agribusiness based on spatial clustering, SMART management and modern marketing technologies is extremely relevant in the context of ensuring sustainable agricultural development, regional economic security and Ukraine's integration into the European innovation space.

ANALYSIS OF RECENT PUBLICATIONS AND RESEARCH

The issue of forming the innovative potential of the management ecosystem in agribusiness is the subject of research by many domestic scientists, including: M. Bagorka, V. Bondarenko, T. Zinchuk, V. Zinovchuk, T. Ilchenko, L. Kazmir, I. Kravchuk, I. Kryukova, S. Lavrinenko, G. Levkiv, G. Mazur, P. Pyvovar, O. Prisyazhnyuk, A. Prib, E. Savitsky, O. Stanina, V. Tkachuk, and others. [1—6; 9—11; 14—16]. While noting the value of the research results of these scientists, it is necessary to point out the need for further scientific research in this area.

PURPOSE OF THE STUDY

The aim of the study is to theoretically substantiate and develop conceptual foundations for forming the innovative potential of the management ecosystem in agribusiness by integrating spatial clustering tools, applying SMART approaches, and implementing modern marketing technologies, taking into account the specifics of regional development, digital transformation and the needs of stakeholders in the agricultural sector.

PRESENTATION OF BASIC MATERIAL OF THE RESEARCH

The development of system management in agribusiness occurs thanks to the object-subject interaction of managers, specialists, and personnel of organisations that coordinate the production, storage, and processing of agricultural products, deliver them to the end consumer, and generate profits to continue subsequent business cycles. Such interaction becomes fundamental for the formation of agribusiness chains in which added value is created, the development of agribusiness systems, the design models of which are diverse and depend on the resource potential of the socio-economic-ecological-spatial systems in which they are formed. The level of potential development depends on the business environment in a specific territorial space, institutional regulation of business relations, and the ability of agent/stakeholder management systems to ensure effective interaction and optimise resources for managing the development of agribusiness systems.

Aspects of inter-sectoral integration, cooperation, institutional regulation and regional management have long been dominant in the development of strategies and prospects for the development of industries, regions and territories, and the mechanisms for implementing these strategies are formed by the relevant institutions, which develop rules and algorithms for tactical actions and a system for budgeting implementation processes. Currently, the main tasks of managing the development of

the domestic agribusiness potential are laid out in the "Strategy for the Development of Agriculture and Rural Areas in Ukraine for the Period until 2030", which structures the priority areas for the implementation of these tasks: rapid response to current challenges caused by the war, innovative development of agribusiness, in particular the creation of integrated structures for innovation coordination [12]. In this sense, it is important to use the achievements of modern institutional and public management in the management of the socio-economic development of territorial-spatial formations, one of the objects of innovative coordination of which is the ecosystem.

The formation and development of the management ecosystem's potential in agribusiness is based on establishing effective interaction between the subsystems of various business stakeholders and institutions, which provides profits to participants, the opportunity to optimise their resources, and the maintenance of joint projects aimed at innovative modelling of the design of this interaction, which contributes to the rapid introduction of innovations in the management of participants' subsystems and the growth of knowledge for the development of various innovative formats of sustainable agribusiness networks. In this sense, the key aspect is to seek opportunities and establish partnerships between business stakeholders (producers and processors of agricultural products, transporters, retail chains, market agents, etc.), which will ensure the sustainable development of the agribusiness network entities as a whole.

In terms of achieving the goal of developing the agricultural ecosystem — ensuring the effective development of business entities and creating ecosystem potential for optimising business chains — it is important to ensure the 'right' partnership, which leads to more effective use of analytical information, the formation of new connections and processes in companies, which contributes to increasing the efficiency of the companies themselves and creating new value for customers. According to the ecosystem logic of agribusiness, the creation of value in business chains contributes to the accumulation of the resource potential of subsystems (participants), which they use for the further development of business reproduction cycles [1].

