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**Nataliia TELICHKO,**

Candidate of Economic Sciences, Associate Professor,  
Associate Professor of the Department of Management  
Odesa State Agrarian University, Odesa, Ukraine  
ORCID 0000-0003-1571-3364  
email: sklnata@ukr.net

**Yurii NOSOV,**

PhD Student of the Department of Management  
Odesa State Agrarian University, Odesa, Ukraine  
ORCID 0009-0003-7962-1570  
email: 0673797643@ukr.net

## STRATEGIC PRINCIPLES FOR MANAGING DEVELOPMENT PROJECTS OF PRODUCTION INFRASTRUCTURE IN ENTERPRISES OF RURAL TERRITORIAL COMMUNITIES UNDER THE CONDITIONS OF AGRIBUSINESS MARKETING TRANSFORMATIONS

### *Abstract*

**Relevance.** Digitization of management processes currently plays a very important role in the development of modern agrarian business in Ukraine. It acquires special importance during the period of post-war reconstruction of agricultural territorial communities, because it helps to increase the production potential and modernize the infrastructure of enterprises. This, in turn, strengthens their market position in terms of European integration. An important factor in the development of the production infrastructure of communities is the application of strategic management and project approaches based on marketing transformations of agrarian business. This transformation of management processes helps ensure not only the long-term goals of agrarian business development, but also the development of their production infrastructure through the introduction of the use of a complex of specific modern tools: investment, organizational, marketing and digital. The research is relevant, because modern approaches do not take into account all interrelated factors and tools such as: strategic management, project management, modern digital tools and their impact on the marketing transformation of management processes. It is the above-mentioned factors that can explain the need to develop a modern methodical approach, which will combine them into a single integrated model of strategic management of the development of the production infrastructure of rural territorial communities on the basis of marketing transformations of agrarian business.

**The purpose of the research** is to substantiate the theoretical and methodological principles of strategic management of the development of the production infrastructure of rural territorial communities on the basis of marketing transformations of agrarian business and the development of the author's conceptual model of their implementation.

**Methods.** The study employed a combination of research methods. Systematic and comparative analyses were used to synthesize contemporary scientific approaches to strategic management, project

*management, and the development of production infrastructure. The abstract-logical method served as the basis for developing the author's conceptual model. Methods of analysis and synthesis were applied to identify the interrelationships among the components of the strategic management mechanism. The graphical method was used to visualize the proposed conceptual model, while the generalization method was employed to formulate the study's conclusions and practical recommendations.*

**Results.** *The research substantiates the theoretical and methodological principles of strategic management of the development of production infrastructure of rural territorial communities using a project approach and taking into account marketing transformations of agrarian business. The conceptual model proposed by the authors can be used both in scientific research and in the practice of managing agricultural enterprises. It integrates strategic, project and marketing tools together with digital technologies, as well as the principles of sustainable development within a single management system. An improved mechanism of strategic management and the implementation of strategic projects can contribute to the development of the production infrastructure of rural territorial communities, as well as the identification of key elements of resource, organizational and digital support. It is advisable to evaluate the effectiveness of such projects on the basis of a system of key performance indicators, which allows comprehensive evaluation of the results of their implementation and justification of further management decisions.*

**Practical value of the study.** *The proposed scientific and methodological provisions can be used by state authorities and local self-government bodies during the formation of strategies for the development of rural territorial communities and the development of regional programs for the modernization of industrial infrastructure. For agrarian business managers, the results of the study can be useful in the preparation of investment projects, implementation of digital technologies and improvement of management processes. Scientific institutions can use the proposed approaches for further development of methodological support for strategic project management.*

**Conclusions.** *According to the results of the study, it was established that increasing the efficiency of the development of the production infrastructure of rural territorial communities requires a transition to a complex strategic management system built on a project approach. Such a system should include KPIs for performance evaluation, digital platforms for resource management and marketing tools for product promotion and sustainable development principles. The conceptual model developed by the authors is aimed at increasing the efficiency of resource use, developing logistics and digital infrastructure, strengthening the economic sustainability of agrarian business, and creates conditions for the sustainable development of communities in the post-war period and in the process of European integration.*

