

<https://doi.org/10.36818/1562-0905-2026-1-8>
UDC 338.43:339.137.2(477)
JEL: Q13, L25, G34, D22, O12

Interrelation of corporate development with economic security and competitiveness of agricultural sector enterprises of Ukraine

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Purpose. The purpose of the article is to provide a theoretical substantiation of the role of corporate development in enhancing the economic resilience of agricultural sector enterprises and to conduct a practical analysis of integration mechanisms that strengthen their competitiveness and economic security.

Methodology. The methodological basis of the study is a comprehensive approach combining the provisions of institutional economic theory, systems analysis, and functional analysis. The research employs monographic and statistical methods to generalize scientific findings and empirical observations, as well as comparative analysis and synthesis to identify the key determinants of economic resilience and competitiveness of agricultural enterprises within corporate structures.

Findings. The study demonstrates that corporate development is a key institutional and economic mechanism that contributes to capital concentration, optimization of production processes, and strengthening of the strategic potential of agricultural enterprises. It is substantiated that the formation of corporate structures, such as agroholdings, integrated associations, clusters, and cooperatives, creates a synergistic effect, improving resource efficiency, financial stability, and adaptability to external environmental changes. Integration processes, including mergers, acquisitions, strategic alliances, and cooperation, enhance the resilience of enterprises to market volatility, logistical disruptions, geopolitical risks, and wartime challenges. Vertical integration ensures continuity of production and supply chains, while horizontal cooperation strengthens the positions of small and medium-sized producers. The research also confirms the existence of a mutually reinforcing relationship between corporate development, economic security, and competitiveness, particularly in the context of strategic transformation, digitalization, and integration into global markets.

Originality. The scientific novelty of the study lies in substantiating the interdependence between corporate development, economic security, and competitiveness of agricultural enterprises, as well as in highlighting the role of corporate integration mechanisms as a factor of resilience under conditions of global instability and wartime challenges.

Practical value. The practical significance of the results lies in their applicability for developing corporate strategies of agricultural enterprises, improving state regulation and support mechanisms for integrated agribusiness structures, and strengthening economic security management systems. The findings may also be used by policymakers in designing strategies for post-war recovery and modernization of Ukraine's agricultural sector.

Keywords: corporate development; agricultural sector; economic security of the enterprise; competitiveness; corporate structure; integration; agroholding; adaptability; strategic transformation.

Introduction

The modern development of Ukraine's agricultural sector is accompanied by the active formation of corporate-type business structures that integrate enterprises into various forms of cooperation aimed at concentrating capital, labor resources, and production infrastructure. Large corporate agricultural associations (primarily agroholdings) are capable of ensuring a closed production cycle and possess significant financial resources as well as access to long-term credit financing, which increases their stability and operational efficiency.

However, the intensification of corporateization in agribusiness raises a number of problematic issues. On the one hand, the enlargement of enterprises and their integration into corporate structures enhance their competitiveness and innovative potential, allowing them to benefit from economies of scale and synergy effects. On the other hand, the concentration of market power within agroholdings may pose risks of monopolization, create threats for small-scale farms, and require the establishment of an effective system for managing economic security.

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The relevance of this topic is determined by the need to balance the corporate development of agricultural enterprises with the necessity of ensuring their economic security (protection from internal and external threats) and maintaining a high level of competitiveness both in domestic and international markets. This issue becomes particularly significant under current conditions, when the Ukrainian agricultural sector is undergoing strategic transformations associated with European integration processes and overcoming the consequences of the full-scale war.

Russia's war against Ukraine has caused profound disruptions in agricultural production, loss of resources, and the destruction of logistics chains, which has placed the issue of the economic resilience of agricultural enterprises at the forefront. Under such circumstances, the problem arises of identifying optimal corporate development models that would ensure a sufficient level of economic security for agricultural enterprises (resilience to shocks, financial stability, and preservation of production potential) while simultaneously contributing to the strengthening of their competitive advantages in the long term.

Literature Review

Issues related to ensuring the economic security of enterprises, particularly agricultural ones, and their competitiveness in the context of corporate development have attracted considerable attention from scholars in recent years. Researchers emphasize that strategic economic security constitutes the foundation for the successful development of an enterprise and determines its long-term competitiveness (Akimova, 2018; Dovbnia and Hichova, 2012; Zhurakivskiy, 2015; Marmul, 2019; Pohrishchuk, 2019; Savanchuk and Serhiienko, 2023; Tkachuk et al., 2013).