Effective interaction between participants in the agribusiness ecosystem and ensuring its innovativeness in the context of sustainable development depends on managers' understanding of the mechanisms of this interaction, which can be based on both formalised (legally formalised) and completely informal (market-free) relationships, and the links may be of a marketing, economic, financial, legal, technical, technological, social or cultural nature. These may be relationships that are formalised only in relation to specific operations or the performance of certain contracts within specified time frames, mostly on a short-term basis rather than on a long-term basis. Agricultural commodity producers become participants in the agricultural ecosystem. At the same time, the type of ecosystem formed depends on the size, form of organisation, specialisation, development opportunities and potential, geographical location and other characteristics of farmers. Agricultural enterprises of all types, farms, and

private peasant farms that produce and sell agricultural products on the market form the core of the agribusiness ecosystem [14].

However, alongside them, partner organisations that cooperate with key players play an important role in the ecosystem, achieving their own business goals and interests while ensuring the functioning of agricultural producers. These include suppliers of equipment, seeds, fertilisers, fuel, veterinary drugs, feed, other raw materials and supplies, service organisations that perform third-party work and services, as well as collectors, processors and sellers of agricultural products. An important role in the agribusiness ecosystem is played by entities involved in transport, finance, production and service infrastructure, including various digital platforms. The ecosystem cannot function without the participation of investors, as well as government agencies and public organisations that regulate the activities of individual participants in the system or ensure their interaction. In many cases, competitors, consumers (people or companies that use agricultural products) and other entities interested in the development of agribusiness become full-fledged participants in the agribusiness ecosystem [14; 16].

The functioning and development of the agribusiness ecosystem, like any goal-oriented development, requires effective management, which necessitates effective management decisions to maintain the integrity of the system of organisational interaction and the dynamic reproduction of the potential of system management in agribusiness. In this sense, the main resource for innovative development of potential is considered to be the entrepreneurial resource of leaders (change managers) of organisations and institutions of the agribusiness system at a certain hierarchical level of the national economic system, who use their knowledge and experience in making and implementing creative decisions to maintain the sustainable development of the ecosystem in agribusiness.

Given that the basis for the development potential of the ecosystem in agribusiness is agricultural producers, and the formation of key agribusiness chains begins in the territorial-spatial segments of production of these products, the formation of an innovative agribusiness system design, as an object of coordination of management of stakeholder organisations involved in the process, should be carried out on the basis of theoretical and methodological approaches to spatial clustering, SMART specialisation, marketing in agribusiness, and business knowledge management systems.

Aspects of spatial (regional, local) clustering are currently being studied by expert groups of state policy developers for regional development, the aim of which is to increase the competitiveness of target sectors of the economy and their entities (mainly SMEs) at the regional and national levels. The strategic goals and objectives of this policy, in addition to those traditional for cluster policies (deepening the specialisation of regions and target sectors, increasing employment in target sectors, attracting and/or retaining highly skilled professionals at the regional level (reducing the effect of migration to the capital or abroad) for high-tech sectors, development of blue-collar professions for low-tech industrial sectors, growth of innovation, growth of exports, creation and

development of new industries or sectors of the economy), include improving production and inter-sectoral cooperation, integration of business infrastructure sectors, and the formation of management systems for cluster organisation [7; 11]. Such positions confirm the existence of prerequisites for the formation of management systems of spatial (regional, local) clustering, including in regional and local agribusiness, and the use of best foreign experience in this area will accelerate the formation of spatial clustering systems at the regional (local) level. For this purpose, it is proposed to use the experience of the EU's cluster territorial policy, where the main criteria are the size of the territory, the degree of integration of regional, industrial (sectoral) policies, and flexibility (loyalty) to changes in local policies.

The tools for clustering the development of agribusiness in the region will ensure a synergistic effect of coordinating the development of agribusiness infrastructure systems (logistics distribution networks, territorial hubs), innovation and intellectual centres, financial and economic, insurance and grant support, which will ultimately contribute to the socio-economic development of the region. The peculiarity of ecosystem coordination will lie in achieving synergy in the interaction of various businesses (stakeholder groups) that cooperate and complement each other to achieve common goals — the formation of an environment of interaction that is loyal to agribusinesses in the region and local businesses. In particular, for agribusiness, this could be an integrated network of distribution, logistics and other types of businesses providing infrastructure support to local agricultural producers, the advantage of which is the proximity of the entities, which enables rapid adaptation in the processes of forming and modelling value chains.

