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Strategic Management of an Agricultural Enterprise under Martial Law Conditions

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ABSTRACT

The article examines the theoretical and practical aspects of strategic management of agricultural enterprises under martial law conditions. It is determined that the agricultural sector of Ukraine operates under significant transformational challenges caused by military actions, destruction of infrastructure, disruption of logistics chains, limited access to financial resources, labor shortages, inflationary processes, and instability in domestic and foreign markets. These factors significantly affect the efficiency and competitiveness of agricultural enterprises and require the implementation of adaptive management approaches. The study identifies the main risks and threats affecting the stable functioning of agricultural enterprises in crisis conditions. Particular attention is paid to logistical difficulties, rising production costs, declining investment attractiveness, energy supply problems, and changes in export opportunities. It is substantiated that effective strategic management during wartime should be based on flexibility, rapid adaptation to changes in the external environment, diversification of production and distribution channels, as well as strengthening the economic resilience of enterprises. The article emphasizes the importance of implementing crisis management mechanisms, digital technologies, innovative management tools, and modern information systems to improve the effectiveness of managerial decision-making. The role of strategic planning, risk management, resource optimization, and financial sustainability in ensuring the continuity of agricultural production is highlighted. The necessity of state support, international cooperation, and investment stimulation for the recovery and development of the agricultural sector is also substantiated. Practical directions for improving the efficiency of agricultural enterprises under current economic conditions are proposed, including diversification of activities, implementation of energy-saving technologies, development of export potential, strengthening food security, and enhancing competitive advantages in domestic and foreign markets. It is concluded that strategic management is a key factor in ensuring the resilience, adaptability, and long-term development of agricultural enterprises under martial law conditions.



KEYWORDS

agricultural sector, strategic management, agricultural enterprises, martial law, economic instability, cost management, competitiveness, operational efficiency.



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Стратегічне управління аграрним підприємством в умовах воєнного стану

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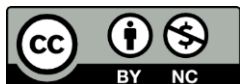
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У статті досліджено теоретичні та практичні аспекти стратегічного управління аграрними підприємствами в умовах воєнного стану. Визначено, що аграрний сектор України функціонує в умовах значних трансформаційних викликів, спричинених військовими діями, руйнуванням інфраструктури, порушенням логістичних ланцюгів, обмеженням доступом до фінансових ресурсів, дефіцитом трудових ресурсів, інфляційними процесами та нестабільністю внутрішніх і зовнішніх ринків. Зазначені фактори суттєво впливають на ефективність діяльності та конкурентоспроможність аграрних підприємств і потребують впровадження адаптивних підходів до управління. У дослідженні визначено основні ризики та загрози, що впливають на стабільне функціонування аграрних підприємств у кризових умовах. Особливу увагу приділено логістичним труднощам, зростанню виробничих витрат, зниженню інвестиційної привабливості, проблемам енергозабезпечення та змінам експортних можливостей. Обґрунтовано, що ефективне стратегічне управління в умовах війни має базуватися на гнучкості, швидкій адаптації до змін зовнішнього середовища, диверсифікації виробництва та каналів збуту, а також зміцненні економічної стійкості підприємств. У статті акцентовано увагу на важливості впровадження механізмів антикризового управління, цифрових технологій, інноваційних інструментів менеджменту та сучасних інформаційних систем для підвищення ефективності управлінських рішень. Висвітлено роль стратегічного планування, управління ризиками, оптимізації ресурсів і фінансової стійкості у забезпеченні безперервності аграрного виробництва. Також обґрунтовано необхідність державної підтримки, міжнародної співпраці та стимулювання інвестицій для відновлення й розвитку аграрного сектору. Запропоновано практичні напрями підвищення ефективності діяльності аграрних підприємств у сучасних умовах господарювання, зокрема диверсифікацію діяльності, впровадження енергозберігаючих технологій, розвиток експортного потенціалу, зміцнення продовольчої безпеки та підвищення конкурентних переваг на внутрішньому і зовнішньому ринках. Зроблено висновок, що стратегічне управління є ключовим чинником забезпечення стійкості, адаптивності та довгострокового розвитку аграрних підприємств в умовах воєнного стану.



КЛЮЧОВІ СЛОВА

аграрний сектор, стратегічне управління, сільськогосподарські підприємства, воєнний стан, економічна нестабільність, управління витратами, конкурентоспроможність, ефективність діяльності.