**Keywords:** *project, strategic management, project management, production infrastructure, rural territorial communities, agribusiness, marketing transformation, digitalization, sustainable development.*

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**Наталія ТЕЛІЧКО,**

кандидат економічних наук, доцент,  
доцент кафедри менеджменту

Одеський державний аграрний університет, м. Одеса, Україна

ORCID 0000-0003-1571-3364

e-mail: sklnata@ukr.net

**Юрій НОСОВ,**

аспірант кафедри менеджменту

Одеський державний аграрний університет, м. Одеса, Україна

ORCID 0009-0003-7962-1570

e-mail: 0673797643@ukr.net

## **СТРАТЕГІЧНІ ЗАСАДИ УПРАВЛІННЯ ПРОЄКТАМИ РОЗВИТКУ ВИРОБНИЧОЇ ІНФРАСТРУКТУРИ ПІДПРИЄМСТВ СІЛЬСЬКИХ ТЕРИТОРІАЛЬНИХ ГРОМАД В УМОВАХ МАРКЕТИНГОВИХ ТРАНСФОРМАЦІЙ АГРАРНОГО БІЗНЕСУ**

### **Анотація**

**Актуальність.** Цифровізація управлінських процесів сьогодні відіграє дуже важливу роль у розвитку сучасного аграрного бізнесу в Україні. Особливої ваги вона набуває у період післявоєнного відновлення сільських територіальних громад, адже сприяє зростанню виробничого потенціалу та модернізації інфраструктури підприємств. Це посилює їх ринкові позиції в умовах євроінтеграції. Важливим напрямком розвитку виробничої інфраструктури сільських громад є застосування стратегічних управлінських рішень і проєктних методів, що базуються на маркетингових трансформаціях аграрного бізнесу, який підхід дозволяє не лише досягати довгострокових цілей, а й забезпечувати ефективне використання інвестиційних, організаційних, маркетингових та цифрових інструментів. Необхідність розробки сучасної методики пояснюється тим, що існуючі підходи не враховують у комплексі взаємозв'язок стратегічного менеджменту, проєктного управління та цифрових технологій.

**Мета дослідження** полягає у формуванні теоретичних та методичних засад стратегічного управління розвитком виробничої інфраструктури сільських територіальних громад на основі маркетингових трансформацій аграрного бізнесу та створення авторської концептуальної моделі їх реалізації.

**Методи дослідження.** Використано системний і порівняльний аналіз для узагальнення сучасних наукових підходів, абстрактно-логічний метод для побудови моделі, крім того методи аналізу і синтезу дозволили визначити взаємозв'язки між складовими елементами управлінського механізму. Графічні засоби застосовано для візуалізації концептуальної моделі, а метод узагальнення - для формулювання висновків і практичних рекомендацій.

**Отримані результати.** Обґрунтовано теоретичні та методичні основи стратегічного управління розвитком виробничої інфраструктури сільських територіальних громад із використанням проєктного підходу та врахуванням маркетингових трансформацій. Запропонована модель може бути використана як у наукових дослідженнях, так і в управлінській практиці аграрних підприємств. Вона поєднує стратегічні, проєктні та маркетингові інструменти з цифровими технологіями (ERP-системи, CRM-рішення, GIS-технології) та принципами сталого розвитку. Реалізація стратегічних проєктів сприятиме розвитку інфраструктури, визначенню ключових ресурсних і організаційних елементів та підвищенню ефективності управління. Оцінювання результатів доцільно здійснювати за системою ключових показників ефективності (KPI), що забезпечує комплексну оцінку та підтримку управлінських рішень.

**Практична цінність роботи.** Запропоновані положення можуть бути корисними як для органів влади та місцевого самоврядування при формуванні стратегій розвитку громад і програм модернізації інфраструктури. Для керівників аграрного бізнесу результати

дослідження стануть у пригоді під час підготовки інвестиційних проєктів, впровадженні цифрових технологій та вдосконаленні управлінських процесів. Наукові установи можуть використати підходи для подальшого розвитку методичного забезпечення стратегічного управління.