Practical examples of such integration include the activities of integrated logistics hubs and enclaves providing information and analytical support for the development of the business environment in the region, given the organisational support provided by their integrated management system, which creates synergy of the territory, local business, and the skills and abilities of stakeholders in coordinating the process and digitally supporting the development of material and virtual processes. At the same time, Internet platforms adapted for online sales, which can be created using convenient constructors and marketplaces, can also be integrated into the value chain.

The main model on which agribusiness chains are formed in the territorial and spatial segments of agricultural production is the SMART specialisation model, which is seen as a set of actions and coordination mechanisms for the formation of an integrated complex for the development of agribusiness in the region through the coordination of value chains (VCC), supply chains (SC), logistics chains (LC), local food supply chains (LFSC), smart chains (SC), agri-food chains, and global agri-food supply chains (GLPA) [18]. In terms of considering aspects of the formation of the innovative potential of the management ecosystem in agribusiness, it is advisable to consider the potential of SMART specialisation, the formation and use of which will strengthen the innovative development of organisational and economic relations,

Table 1. Content marketing tools and their environment of use in agribusiness

Content marketing tools	Environment of use
Storytelling	Development and improvement of audience engagement tools.
Website optimisation	Use of current trends, voice search.
Information modelling technology – 3D approach	Promotion of agricultural exhibitions, which are a high-quality communication platform for farmers; mandatory company (product) branding; a website with constantly updated content; 3D tours and an active presence on social media.
	Personalisation and customer value offer (advice on solving problems – IQ + EQ – must have).
Seeing is believing (everything is verified in the field)	Interest in farmers' pain points: application of cultivation technologies, crop care, visualisation of results to support product promotion.
Opinion leadership (people-brands)	Formation of individualised leadership and communicative promotion of ideas based on storytelling.
Full transparency (complete transparency of activities)	Ability to visualise all stages of agribusiness development.
Digitisation, IT solutions and generating «cool» content	Convincing consumers of the company's ability to deliver on its marketing communications.
Use of beta versions	Use of diverse opportunities in agribusiness to create content that is unlike any other; «product improvement» in the process of implementation based on quality feedback from consumers.
Minimalism in brand visualisation (mothballed) brands	Restraint in brand visualisation, modesty and clarity in presentation.

Source: compiled on the basis of [17; 19; 20].

leading to the transition of agribusiness management to the plane of an adaptive ecosystem centre for the coordination of socio-economic development of the territorial business space.

This allows for the formation of a digitally integrated agribusiness ecosystem, whose development entities include agricultural producers, agribusiness infrastructure organisations, universities, innovation hubs, information platforms, interested stakeholders, and the dominant coordination entity is defined as the "business initiative" as a complex of specialised knowledge formalised in databases and available to all actors, taking into account the adaptation of their business potential to the conditions of specificity, achievability, measurability, realism and compliance with timing determination. The SMART specialisation approach in the formation of agribusiness chains in the territorial-spatial segments of agricultural production is the basis for the development of agribusiness and the formation of systematic management in agribusiness, since its practical application will allow the formation of a functional complex of agribusiness management for local enterprises, regional business networks, and virtual infrastructure organisations with the possibility of its transformation into integrated systems of management networks in agribusiness.

The next step in researching the strategic aspects of developing the innovative potential of ecosystem management in agribusiness is to substantiate promising areas for the formation of innovative marketing technologies, as a process supported by SMART management mechanisms and whose material implementation creates the highest percentage of added value in agricultural product supply chains. Marketing in agribusiness, from the

point of view of spatial clustering and SMART specialisation in regional agribusiness management systems, ensures the formation of mechanisms for managing commodity flows in various chain architectures for bringing products to consumers. The main components of its system are logistics, product promotion, resource and financial support for processes and their monitoring, and marketing communications, which makes it possible to improve existing mechanisms and develop innovative mechanisms for managing these flows in the future.