1. Introduction

Since the beginning of the full-scale invasion of Ukraine, the economy has suffered significant losses, estimated at hundreds of billions of US dollars. According to the Ministry of Digital Transformation of Ukraine and analytical assessments of international studies, direct losses of small and medium-sized businesses amount to tens of billions of US dollars [14]. The agricultural sector is one of the key sectors of the Ukrainian economy, which ensures the food security of the state and forms a significant share of the country's export potential. At the same time, the full-scale war, macroeconomic instability, inflationary processes, destruction of infrastructure, and logistical constraints have significantly affected the functioning of agricultural enterprises. Under such conditions, traditional approaches to management gradually lose their effectiveness, which necessitates the formation of new strategic mechanisms for the development of enterprises.

The issue of strategic management, which allows agricultural enterprises to effectively adapt to changes in the external environment, reduce the level of risks and ensure long-term competitiveness, is of particular relevance. In modern conditions, the strategy of an agricultural enterprise should combine the tools of anti-crisis management, cost optimization, innovative development and prompt response to fluctuations in market conditions. In addition, it should be noted that under martial law, ensuring the continuity of production processes in the agricultural sector is of particular importance, since it is the basis of national food security. Disruption of logistics supply chains, limited access to markets and an increase in the cost of production resources force agricultural enterprises to revise strategic priorities and mechanisms of operation. In these conditions, the role of state support, as well as international assistance and partnership programs aimed at stabilizing the agricultural sector, is significantly increasing. The introduction of digital technologies and innovative solutions into the management system of agricultural enterprises is also of great importance, which contributes to increasing their efficiency, flexibility and adaptability to crisis challenges.

In addition, the need to form long-term strategies for the recovery and development of the agricultural sector, taking into account the future post-war transformation of the Ukrainian economy, is actualized. All this emphasizes the need for a deep scientific rethinking of approaches to the strategic management of agricultural enterprises in modern economic conditions.

2. Literature Review

The problems of strategic management of enterprises have been studied by many domestic and foreign scientists, in particular, the issues of adaptation of business to crisis conditions, risk management and increasing the economic efficiency of activities. Considerable attention is paid to the development of the agricultural sector in the context of globalization, digitalization and economic transformations. For example, A. Solovyov examines the theoretical and methodological foundations of strategic management of agricultural enterprises in the context of the concept of sustainable development, focusing on the need to form new approaches to the management of the agricultural sector, which ensure not only economic efficiency, but also social and environmental balance of enterprises [17]. L. Balabanova also reveals the essence of strategic management as a continuous process of analyzing the external and internal environment, forming strategic goals, choosing development alternatives and controlling their implementation, paying special attention to the development and implementation of strategies of various levels, as well as mechanisms for ensuring the competitiveness of enterprises in a changing market environment [2]. S. Bilous and other authors focus on the problems of strategic management of enterprise development in the context of crisis phenomena and military challenges, where they consider the enterprise as an open socio-economic system that functions in conditions of high uncertainty, risks and constant external changes [3]. S. Pysarenko and co-authors consider the agrarian enterprise as a dynamic system capable of transforming its resource potential in accordance with changes in the market, technologies and socio-economic conditions, taking into account the peculiarities of strategic management of the development of the potential of agricultural enterprises in the conditions of adaptive changes in the external environment. The main emphasis is placed on the need to adapt management mechanisms to an unstable environment and ensure the effective use of internal resources of the enterprise [15]. O. Feyer and like-minded people

study the peculiarities of strategic management of enterprises under martial law and substantiate management approaches that ensure their survival and adaptation to crisis challenges [6]. O. Kovbasa, considering the components of the strategic development of agricultural entrepreneurship in Ukraine, focuses on the need for an integrated approach to the formation of strategic development, the main of which is to strengthen the investment attractiveness of the agricultural sector [10]. A number of authors note that in the conditions of war and crisis situations, strategic adaptation of business involves diversification of activities, digitalization of business processes, optimization of costs and resources, increasing the flexibility of management decisions, as well as the search for new supply and sales channels, which ensures the stability and continuity of the functioning of enterprises [20]. In this context, V. Chuprina considers the prospects for the recovery of the agricultural sector after the war and the formation of new management models focused on long-term sustainability, efficiency and environmental balance [5]. A number of scientists in their work focus on adaptation mechanisms for the functioning of the agricultural sector in the face of crisis challenges, including the reorientation of export routes, state support for producers and international assistance. The authors emphasize the need for a strategic approach to the restoration of agricultural production and the formation of sustainable agricultural systems in the post-war period [9]. The authors' opinion is correct that the strategic management of agricultural enterprises in the conditions of dynamic changes in the external environment also depends on corporate culture as an internal intangible resource that forms values and behavioral models of personnel. They proved that the synergy of corporate culture and consulting support forms an integrated approach to strategic management, which allows agricultural enterprises to respond more effectively to market challenges and crisis situations [4]. In his study, L. Lyakhovych considers the transformation of managerial approaches of business entities under the influence of hostilities and the need for further economic reconstruction and focuses on the fact that in wartime, the strategic behavior of business entities moves from long-term planning to flexible and adaptive management, focused on rapid response to risks, saving resources and maintaining operational resilience [12]. Agreeing with this position, it should be noted its relevance for the modern conditions of functioning of agricultural enterprises, since it is the adaptability and flexibility of management decisions that are the key factors in ensuring their viability and competitiveness in a crisis environment.