In particular, S. Kravchenko, M. Malik, and O. Shpykulyak (2025) examined the socio-economic and organizational foundations of the development of integration structures in rural areas under crisis challenges. Based on institutional theory and systems analysis, the authors analyzed the current state, problems, and trends in the functioning of integration formations during wartime. They identified barriers to the development of the integration movement, the role of state support and international assistance, as well as prospects for the formation of agroholding and cooperative structures as factors of sustainable development of rural areas in the post-war reconstruction of Ukraine.

Considerable attention is also paid to the problem of integration and corporatization in agribusiness. Thus, T. Vlasenko [2023], in her study of modern trends in the development of corporate agricultural enterprises, analyzed the process of formation of agroholdings in Ukraine, highlighting both their positive effects (synergy, economies of scale, innovation) and negative aspects (risks of monopolization and soil depletion due to excessive land exploitation). The researcher emphasizes that the main competitive advantage of agroholdings lies precisely in the manifestation of the synergistic effect, which significantly increases productivity and financial stability compared to fragmented farms. An analysis of the dynamics of agricultural enterprises and sown areas during 2008-2021 was conducted, and the leading agroholdings in Ukraine (Top 10) were identified. It was found that agroholdings represent the most widespread form of corporate agricultural associations that ensure efficiency through scale, innovation, and synergy effects. At the same time, both the advantages (increased productivity and investment attractiveness) and disadvantages (risk of monopolization and social tension) of their functioning under modern conditions were highlighted.

Issues of integration processes in the agricultural sector are also addressed in the works of Ukrainian scholars, including M. Kutsyk et al (2023), who investigated the development of agricultural cooperation in the context of contemporary challenges and identified priorities for state support of this process. O. Shpykuliak et al (2023) analyzed different types of integrated formations (associative associations,

clusters, cooperatives) and the peculiarities of their organizational and institutional development in the agricultural sector.

A number of studies focus on the impact of war and crisis phenomena on the agricultural sector and corporate structures. In particular, the works of M. Nehrey and O. Trofimtseva (2022) highlight the transformation of the agricultural sector during the war and the need to adapt corporate strategies to new conditions, including changes in export markets, logistics disruptions, and the loss of assets.

In the field of ensuring the financial stability and security of agricultural enterprises during wartime, valuable contributions include the research of S. Kucherenko et al (2023), who analyzed financial and security factors affecting the competitiveness of agricultural enterprises under martial law. The authors emphasize that military risks require a revision of approaches to financial and risk management in agricultural corporations, including the creation of reserves, business diversification, and risk insurance.

At the international level, the relationship between corporate strategies, sustainable development, and the competitiveness of agribusiness is also widely studied. In particular, it is noted that the implementation of corporate social responsibility (CSR) principles can strengthen the reputation and market positions of agricultural companies, indirectly influencing their competitiveness, as evidenced by studies conducted both in Ukraine and abroad.

At the same time, the literature emphasizes the necessity of flexible strategies for corporate adaptation to rapid environmental changes. In particular, N. Heorhiadi and A. Kubant (2024) classified types of enterprise management adaptation systems and emphasized the importance of proactive responses to crises in order to preserve competitive advantages.

Thus, the analysis of recent studies indicates that ensuring the economic security and high competitiveness of agricultural enterprises is impossible without taking into account modern trends in corporate development, including the growing role of large integrated structures, the need for strategic resilience under crisis conditions, and the implementation of innovations and best management practices. These aspects require further research, which has determined the choice of the topic of this article.

Purpose of the Study

The purpose of the article is to substantiate the impact of corporate development of agricultural sector enterprises on the level of their economic security and competitiveness, as well as to develop recommendations for the use of corporate strategies and integration mechanisms aimed at increasing the resilience of agricultural enterprises under contemporary challenges.

To achieve this purpose, the following research objectives are defined in the study: to analyze how the corporate structure (the form of ownership and business organization) influences the economic resilience of agricultural enterprises; to investigate the role of integration processes (the consolidation of enterprises, the creation of agroholdings and cooperatives) in enhancing the adaptability of agricultural enterprises to external shocks; to assess the trends of strategic transformation in the agricultural sector and to determine the place of corporate development within this process; to identify and substantiate the relationship between corporate development, economic security, and the competitiveness of enterprises in the agricultural sector of Ukraine.

Methodology

The methodological basis of the study is a comprehensive approach combining the provisions of institutional economic theory, systems analysis, and functional analysis. The research employs monographic and statistical methods to generalize

scientific findings and empirical observations, as well as comparative analysis and synthesis to identify the key determinants of economic resilience and competitiveness of agricultural enterprises within corporate structures.