According to the postulates of modern research on the socio-economic development of territorial systems, the main task of its institutional regulation is to ensure the balance between inter-sectoral, business, territorial, and environmental subsystems, the main tools of which include marketing management (as a complex of coordination of relations between business agents), the formation of a network design for territorial business, and the use of innovations in contractual relations between participants [13]. The priority direction of marketing management in agribusiness is the development of a comprehensive system of interaction using an organisational and economic mechanism for the integration of participants at the local level, which determines the formation and development of regional agri-food systems. In this sense, it is advisable to propose the organisation of such systems taking into account the characteristics of the territory (region) of agribusiness and its infrastructure support based on the principles of SUS-CHAIN, IMPACT, COFAMI — European projects specialising in the study of the interaction between balanced production and marketing of food products and the analysis of the potential role of food marketing in the development of rural areas, with a focus

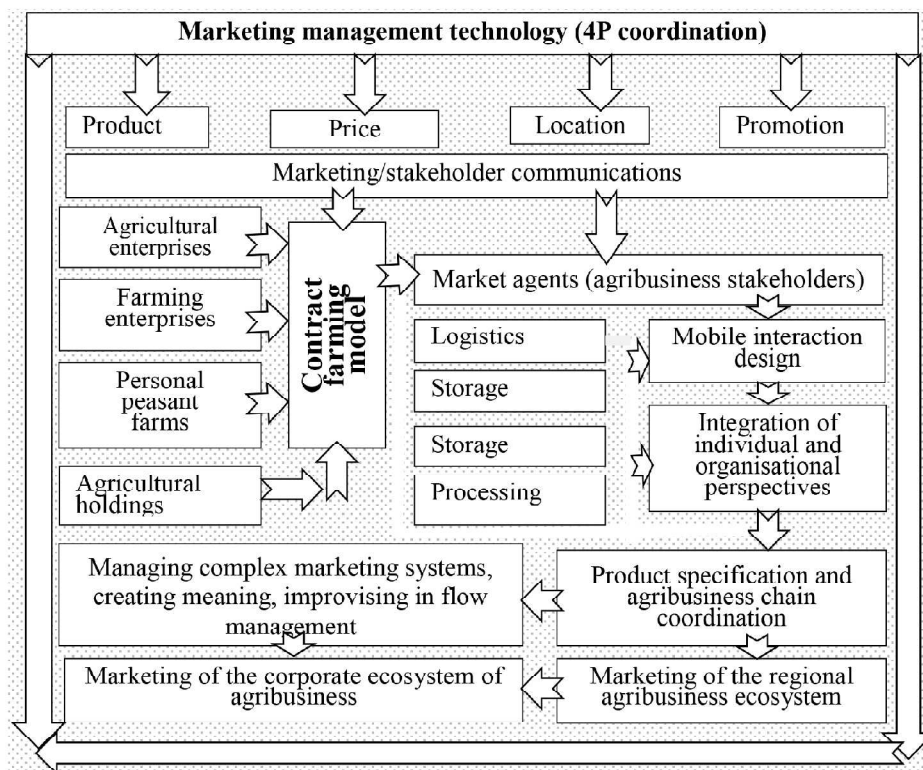


Figure 1. Innovative marketing profile in agribusiness

Source: own research.

on identifying economic, social, cultural and political factors that enable or limit the formation and development of collective marketing initiatives [6]. The main principles include: development of territorial (local) agromarketing; formation of alternative food networks (radical innovation process); optimal integration of forms of production organisation and product sales in local markets; administration of food chains and rapid modelling of their trajectories; accumulation of knowledge potential for the development of agri-food networks and use of experience in managing subsequent phases of development; coordination of agribusiness using content marketing tools (Table 1).

Comprehensive use of internet marketing primarily focuses on promoting websites and social networks. Websites perform one of the most important functions — disseminating information about the company and increasing consumer confidence in the company. Today, conveying information to consumers is a priority among marketing activities. The main advantages that an agricultural enterprise gains from using internet marketing are: improving the intensity of brand promotion and increasing market share; determining the real value of ROI; simplifying the calculation of marketing decomposition; mobility in decision-making; entering new sales markets (new export countries); increasing sales volumes; the possibility of cooperation with new partners, creating partnership coalitions for co-branding [3].

The use of modern marketing management technologies in agribusiness requires the development of knowledge capacity, particularly for small and medium-sized agricultural enterprises located in local areas of the region. Researchers of marketing systems in agribusiness

believe that the formation of chains for delivering agricultural products to consumers using innovative marketing mechanisms is carried out according to the traditional marketing mix (4P) and involves a set of operations for product specification and coordination of the agribusiness chain, integration of individual and organisational perspectives, improving marketing stakeholder communications for managing complex marketing systems, which involves creating meaning and improvisation in the management of material and information flows in the marketing process (logistics, warehousing, storage) and creates meaning and value in the organisation of agribusiness infrastructure.