Generalization of the above scientific approaches gives grounds to assert that under martial law, the strategic management of agricultural enterprises is of particular importance, since the ability of enterprises to ensure business continuity, adapt to external threats and form prerequisites for post-war recovery depends on the effectiveness of management decisions. At the same time, modern challenges necessitate the deepening of scientific research on the development of adaptive mechanisms of strategic management that can take into account the high level of uncertainty, risks and resource constraints. Therefore, the impact of martial law on the system of strategic management of agricultural enterprises requires further scientific justification.

3. Problem Statement

The article is aimed at studying the features of strategic management of an agricultural enterprise under martial law and economic instability, as well as determining the directions for improving the efficiency of the functioning of agricultural business in crisis conditions.

To achieve this goal, the corresponding tasks are defined: to analyze theoretical approaches to the strategic management of agricultural enterprises; to study the impact of martial law on the activities of the agricultural sector of the economy of Ukraine; to identify the key problems of the functioning of agricultural enterprises in crisis conditions; to determine the main directions for improving the effectiveness of strategic management in the face of uncertainty and risks.

4. Methods and Materials

The study uses a set of general scientific and special methods that provided a comprehensive analysis of the strategic management of agricultural enterprises under martial law. In particular, the method of theoretical generalization is used to reveal the essence of strategic management and clarify its features in conditions of increased risks and uncertainty. The method of system analysis is used to study an agricultural enterprise as an integral system and determine the relationships between its

internal elements and the external environment. The comparison method was used to identify differences in the functioning of agricultural enterprises in the pre-war period and under martial law. Economic and statistical methods are used to analyze key indicators of the agricultural sector and assess trends in its development. The abstract-logical method is used to form generalizations and substantiate conclusions on the directions of improvement of strategic management. The materials of the study were scientific works of scientists on the strategic management of agricultural enterprises, regulations of Ukraine, statistical data, analytical reports of the agricultural sector and information materials.

5. Results and Discussion

In the current conditions of martial law and economic instability, the strategic management of agricultural enterprises is of particular relevance. Hostilities, disruption of logistics chains, rising production costs, limited financial resources, instability of sales markets and shortage of labor resources significantly affect the efficiency of the agricultural business and require a revision of traditional approaches to strategic management of enterprises. Martial law has created significant challenges for the agricultural sector of Ukraine, the main reasons for which were the destruction of production and logistics infrastructure, disruption of supply and sales chains, reduction of labor resources due to migration and mobilization of the population, rising prices for fuels and lubricants, fertilizers and other resources, a decrease in the solvency of the population, limited access to financial support, a decrease in investment activity, mining of agricultural land, as well as the instability of domestic and foreign agricultural markets.

Taken together, these factors significantly influenced the efficiency of the functioning of agricultural enterprises, the volume of agricultural production and the level of economic sustainability of agricultural business. Under such conditions, the analysis of the dynamics of agricultural production becomes especially relevant, which makes it possible to assess the scale of the impact of crisis phenomena on the development of the agricultural sector and determine the need to improve the strategic management of enterprises (Table 1).

Table 1. Dynamics of agricultural production in Ukraine

Agricultural products	2020 year	Aug. 2023	Aug. 2024	2025 year	2025 to 2020, %
Cereals and legumes, million tons	65,0	60,0	56,3	61,0	93,8
Oilseeds, million tons	18,5	20,7	21,5	18,4	99,6
Potatoes, million tons	20,8	21,4	18,2	21,0	101,0
Vegetables, million tons	9,2	8,2	8,4	8,6	93,5
Cattle meat (net weight), thousand tons	291	225	218	210	72,1
Milk production, million tons	9,3	7,4	7,2	6,9	74,2
Poultry farming (poultry meat), thousand tons	1419	1350	1380	1410	99,4
Pig breeding (pig meat), thousand tons	615	605	620	670	108,9

Source: Formed by the author on the basis of [7; 13; 18; 19].