**Висновки.** Підвищення ефективності розвитку виробничої інфраструктури потребує переходу до комплексної системи стратегічного управління, побудованої на проєктному підході. Така система має включати KPI для оцінки результативності, цифрові платформи для управління ресурсами та маркетингові інструменти для просування продукції. Розроблена модель спрямована на раціональне використання ресурсів, розвиток логістичної та цифрової інфраструктури, посилення економічної стійкості аграрного бізнесу та створює умови для сталого розвитку громад у післявоєнний період та в процесі євроінтеграції.

**Ключові слова:** проєктний підхід; стратегічне управління; проєктне управління; виробнича інфраструктура; сільські територіальні громади; аграрний бізнес; маркетингова трансформація; цифровізація; сталий розвиток.

**Introduction.** Ukraine's agricultural sector is undergoing significant change, driven by digital transformation, European integration, reforms in territorial governance, and the urgent need for post-war recovery. In this setting, the production infrastructure of rural communities has become central to strengthening the industry's competitiveness. Evidence of this can be seen in more efficient resource management, improved logistics, greater use of digital platforms and services, and the expansion of modern marketing channels. Traditional methods of managing infrastructure, however, are outdated in the face of current economic challenges. Market volatility, the rapid introduction of digital technologies such as ERP systems, CRM solutions, and GIS tools, shifts in consumer behavior, the growth of e-commerce, and the need to attract investment point to the necessity of adopting strategic project management. This approach allows for integrated planning, fair allocation of resources, effective collaboration among stakeholders, and the pursuit of long-term goals in agribusiness development.

Particular importance is attached to integrating the tools of strategic management, project management, marketing transformation, the digital economy, and the principles of sustainable development into a unified management framework. This approach creates a basis for a modern model of industrial infrastructure development in rural areas. It is able to ensure the sustainable development of agribusiness, increase the investment attractiveness of rural communities and strengthen their stability in the conditions of economic transformations and European integration.

**Analysis of Recent Research and Publications.** The issues of strategic management of agricultural sector development, modernization of production infrastructure, digital transformation, and marketing development of agribusiness have been widely addressed in the works of Ukrainian scholars. Contemporary research focuses on strategic management, digitalization, sustainable development, and enhancing the competitiveness of agricultural enterprises [1; 5; 9; 12].

Strategic management of agricultural enterprises has been investigated by Yu. Havryliuk [1], who substantiates the necessity of transitioning to an innovation-oriented development model based on the application of modern marketing tools. Strategic directions for agribusiness modernization have been explored by L. Klymenko and O. Radchenia [5], while O. Kovbasa [9] identifies the key components of the strategic development of the agricultural sector under current socio-economic challenges. V. Samofatova [12] investigated strategic management in the sustainable development of agrarian enterprises, stressing the integration of economic security, innovation, and sustainability principles in agribusiness. Another important research direction addresses project-based approaches to agricultural development, which are especially important during the post-war reconstruction of Ukraine's economy. For example, S. Didur, I. Trunina, and M. Bilyk [3] analyzed the transformation of agrarian enterprises with particular attention to wartime conditions and their long-term consequences. Likewise, P. Lastovchenko [10] and I. Tomashuk [16] investigated strategic pathways for rural development and entrepreneurship during the period of post-war reconstruction.

Marketing transformation of agribusiness and digitalization of management processes have been investigated by S. Koberniuk and A. Shylo [6], who examine the application of digital technologies in agricultural marketing. Innovative approaches to marketing management in farming enterprises are presented in [4], marketing analysis of the operating environment of agricultural enterprises is discussed in [11], while strategic directions for the development of marketing activities under martial law and market instability are substantiated in [13].

A considerable body of contemporary research has focused on issues related to the sustainable development of rural territorial communities and agribusiness enterprises, as well as on the impact of digital and marketing transformation on their operations and long-term development. O. Kovalova [7] substantiates the relationship between the development of agricultural enterprises and rural territories, N. Strochenko and O. Kovalova [14] examine the role of innovation in improving the competitiveness of agribusiness, whereas current trends in the digital transformation of agricultural land management are highlighted in [17].