These provisions allow us to argue for an innovative marketing profile in agribusiness, which will enable the development of a methodology for assessing the marketing infrastructure of agribusiness enterprises (Fig. 1).

The diagram visualises the characteristics of marketing communications development in the process of product sales to consumers and reflects opportunities for small and medium-sized agricultural enterprises, farms to build distribution chains within the logistics, warehousing, and processing infrastructure of agribusiness in two main areas: developing stakeholder communications with regional (local) market agents and using the contract farming model. The development of marketing/stakeholder communications involves researching the local marketing environment of the regional agribusiness infrastructure market and making decisions on product promotion operations, which requires searching for and analysing information about potential business partners, conducting negotiations, concluding contracts, etc.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

1. The ecosystem approach to system management in agribusiness defines a new paradigm for the development of the industry, based on the integration of business stakeholders, institutions, infrastructure organisations and government regulators within a single spatial and functional environment. Such integration ensures not only effective coordination of production and logistics processes, but also the formation of added value in agricultural business chains, the creation of sustainable partnerships, the acceleration of innovative development, and the improvement of the adaptability of agricultural systems to the challenges of the market and institutional environment.

2. The formation and realisation of the potential of the agricultural ecosystem largely depends on the use of strategic approaches to spatial clustering, SMART specialisation and innovative marketing, which ensure the development of local agribusiness chains, strengthen regional specialisation, attract intellectual resources, increasing competitiveness and sustainable development of territories. These approaches are based on the systematic coordination of knowledge, resources and management decisions, which allows adaptation to the specifics of regional agricultural production and consumer demand.

3. The development of the agribusiness marketing infrastructure is a key factor in improving the effectiveness of interaction between actors in agri-food systems, particularly in terms of product promotion, the organisation of distribution chains, the formation of new formats of cooperation (contract farming, cooperation), and the introduction of digital communication tools. The comprehensive use of content marketing, internet promotion and 3D visualisation tools creates new opportunities for small and medium-sized agricultural producers to enter markets, increase brand awareness and strengthen partnerships.

Література:

1. Аграрна екосистема єднає заради спільного збільшення прибутків. URL: <https://surl.li/fnzomn>. (дата звернення 12.07.2025).
2. Багорка М., Юрченко Н. Формування системи маркетингового управління конкурентоспроможністю аграрного підприємства. Підприємництво та інновації. 2023. № 8 (26). С. 32—37. URL: <https://doi.org/10.32782/2415-3583/26.5> (дата звернення: 22.07.2025).
3. Бондаренко В. М., Омеляненко О. В. Тенденції розвитку аграрного сектору економіки України в контексті розвитку цифрової маркетингової діяльності. Економіка та суспільство. 2024. Вип. 59. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/3537> (дата звернення 16.07.2025).
4. Геоінформаційні технології в управлінні розвитком сільської економіки. Скидан О. В., Пивовар П. В., Тарасович Л. В. та ін. Житомир, Поліський національний університет. 2022. 232 с.
5. Ільченко Т. В. Особливості впровадження інноваційного маркетингу в агробізнесі. Економіка та управління підприємствами. 2021. Вип. 1 (03) С. 31—38.

6. Казьмір Л. П. Сучасні парадигми розвитку регіональних агропродовольчих систем URL: https://re.gov.ua/re201904/re201904_094_KazmirLP.pdf (дата звернення 20.07.2025).

7. Класифікація механізмів та інструментів для кластерних політик. URL: <http://surl.li/alxodq> / (дата звернення 25.07.2025).

8. Концептуальні положення стратегії розвитку малого та середнього агробізнесу в Україні. URL: <http://surl.li/pidwf> (дата звернення 16.05.2025).

9. Кравчук І. І., Ковальчук В. В. Теоретико-методичні аспекти системного управління маркетингом в агробізнесі. Економіка та суспільство. 2025. № 71. URL: <https://surl.li/vuczro>. (дата звернення: 16.07.2025).

10. Крюкова І. О. Ефективність вітчизняного агробізнесу у призмі пріоритетів сталого розвитку. Агросвіт. 2022. № 9—10. С. 2—12. DOI: 10.32702/2306-6792.2022.9-10.3 (дата звернення 17.12.2022).