The results of the analysis show that martial law has negatively affected the dynamics of production of certain types of agricultural products, in particular, livestock products. At the same time, certain sectors of the agricultural sector retain relative resilience and adaptability to crisis conditions, which confirms the need to improve the strategic management of agricultural enterprises. That is, the relevant indicators allow you to identify trends in changes in the structure of production and assess the degree of adaptation of agricultural enterprises to crisis conditions. In this context, the analysis of the dynamics of sown areas and losses of agricultural land in Ukraine in 2020–2025 is also important, which allows assessing transformational changes in the resource potential of the agricultural sector (Table 2).

During the study period, there was a reduction in sown areas and an increase in the share of agricultural land limited for use due to hostilities, occupation and mining. This indicates a deterioration in the resource potential of the agricultural sector and justifies the need to adapt the strategic management of agricultural enterprises to modern conditions.

In the context of these changes, agricultural enterprises are forced to promptly revise management approaches, form reserve supply mechanisms and optimize the cost structure. Strategic management is a key tool for ensuring the stability of the enterprise, which involves determining long-

term goals, analyzing the internal and external environment, assessing risks and forming an adaptive development model.

Table 2. Dynamics of sown areas and losses of agricultural land in Ukraine in 2020-2025

Indicator	2020 year	Aug. 2023	Aug. 2024	2025 year
Sown area, million hectares	28,4	24,7	24,3	24,8
Reduction of sown areas by 2020, %	–	13,0	14,4	12,7
Temporarily occupied and unsuitable for cultivation land, million hectares	0,3	5,1	4,8	4,5
Mined agricultural land, million hectares	–	6,2	5,5	5,0
Share of land unavailable for use, %	1,1	18,1	17,2	16,3

Source: Formed by the author based on [7; 13; 19; 21].

In crisis conditions, the main tasks of strategic management are to ensure the financial stability of the enterprise, minimize costs, adapt to changes in the market environment, maintain competitive positions, search for new sales channels and diversify production. The implementation of these tasks is a key prerequisite for increasing the sustainability and efficiency of the functioning of agricultural enterprises (Figure 1).

Phases of strategic development of an agricultural enterprise under martial law	
Phase 1 Survival	- Crisis Management - Cost reduction - Reorientation of production - Providing liquidity
Phase 2 Recovery	- stabilization strategy - resumption of production processes - Restoration of logistics and sales - Restoring partnerships
Phase 3 Stabilization	- Optimization of activities - strengthening financial stability - expansion of sales markets - Improving management efficiency
Phase 4 Update (growth)	- Digitalization - Innovative development - Diversification of production - Business model modernization

Figure 1. Phases of strategic development of an agricultural enterprise under martial law

Source: Systematized and summarized according to data [8; 12; 20].

An important element of strategic management is the anti-crisis strategy, which provides for a prompt response to threats and the formation of mechanisms to support the stable activity of the enterprise. In the context of active hostilities in Ukraine, its key task is to ensure the survival of agricultural enterprises through the implementation of alternative management decisions, in particular, reorientation of production, cost optimization, partial conservation or termination of certain areas of activity. Strategic decisions should be aimed at preserving production and financial capital, as well as rationalizing resources.

For agricultural enterprises, this may mean, in particular, diversification of agricultural distribution channels, entering new regional and international markets while strengthening existing trade positions, as well as reviewing the structure of production in accordance with available resources and risks. At the same time, it is advisable to reduce or optimize costs for secondary activities, in particular administrative costs, marketing activities, consulting services and other non-functional costs, concentrating resources on maintaining the main production process and ensuring food stability.

In modern conditions, cost management is one of the key factors in ensuring the efficiency of agricultural enterprises. The growth of the cost of material resources necessitates the introduction of a system of cost control and rational use of resource potential [1].

The main areas of cost optimization are the introduction of energy-saving technologies, automation of production processes, the use of digital monitoring systems, optimization of logistics costs and reduction of unproductive costs. The introduction of energy-saving technologies involves the use of energy-efficient agricultural machinery, the use of drip irrigation systems, the introduction of alternative energy sources (solar panels, biogas plants), the modernization of storage and processing systems, as well as the optimization of fuel and energy costs in production processes. The use of modern technologies of precision farming allows for increasing the efficiency of resource use and reducing the cost of production by optimizing the application of fertilizers and plant protection products, a differentiated approach to tillage, accurate monitoring of the condition of crops using GPS technologies and satellite systems, as well as prompt management decision-making based on digital data.