Despite the considerable scientific achievements in the fields of strategic management, digital transformation, marketing, and rural development, the analysis of the existing literature indicates that these issues have mostly been investigated separately. The theoretical and methodological foundations of strategic project management for the development of production infrastructure in rural areas under the conditions of agribusiness marketing transformation remain insufficiently explored. This necessitates the development of an integrated management approach combining strategic management, project management, digital economy tools, and sustainable development principles into a unified framework for managing rural infrastructure development.

**The purpose of the study** is to substantiate the theoretical and methodological foundations of the strategic management of production infrastructure development in

rural territorial communities based on the principles of agribusiness marketing transformation and to develop an original conceptual framework for its implementation.

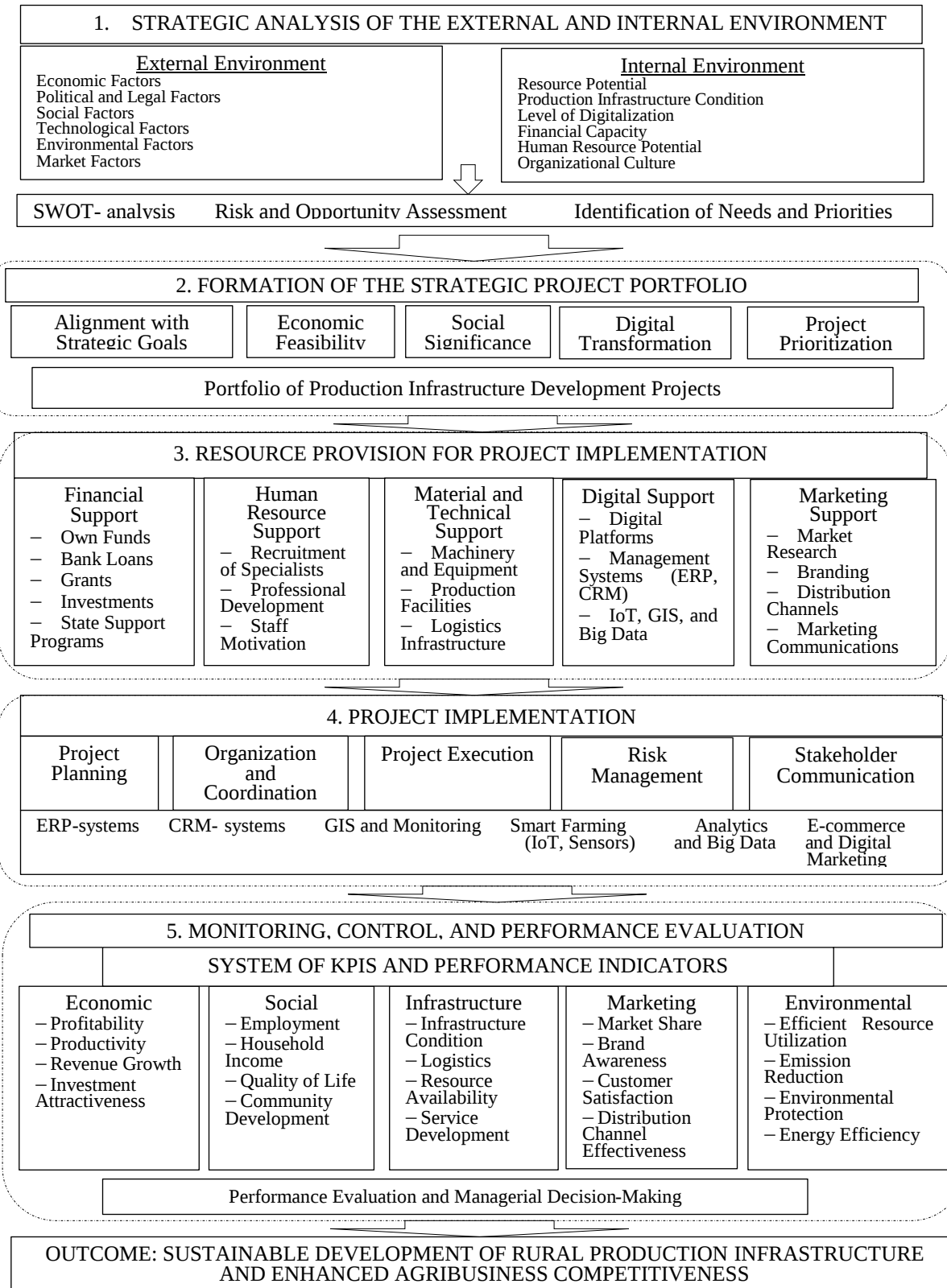
**Results and Discussion.** The contemporary development of Ukraine's agricultural sector is taking place under the influence of the digital economy, marketing transformation, market globalization, European integration processes, and the need for post-war recovery. Under these conditions, the competitiveness of agricultural enterprises increasingly depends on the level of development of production infrastructure, which ensures efficient resource utilization, the functioning of logistics systems, digital services, information support, and modern product distribution channels [5; 6; 9].