Within the methodological framework of the study, elements of economic-mathematical modeling, an indicator-based approach, and structural-logical analysis are also applied, which made it possible to comprehensively assess the interrelation between corporate development, economic security, and competitiveness of agricultural enterprises. The use of factor analysis allowed for the identification of key drivers influencing enterprise resilience under external shocks, including wartime risks, logistical constraints, and market instability. In addition, a scenario analysis approach was employed to forecast possible development trajectories of corporate structures in the agricultural sector under conditions of uncertainty, which enhances the validity of managerial decision-making and supports the formation of adaptive development strategies. Such a multi-level methodological approach contributes to a deeper understanding of systemic transformation processes in the agricultural sector and enables the formulation of scientifically grounded recommendations for strengthening the economic security of enterprises.

Results and Discussion

Given that modern corporations act as a key mechanism and driving force of the globalization of the world economy, one of the priority directions of contemporary economic research is the analysis of the specific features of their organizational development under conditions of intensifying international economic integration.

As noted in our previous international studies (Petko, 2014; Porras, 1992; Waclawski and Church, 2001), leading corporations represent large-scale economic entities that unite numerous enterprises from different countries and continents into a single production and financial system. The main instrument of their economic expansion at the global level is the export of capital in the form of foreign direct investment (FDI), which ensures the expansion of production capacities, control over strategic markets, and the strengthening of competitive positions in the global economy.

Corporations possess both advantages and disadvantages, which determines the ambivalent nature of their influence on the economic system.

The positive aspects of corporate activity include the following:

- the concentration of financial, material, and human resources, which ensures large-scale production and more efficient use of available capabilities;
- expanded access to capital sources, including international investment markets;
- increased labor productivity at the level of the entire economy through the introduction of advanced technologies and more rational use of resources, which contributes to the production of high-quality goods;
- growth of state budget revenues through tax payments made by large companies.

At the same time, as noted by such researchers as A. Sirko, V. Prokhorova, O. Blyzniuk, O. Liubkina, and T. Pimonenko, corporate structures may also generate certain negative consequences. In particular, there is a risk of market monopolization when excessive concentration of capital enables corporations to dominate competitors and control market conditions; the possibility of influencing price formation in order to obtain additional profits, which may distort the principles of market equilibrium; and the potential for technological stagnation, since in the absence of competitive pressure corporations may lose incentives for innovation, modernization of production, and quality control of products (Prokhorova, 2017).

Thus, the corporate form of business organization, while combining efficiency and large-scale operations, simultaneously creates risks associated with the excessive concentration of economic power, which necessitates appropriate state regulation and antimonopoly control.

Corporate development can be defined as a systemic, purposeful, and multidimensional activity of a corporation aimed at ensuring its strategic growth, adaptability, and long-term resilience. Its essence lies in the formation and implementation of strategic decisions that enable the expansion of organizational boundaries, enhancement of competitive potential, and strengthening of market positions through the rational combination of internal resources and external opportunities.

From a theoretical perspective, corporate development encompasses a set of processes related to the transformation of organizational structures, the optimization of corporate governance, innovative renewal, and integration dynamics that enable corporations to maintain a sustainable growth trajectory in a changing environment. It involves not only the expansion of operational scale or geographical presence but, above all, qualitative improvement of the corporate system itself – its strategic architecture, business model, mechanisms of knowledge management, and interaction with stakeholders.

From the standpoint of institutional theory, corporate development can be interpreted as an evolutionary process of forming internal rules, norms, and mechanisms that ensure the alignment of interests among owners, management, and employees within a unified strategic paradigm. In this context, it functions as an instrument for the long-term self-reproduction of the corporation, ensuring not only economic efficiency but also the social legitimacy of its activities.

In the context of strategic management, corporate development can be understood as a mechanism for implementing corporate strategy, which involves diversification, integration, restructuring, the creation of alliances and partnerships, as well as the management of knowledge and innovation. Its main objective is to balance three key dimensions of development:

Economic dimension – increasing capitalization, profitability, and investment attractiveness.

Organizational dimension – improving the efficiency of management structures, strengthening corporate culture, and enhancing communication processes.

Social dimension – reinforcing reputational capital, social responsibility, and corporate ethics.

Thus, the essence of corporate development lies in the conscious strategic management of change aimed at increasing the value of the corporation, strengthening its resilience to external challenges, and enhancing its ability to reproduce competitive advantages. It represents a process of intellectual evolution of the organization in which strategic decisions shape not only economic outcomes but also a new quality of corporate existence – a flexible, innovative, and socially oriented system capable of continuous development under conditions of global uncertainty (Sarnavska, 2016; Chernenko, 2011).

Developing the scientific discourse further, the following definition can be proposed. Corporate development of enterprises in the agricultural sector is a systemic and purposeful process of strategic, organizational, and economic changes in the structure and management mechanisms of agricultural corporations aimed at ensuring their economic security, enhancing competitiveness, and strengthening the sustainability of their operations in a dynamic market environment shaped by globalization and wartime economic challenges.