In the context of changing consumer needs and priorities, an important direction in the development of agricultural enterprises is the search for new target markets to more fully meet the demand for agricultural products. The development of export potential involves expanding the geography of sales, adapting to international quality standards and strengthening the competitive position of agricultural enterprises in foreign markets. Under the current conditions of strengthening support for domestic producers, the identification of new consumer segments provides mutually beneficial results for both producers and consumers. The implementation of this task requires a comprehensive analysis of market conditions and changes in the structure of demand for agricultural products. In this context, the diversification of the activities of agricultural enterprises contributes to the expansion of production areas, risk reduction and strengthening of competitive advantages both in the domestic and foreign markets, and also indirectly supports the food security of the state.

The next stage in the development of agricultural enterprises is the recovery phase, which involves the implementation of a stabilization strategy. It is caused by the deterioration of financial and economic indicators and the transformation of organizational and production processes. During this period, the key is the implementation of resumption programs, the use of effective management tools tested at the previous stage of survival, as well as the development of sales networks, the improvement of logistics, the restoration of partnerships and access to new markets. At the same time, the division of reduction and stabilization strategies is conditional, since their application depends on several factors, in particular, the specialization of the enterprise, the level of financial stability, the state of logistics and supply, as well as the geographical location and security conditions of activity.

An important role in the strategic management of agricultural enterprises is played by international organizations that provide support for the functioning of the agricultural sector of Ukraine under martial law. We agree with the authors' conclusions regarding their significant impact on ensuring food security, stabilizing agricultural markets, restoring logistics chains and supporting the export of agricultural products [16]. At the same time, it is advisable to note that the effectiveness of such support should be based not only on the prompt response to crises, but also on the formation of long-term strategic approaches to the development of the agricultural sector of Ukraine. This provides for strengthening institutional interaction between government agencies and international partners, increasing the consistency of management decisions, as well as developing mechanisms for joint planning for the recovery of the industry.

In addition, an important direction is the introduction of digital technologies into the system of agricultural management, expanding the access of agricultural enterprises to international financial resources and investments, as well as diversifying export markets. The implementation of such measures will contribute to increasing the resilience of agricultural enterprises, strengthening their competitiveness and ensuring the sustainable development of the agricultural sector of Ukraine in the long term, even in the face of a high level of external risks and uncertainty.

Enterprises of the agricultural sector operating in relatively safe regions have the opportunity to quickly restore production volumes and move to the stabilization stage of development. On the other hand, business entities that have been significantly affected by hostilities may remain in the survival phase for a long time. However, already at this stage, it is important to form the prerequisites for future recovery, which will ensure the effectiveness of strategic development in the future. In addition, it is advisable to use combined strategies that combine elements of survival and stabilization, which, under

the condition of rational management of resources, can provide a synergistic effect. The final stage of the development of agricultural enterprises is the phase of renewal, which provides for the implementation of a long-term growth strategy (intensive, integration, or diversification). During this period, a strategic transformation of the enterprise takes place, aimed at modernizing production, digitalizing management processes, increasing the efficiency of activities and updating the business model.

At the same time, the formation of the foundations for further development begins already at the phases of survival and recovery, which ensures the continuity of the strategic development of the enterprise. To ensure stable functioning and long-term sustainability, agricultural enterprises should introduce flexible strategic planning systems, form reserve financial funds, diversify product markets, expand the use of digital technologies, increase the level of innovation activity, improve the risk management system and develop partnerships with international organizations and investors. Thus, effective strategic management is a determining factor in the adaptation of agricultural enterprises to crisis conditions and ensuring their long-term economic sustainability.

6. Conclusions

Thus, martial law and economic instability significantly affect the functioning of agricultural enterprises in Ukraine, causing disruption of production processes, logistics chains, rising costs and increasing the level of uncertainty in the activities of business entities. In such conditions, strategic management is of decisive importance as a tool for ensuring the adaptability, competitiveness and financial sustainability of agricultural business. The generalization allows us to assert that the most effective areas of managerial influence in crisis conditions are the introduction of anti-crisis mechanisms, cost optimization, diversification of production and sales activities, digitalization of management processes, and strengthening the risk management system.

The implementation of these measures helps to increase the resilience of enterprises to external shocks and ensure the continuity of their functioning. To ensure the long-term development of the agricultural sector of Ukraine, it is necessary to improve the system of strategic planning at the level of enterprises, which provides for increasing the flexibility of management decisions, the formation of reserve resources, the intensification of innovation activities and the expansion of international cooperation. Particular attention should be paid to the development of digital technologies in agriculture, in particular, precision farming systems and automation of production processes.

Prospects for further scientific research should be directed to the development of adaptive models of strategic management of agricultural enterprises in the context of long-term crisis phenomena, assessment of the effectiveness of anti-crisis strategies, as well as the study of the impact of digital transformation on increasing the competitiveness of the agricultural sector.

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