At the present stage, the production infrastructure of rural areas should be considered as an integrated system of material and technical, transport and logistics, information and communication, and digital components that ensure the continuity of production, management, and marketing processes within agricultural enterprises. This approach is consistent with the contemporary concept of agribusiness digital transformation, in which traditional infrastructure components are integrated with ERP and CRM systems, digital platforms, geographic information technologies, precision agriculture tools, and big data analytics [5; 6; 15; 17].

The effective development of production infrastructure requires the application of strategic project management, which ensures the alignment of the long-term development objectives of rural areas with specific investment, innovation, and organizational initiatives. Unlike traditional program-based planning, the project approach makes it possible to define strategic priorities, establish an appropriate resource management system, assess project risks, develop key performance indicators, and ensure effective monitoring and control of project implementation [3; 5].

At the same time, the marketing transformation of agribusiness substantially changes the approaches to the planning and implementation of strategic projects aimed at developing production infrastructure. Whereas modernization of the material and technical base was previously considered the primary objective, the key success factor today is the integration of production, logistics, digital, and marketing processes into a unified value creation system. This involves the application of digital sales channels, e-commerce, marketing analytics, advanced information platforms, and customer-oriented interaction models [4; 6; 11; 13].

Based on the generalization of contemporary scientific approaches and taking into account the specific features of the agricultural sector, the author has developed a conceptual model of strategic management of projects for the development of production infrastructure in rural areas, presented in Figure 1.



**Figure 1 Conceptual Model of Strategic Management of Projects for the Development of Production Infrastructure in Rural Areas**

Source: developed by the authors based on [1; 5; 12].

The principal distinguishing feature of the model proposed by the authors is the integration of strategic management, project management, marketing transformation, digitalization, and the principles of sustainable development into a unified management system for agribusiness enterprises. Such an integrated approach improves management efficiency: it strengthens the competitiveness of agribusiness and supports the balanced development of rural production infrastructure [1; 5; 12].

A distinctive feature that differentiates the authors' model from existing scientific approaches is its practical implementation through a strategic management mechanism based on the project approach. This mechanism facilitates the development of the production infrastructure of rural territorial communities while ensuring the effective achievement of strategic priorities in the activities of agribusiness enterprises. The proposed mechanism is based on the integrated application of strategic management, project management, marketing transformation, digitalization, and sustainable development principles, thereby aligning the strategic development objectives of rural areas with the needs of agribusiness and the challenges of the contemporary external environment [1; 3; 5; 12].

The proposed model can only work if state authorities, local communities, agribusinesses, investors, financial institutions, and researchers cooperate. Working together allows them to use resources more effectively, direct investments to priority areas, and support the development of rural infrastructure [5; 10; 12]. A key part of the model is the use of modern management tools -planning, project portfolio management, risk assessment, budgeting, marketing research, and performance monitoring. The authors note that only their combined use makes it possible to align strategic priorities with the daily needs of agribusiness, improve resource efficiency, and strengthen decision making [3; 5; 9]. Under the conditions of agribusiness marketing transformation, the digitalization of management processes becomes particularly important. The implementation of ERP and CRM systems, geographic information technologies, digital platforms, electronic document management, business analytics tools, and big data technologies enables real-time information processing, project management automation, greater transparency in the implementation of investment initiatives, and more effective collaboration among all project stakeholders [6; 15; 17].