Such development encompasses the transformation of corporate structures, the integration of production, financial, and managerial resources, diversification of activities, the implementation of innovations, and the adoption of modern models of corporate governance. These processes ensure the effective adaptation of agricultural enterprises to external risks and generate a synergistic effect through the interaction of participants within the integrated system.

In a broader context, corporate development acts as a determinant of the strategic transformation of the agricultural sector, as it integrates the objectives of economic growth, social responsibility, and national food security.

In this study, it is important to analyze how the corporate structure (the form of ownership and business organization) influences the economic resilience of agricultural enterprises. The corporate structure of an enterprise determines the form of business organization (holding, concern, cooperative, joint-stock company, etc.) and significantly affects its economic resilience. Large integrated entities, such as agroholdings, typically possess a greater financial safety margin and are better protected against risks than fragmented small farms (Vlasenko, 2023).

This can be explained by several factors. First, the economies of scale effect: large agricultural corporations have lower production costs due to high production volumes, which increases their profitability and creates financial reserves in case of adverse conditions. Second, diversification: multi-sector agroholdings often combine crop production, livestock farming, processing, logistics, and export activities. If one segment temporarily declines (for example, due to drought or livestock diseases), other segments support the overall stability of the company. Third, access to resources: corporate structures are more capable of attracting investments and loans and have better access to modern technologies and highly qualified personnel.

As noted in studies by contemporary Ukrainian researchers (Vlasenko, 2023; Kravchenko et al., 2025; Prokhorova, 2017; Sarnavska, 2016; Chernenko, 2011) the corporatization of Ukraine's agricultural sector has been accompanied by the concentration of capital and the creation of powerful enterprises capable of implementing innovations and increasing productivity.

An important factor in ensuring economic resilience is also the organizational structure of management in corporate enterprises. An effective system of corporate governance characterized by a clear distribution of responsibilities, risk control mechanisms, and transparency, creates the prerequisites for financial stability. In particular, large agricultural companies increasingly establish risk management departments and internal audit services, and they utilize information systems to monitor financial indicators in real time. This allows them to identify potential threats in a timely manner (for example, declining liquidity, currency risks, or cyberattacks) and respond promptly, thereby supporting the economic security of the business.

However, the corporate form does not automatically guarantee resilience; well-balanced managerial decisions are required. Some studies indicate (Senchuk et al., 2023; Tkachuk and Yareмова, 2019; Utenkova, 2018) that excessively rapid expansion of agroholdings without proper risk assessment may generate additional vulnerabilities. For instance, aggressive expansion of the land bank without optimizing the capital structure can lead to an excessive debt burden and financial instability.

Thus, corporate development should remain balanced: economic resilience is achieved through the advantages of scale and diversification, but it also requires effective financial and risk management. In general, the presence of a corporate structure creates better opportunities for the sustainable functioning of enterprises, which is confirmed by the higher survival rates and greater stability of large agricultural companies during crisis periods compared with smaller farms. As the analysis has shown, under conditions of economic turbulence (sharp price fluctuations and market shocks), large integrated enterprises in the agricultural sector adapt more easily and are less likely to cease operations, which indicates their higher level of economic security.

It is also important to identify and substantiate the role of integration in enhancing adaptability to external challenges. The integration of agricultural enterprises – the consolidation of several business entities into a single structure

or their close cooperation – is considered a strategic instrument for increasing their adaptability to external challenges. External challenges include market crises, price shocks, changes in trade regimes, climate risks, and, more recently, military actions. The intensification of integration processes in Ukraine's agricultural sector has become particularly significant after 2022, when enterprises began facing unprecedented wartime challenges. Vertical integration (the merger of raw material producers with processing and distribution enterprises) enables the creation of more resilient supply chains and reduces dependence on intermediaries. Horizontal integration (the consolidation of enterprises within the same sector) allows companies to jointly withstand competitive pressure, cooperate in the procurement of resources, or coordinate export activities. In addition, farmers' cooperation in the form of service cooperatives strengthens their bargaining power and reduces operational costs. All these forms of integration contribute to increased adaptability: integrated structures are able to redistribute resources more effectively, support one another, and implement necessary changes more rapidly in response to external factors.

Scientific studies confirm the positive impact of integration on the adaptive capacity of agribusiness. In particular, the article by S. Kravchenko et al. (2025) emphasizes that integration structures play a key role in strengthening the competitiveness and adaptability of the agricultural sector, especially under conditions of European integration and wartime challenges. The consolidation of enterprises makes it easier to attract international technical assistance and government support, which are critically important for the survival of the agricultural sector during periods of crisis.