11. Мазур Г. Кластеризація в управлінні економічною безпекою регіону В умовах воєнного стану. Науковий вісник Вінницької академії безперервної освіти. Серія "Екологія. Публічне управління та адміністрування". 2022. Вип. 2. DOI <https://doi.org/10.32782/2786-5681-2022-2.06> (дата звернення 23.07.2025).

12. Про схвалення Стратегії розвитку сільського господарства та сільських територій в Україні на період до 2030 року та затвердження операційного плану заходів з її реалізації у 2025—2027 роках: розпорядження КМУ від 15 листопада 2024 р. № 1163-р. URL: <https://zakon.rada.gov.ua/laws/show/1163-2024-%D1%80#Text>. (дата звернення 18.07.2025).

13. Колодненко Н. В., Устік Т. В. Особливості управління маркетинговими ризиками як засіб покращення маркетингової політики підприємств сфери агробізнесу. Вісник Херсонського національного технічного університету. 2024. № 1 (88). URL <https://doi.org/10.35546/kntu2078-4481.2024.1.42> (дата звернення 22.07.2025).

14. Приб А. Г. Екосистеми аграрного підприємництва як сучасний механізм інтеграції господарюючих суб'єктів. Економіка та суспільство. Вип. 61, 2024. URL: <https://surl.li/dzcrbo>. (дата звернення 12.08.2024).

15. Савицький Е. Сучасні реалії інноваційного розвитку підприємств агробізнесу в Україні. Економіка та суспільство. (31), 2021. URL: <https://doi.org/10.32782/2524-0072/2021-31-56> (дата звернення 01.07.2025).

16. Станіна О. Створення кластерів сільськогосподарських підприємств в цілях забезпечення економічної безпеки. Економіка та суспільство. (28), 2021. URL: <https://doi.org/10.32782/2524-0072/2021-28-13> (дата звернення 07.06.2025).

17. Стратегічне управління інноваційним розвитком соціально-економічних систем в умовах євроатлантичної інтеграції України та глобалізації: монографія за ред. І. І. Кравчук. Житомир: Поліський нац. ун-т, 2025. 273.

18. Трансформація агропродовольчих ланцюгів в контексті війни в Україні. URL: http://www.market-nfr.od.ua/journals/2022/69_2022/18.pdf (дата звернення 16.07.2025).

19. Трансформація менеджменту бізнес-організацій: сучасні тренди та виклики: монографія / за заг.

ред. Сагайдака М. П., Соболевої Т. О. Київ: КНЕУ, 2021. 378 с.

20. Тренди аграрного маркетингу. URL: <http://surl.li/nfuzl> (дата звернення 20.07.2025).

References:

1. Seeds (2019), "The agricultural ecosystem unites for the sake of a common increase in profits", available at: <https://surl.li/fnzomn> (Accessed 12.07.2025).
2. Bahorka, M. and Yurchenko, N. (2023), "Formation of a system of marketing management of the competitiveness of an agricultural enterprise", *Pidpriemnytstvo ta innovatsii*, vol. 8 (26), pp. 32—37. <https://doi.org/10.32782/2415-3583/26.5>.
3. Bondarenko, V.M. and Omel'ianenko, O.V. (2024), "Trends in the development of the agrarian sector of the Ukrainian economy in the context of digital marketing activities", *Ekonomika ta suspil'stvo*, vol. 59, available at: <https://economyandsociety.in.ua/index.php/journal/article/view/3537> (Accessed 16.07.2025).
4. Skydan, O.V. Pyvovar, P.V. and Tarasovych, L.V. (2022), *Heoinformatsijni tekhnologii v upravlinni rozvytkom sil'skoi ekonomiky* [Geoinformation technologies in managing the development of the rural economy], *Polis'kyj natsional'nyj universytet, Zhytomyr, Ukraine*.
5. Il'chenko, T.V. (2021), "Features of implementing innovative marketing in agribusiness", *Ekonomika ta upravlinnia pidpriemstvamy*, vol. 1 (03), pp. 31—38.
6. Kaz'mir, L.P. (2019), "Modern development paradigms of regional agrifood systems", available at: https://re.gov.ua/re201904/re201904_094_Kazmir-LP.pdf (Accessed 20.07.2025).
7. Yurchak, O.V. (2020), "Classification of mechanisms and tools for cluster policies", available at: <http://surl.li/alxodq> (Accessed 25.07.2025).
8. Dzyaduk, H.O. (2018), "Conceptual foundations for strategy of small and medium-sized agrobusiness development in Ukraine", available at: <http://surl.li/pidwf> (Accessed 16.05.2025).
9. Kravchuk, I.I. and Koval'chuk, V.V. (2025), "Theoretical and methodological aspects of systemic marketing management in agribusiness", *Ekonomika ta suspil'stvo*, vol. 71, available at: <https://surl.li/vyczro> (Accessed 16.07.2025).
10. Kriukova, I.O. (2022), "The effectiveness of domestic agribusiness in the light of sustainable development priorities", *Ahrosvit*, vol. 9—10, pp. 2—12. DOI: 10.32702/2306-6792.2022.9-10.3
11. Mazur, H. (2022), "Clusterization in the management of economic security of the region in the conditions of martial law", *Naukovyj visnyk Vinnyts'koi akademii bezperervnoi osvity. Seriya "Ekolohiia. Publichne upravlinnia ta administruvannia"*, vol. 2. DOI <https://doi.org/10.32782/2786-5681-2022-2.06>.
12. Cabinet of Ministers of Ukraine (2024), Resolution "On approval of the Strategy for the Development of Agriculture and Rural Areas in Ukraine for the period until 2030 and approval of the operational plan of measures for its implementation in 2025—2027", available at: <https://zakon.rada.gov.ua/laws/show/1163-2024-%D1%80#Text>. (Accessed 18.07.2025).
13. Kolodnenko, N.V. and Ustik, T.V. (2024), "Features of marketing risk management as a means of improving

the marketing policy of agribusiness enterprises", *Visnyk Kherson's'koho natsional'noho tekhnichnoho universytetu*, vol. 1 (88). <https://doi.org/10.35546/kntu2078-4481.-2024.1.42>.

14. Prib, A.H. (2024), "Ecosystems of agricultural entrepreneurship as a modern mechanism for integrating business entities", *Ekonomika ta suspil'stvo*, vol. 61, available at: <https://surl.li/dzcrbo>. (Accessed 12.08.2024).

15. Savyts'kyj, E. (2021), "Modern realities of innovative development of agribusiness enterprises in Ukraine", *Ekonomika ta suspil'stvo*, vol. (31). <https://doi.org/10.32782/2524-0072/2021-31-56>.

16. Stanina, O. (2021), "Creation of clusters of agricultural enterprises in order to ensure economic security", *Ekonomika ta suspil'stvo*, vol. (28). <https://doi.org/10.32782/2524-0072/2021-28-13>.

17. Kravchuk, I.I. (2025), *Stratehichne upravlinnia innovatsijnym rozvytkom sotsial'no-ekonomichnykh system v umovakh ievroatlantlychnoi intehtratsii Ukrainy ta hlobalizatsii* [Strategic management of innovative development of socio-economic systems in the context of Ukraine's Euro-Atlantic integration and globalization], *Polis'kyj nats. un-t, Zhytomyr, Ukraine*.

18. Maievs'ka, N. (2022), "Transformation of agri-food chains in the context of the war in Ukraine", available at: http://www.market-nfr.od.ua/journals/2022/69_-2022/18.pdf (Accessed 16.07.2025).

19. Sahajdak, M.P. and Sobolieva, T.O. (2021), *Transformatsiia menedzhmentu biznes-orhanizatsij: suchasni trendy ta vyklyky* [Transformation of business organization management: current trends and challenges], *KNEU, Kyiv, Ukraine*.

20. Kamenieva, Yu. (2019), "Trends in agricultural marketing", available at: <http://surl.li/nfuzl> (Accessed 20.07.2025).

Стаття надійшла до редакції 27.07.2025 р.

<https://nayka.com.ua>

Електронне фахове видання

Ефективна
ЕКОНОМІКА

Виходить 12 разів на рік

**Журнал включено до переліку наукових фахових видань України з ЕКОНОМІЧНИХ НАУК (Категорія «Б»)
Спеціальності – 051, 071, 072, 073, 075, 076, 292**

e-mail: economy_2008@ukr.net

 viber: +38 050 3820663