Furthermore, another important component of the proposed model is the performance monitoring system for strategic project implementation, which is based on the application of Key Performance Indicators (KPIs). Unlike traditional approaches that primarily focus on financial performance, the proposed evaluation system adopts a comprehensive perspective by assessing the economic, infrastructural, marketing, digital, social, and environmental outcomes of project implementation [7; 12; 14].

Within the proposed model, the economic dimension of the evaluation system makes it possible to assess not only the efficiency of investment utilization but also the profitability of project implementation, the performance of production processes and business activities, as well as the dynamics of investment growth. In turn, the

infrastructural dimension provides a basis for evaluating the level of modernization of production facilities, the availability of modern production and transport-logistics infrastructure, and the degree of renewal of the material and technical base [5; 9; 10]. In turn, the marketing indicators evaluate the effectiveness of distribution systems, the use of digital communication channels, the development of e-commerce, market expansion, and customer satisfaction. The digital dimension measures the level of implementation of modern information technologies in agricultural enterprise management, business process automation, and the adoption of digital services [4; 6; 11; 13; 15]. Social indicators reflect the impact of project implementation on job creation, human capital development, employment growth, and the socio-economic development of territorial communities. The ecological dimension of the evaluation system reviews how resources are used in projects, how safe and eco-friendly technologies are applied, and whether natural resources are managed responsibly. It also checks if projects follow sustainable development principles, supporting responsible growth in agribusiness [7; 10; 12; 16]. The integrated use of the proposed evaluation system makes it possible to constantly monitor the implementation of strategic projects, support justified management decisions and timely adjust infrastructure development programs in accordance with changes in the external environment, market trends and the needs of rural communities.

The conceptual model developed by the authors offers a structured basis for policy design aimed at strengthening rural communities, implementing regional infrastructure renewal programs, and creating balanced investment portfolios. In practice, it improves the management of agricultural enterprises by enhancing project planning and execution [5; 10; 12], while also fostering active cooperation among local authorities, businesses, and investors. The model increases the investment attractiveness of rural areas and supports the development of modern transport, logistics, and digital infrastructure, which are essential for competitiveness. Its implementation further consolidates the position of agro-industrial enterprises, promotes sustainable socio-economic progress, and supports long-term resilience during Ukraine's post-war recovery and integration into the European community [5; 6; 9; 12; 15].

The proposed conceptual model is implemented through a strategic project management approach focused on the development of industrial infrastructure in rural areas. This mechanism translates strategic priorities into actionable projects and ensures their effective execution. Unlike traditional approaches, it is based on the integrated application of strategic management, project portfolio practices, marketing transformations, and digital tools such as ERP systems, CRM solutions, and GIS technologies, combined with the principles of sustainable development. Such integration provides a direct link between the strategic objectives of rural development and the operational needs of agribusiness, while addressing the challenges of dynamic global market conditions [1; 3; 5; 12].

The effective functioning of the proposed mechanism requires coordinated interaction among state authorities, local self-government bodies, rural territorial

communities, enterprises of the agro-industrial complex, investors, financial institutions, and research and educational organizations, together with civil society groups and professional associations. Such coordination ensures that strategic priorities are translated into well-designed, actionable projects and implemented effectively. At the same time, it strengthens the long-term sustainability of rural industrial infrastructure by promoting institutional cooperation, pooling resources, and establishing joint platforms for investment and innovation. This is due to the creation of favorable conditions for interaction and strengthening of cooperation between all development participants [5; 10; 12]. The proposed mechanism relies on a number of important tools: strategic planning, project portfolio management, risk analysis, budgeting, marketing research, digital management technologies and performance monitoring systems. Their integrated application ensures the timely adoption of managerial decisions, facilitates the prompt adaptation of projects to changes in the market environment, improves the efficiency of resource utilization, and strengthens the competitiveness of agribusiness enterprises [3; 5; 6; 9; 15].