Moreover, integrated agricultural entities are able to restore their operations more rapidly after external shocks. For example, if a farm loses its harvest or equipment due to military actions, its inclusion in a holding or cooperative provides access to shared reserves of resources (such as seeds, fuel, and machinery) as well as financial support, thereby accelerating the recovery process.

Regional agricultural clusters and cooperation networks also enhance adaptability to global challenges such as climate change or fluctuations in global food markets. Within clusters, enterprises, research institutions, and public authorities coordinate their efforts to implement innovations (for example, new crop varieties and digital solutions), which increases the flexibility of agribusiness. Research shows that in regions with well-developed cooperation and clusterization, the productivity and resilience of agricultural production are higher, while losses caused by natural disasters or market downturns are lower compared to regions where enterprises operate in isolation.

Thus, integration acts as a kind of risk-mitigation mechanism for agricultural enterprises against external shocks. Integrated structures adapt more easily because they possess greater resources, information, and organizational capabilities to respond to changing conditions. Naturally, integration requires the alignment of participants' interests and the resolution of potential internal conflicts within the association. However, under conditions of effective management, the advantages significantly outweigh the associated costs, particularly during periods of crisis. It should also be noted that both the state and international development programs are currently actively stimulating integration processes in the agricultural sector (for example, through grants for the establishment of cooperatives and support for cluster initiatives), viewing them as a pathway to strengthening the resilience of the agrarian sphere. Therefore, the role of integration is decisive in shaping an adaptive and competitive agricultural sector capable of effectively responding to contemporary challenges.

Another important objective of the study is to assess the trends of strategic transformation in the agricultural sector and to determine the place of corporate development within this process. The Ukrainian agricultural sector is currently

undergoing a strategic transformation that has accelerated under the influence of both internal reforms and external factors, particularly European integration and the war. Corporate development of agricultural enterprises acts both as a driver and as a consequence of this transformation. From the perspective of a driving force, large agricultural corporations function as engines of change by introducing innovations, implementing new management standards, and expanding export activities, among other initiatives (Kravchenko et al., 2025). At the same time, changes in the external environment compel corporations themselves to adapt their strategies, meaning that corporate development acquires new forms and priorities in response to evolving economic conditions.

One of the key trends in the strategic transformation of the agricultural sector is the digitalization and innovation-driven development of agribusiness. Modern transformation of the agricultural sector involves the implementation of precision agriculture technologies, the use of big data, artificial intelligence, and digital platforms for production management. Large corporate structures possess greater financial and organizational capacity to invest in such technologies; therefore, they are the most active adopters of digital solutions, including GPS-based machinery monitoring, drones, IoT field sensors, and digital agricultural platforms. The implementation of these technologies increases productivity, reduces production costs, and strengthens the competitive position of agricultural enterprises in both domestic and international markets. In addition, agricultural corporations increasingly invest in sustainable development innovations, particularly green technologies and renewable energy sources such as biogas plants and solar power stations. These investments not only improve operational efficiency but also comply with environmental standards required for integration into European markets. Thus, the corporate sector plays a leading role in promoting a more technologically advanced and resilient development of the agricultural sector.

Another important aspect of transformation is international integration. Following the signing of the EU–Ukraine Association Agreement, the Ukrainian agricultural market has been gradually integrating into the European economic space. This process opens new export opportunities while simultaneously imposing stricter requirements regarding product quality, food safety, and business standards. Corporate agricultural enterprises, particularly those attracting foreign investment or entering international capital markets, are increasingly required to adopt global best practices in corporate governance, transparency, and sustainable development. In particular, leading companies have begun implementing ESG standards (Environmental, Social, and Governance), which are essential for cooperation with international partners. At the same time, corporate culture is also undergoing transformation, shifting from traditional management approaches to more innovative and client-oriented models. Overall, these processes represent the strategic adaptation of the corporate segment of the agricultural sector to global economic standards, ultimately strengthening its competitiveness.

The war of 2022 significantly affected the agricultural sector but also became a catalyst for structural transformation. After overcoming the initial shock, agricultural enterprises began restructuring their strategies by redirecting logistics routes from seaports to rail transport and Danube ports, diversifying export markets (particularly toward Asia and Africa), and expanding storage infrastructure in western regions of the country. At the same time, many agribusiness companies recognized the critical importance of risk management and business continuity planning. In this context, corporate development increasingly takes the form of strategic restructuring: inefficient units are optimized or sold, while promising areas such as processing and logistics are expanded. The crisis has also accelerated market consolidation, as some smaller producers have integrated into larger corporate structures. While this process strengthens the trend toward corporatization of the

agricultural sector, it also highlights the need for effective state regulation to prevent excessive market concentration and ensure fair competition.

Thus, the strategic transformation of the agricultural sector is a multidimensional process in which corporate development occupies a central position. Large agricultural enterprises play a leading role in the modernization of the sector, strengthening its resilience and facilitating its integration into the global economy. At the same time, these corporations are themselves transforming under the pressure of new realities, becoming more flexible, innovative, and oriented toward long-term economic security. The future development of Ukraine's agricultural sector will largely depend on how successfully the corporate segment can combine the expansion of production with the maintenance of resilience and competitiveness – that is, on the effective alignment of corporate development with the objectives of economic security.

Within the context of this study, it is essential to identify and substantiate the relationship between corporate development, economic security, and the competitiveness of enterprises in Ukraine's agricultural sector. Corporate development has a system-forming character and directly influences the level of economic security and competitiveness of agricultural enterprises, as it determines the quality of managerial decisions, capital structure, resource integration, and resilience to external challenges.

First, corporate development acts as an important factor of economic security. Corporate structures create mechanisms that ensure financial stability, risk minimization, and adaptability to crisis conditions. Through the concentration of capital, diversification of activities, and improved access to investment resources, corporations can form internal reserves of financial resilience and reduce sensitivity to market volatility and macroeconomic shocks. Effective corporate governance characterized by a clear distribution of responsibilities, internal audit systems, and risk management practices – strengthens protection against economic threats such as currency fluctuations, regulatory changes, or wartime disruptions.

Second, corporate development serves as a foundation for competitiveness. Advanced corporate structures enhance resource management, stimulate innovation, and improve productivity and operational efficiency. Integrated entities such as agroholdings, cooperatives, and corporate alliances benefit from synergy effects, reduced transaction costs, and better access to modern technologies and international markets, which strengthens their competitive advantages.

Moreover, corporate enterprises can develop their own marketing strategies, brands, and quality management systems, reinforcing their market positions domestically and internationally. Enterprises with a high level of corporate development demonstrate greater strategic flexibility, enabling them to respond quickly to changes in consumer demand, regulatory frameworks, and global sustainability trends such as ESG, green economy initiatives, and digitalization.

Overall, the relationship between corporate development, economic security, and competitiveness is synergistic and mutually reinforcing. Corporate development strengthens economic security through improved governance, resource integration, and financial stability. In turn, a high level of economic security supports sustainable corporate growth by ensuring business continuity and investor confidence. At the same time, enhanced competitiveness both results from and stimulates further corporate development, creating a dynamic cycle of sustainable growth in the agricultural sector.

In the context of war and post-war recovery, the corporate development of agricultural enterprises in Ukraine acquires strategic importance for ensuring food security, preserving labor potential, and restoring the country's export capacity. Corporate structures function as centers of regional economic resilience, capable of mobilizing resources, implementing infrastructure projects, and supporting small producers through cooperative models. Thus, corporate development acts as

a multidimensional determinant of the economic security and competitiveness of enterprises in Ukraine's agricultural sector. Its effective implementation ensures the synergy of strategic management, resource integration, and innovation, forming the basis for the sustainable development of the agricultural economy under conditions of global challenges and national recovery.

Figure 1 presents a conceptual framework illustrating the relationship between corporate development, economic security, resilience, and competitiveness in Ukraine's agricultural sector. The central element is the corporate development of agricultural enterprises, which serves as the core of the system and the strategic management platform. It includes the improvement of corporate governance, integration processes (such as mergers, cooperation, and the formation of holdings), diversification of activities, innovation and technological modernization, as well as digitalization and the implementation of ESG approaches. Impact on economic security: corporate development → economic security of the enterprise. The main channels of influence include strengthening financial resilience; risk management mechanisms (internal audit, controlling systems, and financial reserves); the formation of anti-crisis management mechanisms; and increased resilience to external threats, including wartime, market, and climate-related risks. Feedback effect: a high level of economic security ensures the stability of corporate development, builds investor confidence, and guarantees the continuity of business operations.