The success of the proposed mechanism depends on the availability of adequate resources — financial, human, material, technical, informational, digital, and organizational. When effectively combined, these resources ensure that projects are completed on schedule, investment efficiency is enhanced, and operational risks are reduced. The application of digital instruments such as ERP systems, CRM platforms, and GIS technologies increases transparency and coordination, while organizational practices including project portfolio management, risk assessment, and inter-institutional cooperation reinforce long-term resilience. Taken together, these elements provide robust institutional frameworks and supportive macroeconomic conditions and institutional arrangements that enable the achievement of strategic objectives in rural production infrastructure development and consolidate sustainability and enhance competitiveness of agribusiness enterprises [5; 9; 10].

Another crucial element is the digitalization of management processes. This includes the use of ERP and CRM systems, geographic information services, digital platforms, electronic document management, IoT technologies, and business analytics tools. These solutions help automate project management, support real-time information sharing among participants, increase transparency, and improve the quality of management decisions [6; 13; 15; 17].

To assess how well strategic projects are being executed, it makes sense to use a system of key performance indicators (KPIs) that cover the economic, infrastructural, marketing, digital, social and environmental aspects of development. This approach gives a broad idea of progress in achieving strategic goals, helps to notice deviations from planned results in time, and allows managers to adjust decisions when external conditions change. As a result, it strengthens the overall effectiveness of project implementation [7; 10; 12; 14]. The economic side of the evaluation shows how effectively the investments are used and whether the projects generate profits. The

infrastructure side reflects the modernization of production facilities, the growth of the transport and logistics network, and the renewal of the material and technical base.

Marketing and digital indicators enable the assessment of the adoption of modern information technologies, digital sales channels, marketing analytics, and business process automation. In turn, the social and environmental indicators characterize the impact of implemented projects on the development of rural territorial communities, employment levels, the efficiency of resource utilization, and compliance with the principles of sustainable development. [4; 6; 7; 11; 15].

Thus, it can be concluded that the proposed mechanism creates favorable conditions for the modernization of production infrastructure, the development of logistics systems, the intensification of investment activities, the acceleration of the digital transformation of agribusiness, and the enhancement of the competitiveness of agricultural enterprises. The proposed approach can be applied by public authorities, territorial communities, and business entities in developing rural development strategies, forming investment project portfolios, and implementing post-war recovery programs for Ukraine's agricultural sector [3; 5; 10; 12].

**Conclusions.** The study substantiates the theoretical and methodological foundations of strategic management of projects for the development of production infrastructure in rural areas under the conditions of agribusiness marketing transformation. It has been established that contemporary challenges associated with the digitalization of the economy, Ukraine's post-war recovery, increasing market competition, and European integration require a transition from the traditional management of individual infrastructure facilities to an integrated strategic management approach based on a portfolio of interconnected rural development projects.

An original conceptual model of strategic management of projects for the development of production infrastructure in rural areas has been developed. The proposed model integrates strategic management, project management, marketing transformation, digital technologies, and the principles of sustainable development into a unified management system. Unlike existing approaches, the proposed model is based on the comprehensive integration of strategic planning, resource provision, the digitalization of management processes, and a performance evaluation system, thereby improving the effectiveness of managing the development of rural production infrastructure.

The author's approach practical value of the lies in its applicability to shaping national and regional policies for rural community development, designing local strategies, implementing investment programs in agribusiness, and introducing modern digital project management tools. Its realization will foster the modernization of production infrastructure, the expansion of logistics systems, an increase in the investment attractiveness of rural communities, the acceleration of agribusiness digital transformation, and the consolidation of sustainability and enhancement of enterprise competitiveness. Thus, it creates favorable conditions for the sustainable growth of the

agricultural sector of Ukraine in the context of post-war recovery and European integration.

In conclusion, the proposed mechanism supports infrastructure modernization, logistics development, increased investment activity, faster digital transformation and increased competitiveness of agricultural enterprises.

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