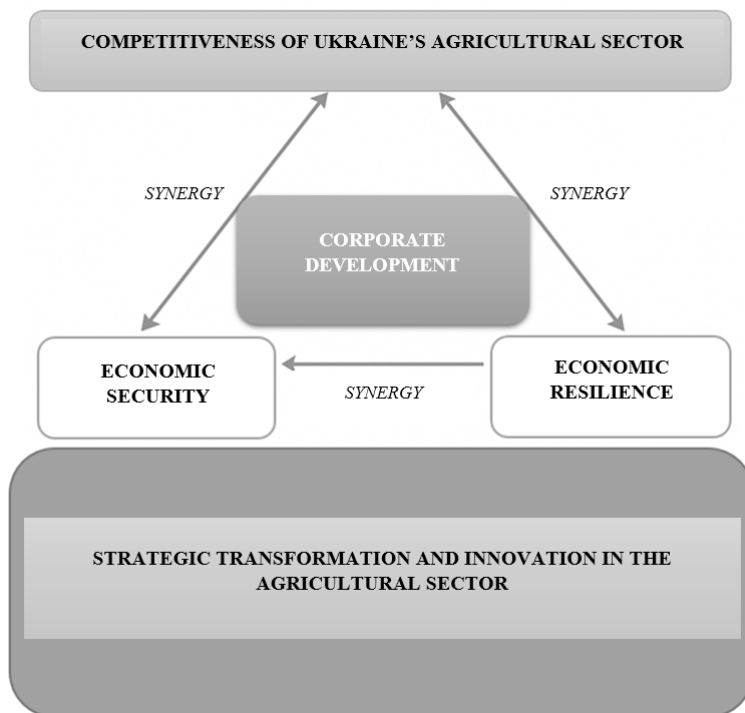


Fig. 1. Conceptual framework of the relationship between corporate development, economic security, resilience, and competitiveness of Ukraine's agricultural sector

Source: developed by the authors.

Impact on economic resilience: corporate development → economic resilience of the enterprise. The main channels of influence include financial stability through capital concentration, optimization of financing structures, and the formation of risk reserves; risk management mechanisms such as internal audit, controlling

systems, and crisis monitoring; diversification of activities through the integration of production, processing, and logistics processes to reduce dependence on specific market segments; organizational flexibility achieved through adaptive management structures and digital management tools; and increased resilience to external shocks, including wartime, climate, market, and currency risks.

Feedback effect: a high level of economic resilience ensures the continuity of corporate development, mitigates the impact of crisis factors, strengthens investor and partner confidence, and creates favorable conditions for the sustainable growth of enterprises in Ukraine's agricultural sector.

Impact on competitiveness: corporate development → enterprise competitiveness. The main channels of influence include optimization of management and resource structures; increased productivity and innovation capacity; reduction of transaction costs; expansion of markets, export activities, and brand capital; as well as greater strategic flexibility and adaptability. Feedback effect: the growth of competitiveness stimulates the further development of corporate strategies and the continuous improvement of management practices.

Synergistic interaction triangle: corporate development ↔ economic security ↔ economic resilience ↔ competitiveness. This triangle reflects the systemic and mutually reinforcing relationships among the key components that ensure the effective functioning of enterprises in the agricultural sector.

The synergistic interaction triangle also reflects the unity of the strategic, protective, and dynamic aspects of the functioning of enterprises in the agricultural sector. Within this framework, corporate development acts as the driving force, economic security serves as the protective foundation, economic resilience functions as the stabilizing core, and competitiveness represents the final outcome of the effective interaction among these elements.

The block «Strategic Transformation and Innovation in the Agricultural Sector» represents both the overall outcome and the development trajectory of the agricultural sector, emerging from the interaction of its key components – corporate development, economic security, economic resilience, and competitiveness. Strategic transformation and innovation imply a profound modernization of the agricultural sector's functioning model, shifting from traditional production approaches toward an innovation-driven, digital, and resilient system of economic activity. This transformation includes: structural modernization of corporate forms of agricultural organization (integrated associations, agroholdings, cooperatives); institutional changes, including improvements in corporate governance, financial mechanisms, and anti-crisis management tools; technological shifts, such as the adoption of smart technologies, bioeconomy principles, and production automation; strengthening alignment with national priorities, including food security, environmental sustainability, and compliance with European integration standards. This block is positioned in the lower part of the framework, as it represents the final development vector toward which all interconnected processes are directed. Corporate development forms the organizational foundation, economic security and resilience ensure stability, while economic resilience and competitiveness provide the effectiveness and outcomes of the system's functioning.

Thus, the strategic transformation of the agricultural sector represents a higher stage in the evolution of the corporate system, where the synergy between development, security, and competitiveness leads to a new quality of functioning – an innovation-driven, export-oriented, and economically resilient model.

Conclusions and Directions for Further Research

The conducted study made it possible to determine the role of corporate development in shaping the economic security, resilience, and competitiveness of enterprises in Ukraine's agricultural sector. The findings indicate that corporate

development acts as an important system-forming factor in the modernization of the agricultural economy, as it promotes capital concentration, improves the efficiency of resource utilization, and contributes to the formation of modern mechanisms of strategic management.

It has been established that the corporate form of agribusiness organization generates a synergistic effect due to economies of scale, diversification of activities, access to investment resources, and the use of advanced technologies. These factors enhance the economic resilience of enterprises, reduce risks, and ensure the stability of their operations even under crisis conditions and wartime challenges. At the same time, the concentration of capital requires effective state regulation and antimonopoly control in order to maintain a competitive market environment.

The study also shows that integration processes, including agroholdings, cooperatives, and agricultural clusters, represent an important mechanism for adapting agricultural enterprises to external shocks. Vertical integration ensures the continuity of production and supply chains, while horizontal cooperation strengthens the market positions of small and medium-sized producers. The development of integrated structures contributes to increasing the economic resilience of the agricultural sector and strengthening national food security.

Furthermore, the research substantiates the mutually reinforcing relationship between corporate development, economic security, and the competitiveness of agricultural enterprises. Corporate development creates the conditions for financial stability, effective risk management, and innovation-driven growth, whereas a high level of economic security ensures the continuity of enterprise operations and strengthens their competitive positions.

It is also demonstrated that under wartime conditions the corporate sector plays a crucial role in maintaining regional economic resilience, preserving labor potential, and restoring the country's export capacity. Due to integrated management models, diversification of activities, and the implementation of innovations, large agricultural enterprises are able to adapt more rapidly to changes in the external environment.

Overall, corporate development acts as an important instrument of the strategic transformation of the agricultural sector, facilitating the transition toward an innovation-oriented, digital, and resilient model of development that is integrated into global markets and focused on ensuring the long-term economic security of Ukraine.

The conducted study does not cover all aspects of the relationship between corporate development, economic security, and competitiveness of enterprises in the agricultural sector. Therefore, further research should focus on expanding both theoretical and empirical analysis in this field.

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Бугаєва М. В., Татарченко А. О. Взаємозв'язок корпоративного розвитку з економічною безпекою та конкурентоспроможністю підприємств аграрного сектору України

Мета. Метою статті є теоретичне обґрунтування ролі корпоративного розвитку в підвищенні економічної стійкості підприємств аграрного сектору та проведення практичного аналізу інтеграційних механізмів, що сприяють зміцненню їхньої конкурентоспроможності та економічної безпеки.

Методологія. Методологічну основу дослідження становить комплексний підхід, що поєднує положення інституціональної економічної теорії, системного та функціонального аналізу. У дослідженні використано монографічний і статистичний методи для узагальнення наукових результатів та емпіричних спостережень, а також методи порівняльного аналізу та синтезу для визначення ключових детермінант економічної стійкості та конкурентоспроможності аграрних підприємств у межах корпоративних структур.

Результати. Доведено, що корпоративний розвиток є ключовим інституційно-економічним механізмом, який сприяє концентрації капіталу, оптимізації виробничих процесів і зміцненню стратегічного потенціалу аграрних підприємств. Обґрунтовано, що формування корпоративних структур, зокрема агрохолдингів, інтегрованих об'єднань, кластерів і кооперативів, створює синергетичний ефект, що забезпечує підвищення ефективності використання ресурсів, фінансової стійкості та адаптивності до змін зовнішнього середовища. Установлено, що інтеграційні процеси, включно зі злиттям, поглинанням, стратегічними альянсами та кооперацією, підвищують стійкість підприємств до ринкової волатильності, порушень логістичних ланцюгів, геополітичних ризиків і воєнних викликів. Вертикальна інтеграція забезпечує безперервність виробничо-збутових ланцюгів, тоді як горизонтальна кооперація зміцнює позиції малих і середніх виробників. Також підтверджено наявність взаємопідсилювального зв'язку між корпоративним розвитком, економічною безпекою та конкурентоспроможністю, особливо в умовах стратегічної трансформації, цифровізації та інтеграції у світові ринки.

Наукова новизна. Наукова новизна дослідження полягає в обґрунтуванні взаємозалежності корпоративного розвитку, економічної безпеки та конкурентоспроможності підприємств аграрного сектору, а також у визначенні ролі інтеграційних корпоративних механізмів як чинника підвищення стійкості в умовах глобальної нестабільності та воєнних викликів.

Практична значущість. Практична значущість отриманих результатів полягає у можливості використання їх для формування корпоративних стратегій аграрних підприємств, удосконалення механізмів державного регулювання та підтримки інтегрованих аграрних структур, а також зміцнення систем управління економічною безпекою. Результати дослідження можуть бути використані органами державної влади під час розроблення стратегій післявоєнного відновлення та модернізації аграрного сектору України.

Ключові слова: корпоративний розвиток, аграрний сектор, економічна безпека підприємства, конкурентоспроможність, корпоративна структура, інтеграція, агрохолдинг, адаптивність, стратегічна трансформація.

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Стаття надійшла до редакції / Received 21.01.2026

Прийнята до друку / Accepted 25.02.2026

Опубліковано / Published 31.03.2026