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EUROPEAN INTEGRATION ASPECTS OF MODERN APPROACHES TO SYSTEMIC REFORM OF THE ECONOMY OF AGRICULTURAL ENTERPRISES

The article focuses on the need for systemic reform of enterprises through the introduction of digital technologies, adaptation of management structures, development of partnerships and ensuring compliance with EU environmental and social standards. The main directions of institutional adaptation of agricultural enterprises to the European economic model are identified. It is substantiated that proactive participation in European integration processes allows enterprises to form their own development strategy based on the principles of sustainability, responsibility and competitiveness.

Keywords: economy, European integration, systemic reform, agricultural enterprises, digitalization, corporate governance, sustainable development, institutional adaptation, competitiveness, environmental standards.

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ЄВРОІНТЕГРАЦІЙНІ АСПЕКТИ СУЧАСНИХ ПІДХОДІВ ДО СИСТЕМНОГО РЕФОРМУВАННЯ ЕКОНОМІКИ АГРАРНИХ ПІДПРИЄМСТВ

У статті акцентовано увагу на необхідності системного реформування підприємств шляхом впровадження цифрових технологій, адаптації управлінських структур, розвитку партнерств та забезпечення відповідності екологічним і соціальним стандартам ЄС. Визначено основні напрями інституційної адаптації аграрних підприємств до європейської економічної моделі. Обґрунтовано, що проактивна участь у євроінтеграційних процесах дозволяє підприємствам формувати власну стратегію розвитку на основі принципів сталості, відповідальності та конкурентоспроможності.

Ключові слова: економіка, євроінтеграція, системне реформування, аграрні підприємства, цифровізація, корпоративне управління, сталий розвиток, інституційна адаптація, конкурентоспроможність, екологічні стандарти.

Problem statement. In the current conditions of Ukraine's entry into the single European economic space, the agricultural sector has found itself faced with the need not just to adapt to new standards, but to radically transform management, production and interaction models with markets. Traditional approaches are insufficient to achieve compliance with the requirements of the European Union regarding quality, environmental friendliness, transparency and social responsibility. Therefore, the problem of forming a modern system of reforming the economy of agricultural enterprises arises, based on innovative, integration and sustainable approaches. At the same time, the lack of clear mechanisms for internal adaptation and institutional development complicates the process of enterprises entering the European market.

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Analysis of publications. The issue of European integration of the agricultural sector is considered in modern research as a multi-vector process that requires not only adaptation to European standards, but also the transformation of internal management mechanisms, technologies and business culture. In the work of Kraus et al. [1], the emphasis is placed on the relationship between the strategic goals of European integration and the digitalization of the economy of agricultural enterprises, which is fully consistent with the approaches to systemic reform presented in this article. Hnatenko and Kulikova [2] explore the prospects for improving personnel management as one of the main tools for adapting to new requirements, which is extremely important in the context of changing the corporate culture of agricultural enterprises. This supports the thesis about the need to develop human capital in the modernization process. Redziuk [3] emphasizes the importance of analyzing both explicit and hidden factors of European integration divergence, which allows for a better understanding of the complexity of the processes of economic transformation, in particular in the agricultural sector. Adaptation to EU standards is considered not only as a technical requirement, but as a deep rethinking of economic behavior. Zos-Kior [4] draws attention to the institutional component of reform processes, in particular, the need to improve public administration, which provides the basis for the effective adaptation of agricultural enterprises to new European realities. A broader vision of the convergence of Ukraine and the EU countries is presented in the collective monograph edited by Pyshchulina et al. [5], which identifies strategic directions for increasing competitiveness, which fully corresponds to the topic of the article. The studies of Hnatenko et al. [6] reveal the mechanisms of clustering and innovative transformation of the agri-food business, indicating the need for comprehensive approaches to management in the context of European integration, which is consistent with the concept of systemic reform. The work of Vasylytsiv et al. [7] analyzed the issue of economic security in priority sectors, including agriculture, from the standpoint of ensuring sustainability and financial stability, which is of great importance in the context of integration pressure.

European integration processes act as a catalyst for deep transformations in the agricultural sector of Ukraine, contributing to the formation of a modern business model based on the principles of sustainable development, digitalization, transparency and responsible management. Systemic reform covers technological, managerial, financial and environmental aspects, creating the prerequisites for increasing the competitiveness of agricultural enterprises in the European and global markets. Successful adaptation requires not only external compliance with standards, but also internal initiative, institutional capacity and strategic vision of development.

Presentation of the main results. European integration for the agricultural sector of Ukraine has become not just a political task, but a catalyst for profound changes in all elements of the model of functioning of agricultural enterprises. Reforms include not only technical and regulatory requirements from the European Union, but also internal processes of companies that are forced to synchronize their management, production, financial and social practices with European standards. This is a systemic reform that affects all aspects of the enterprise's activities - from the basic tasks of agricultural production to building transparent financial relations, open corporate policy and an innovative ecosystem. The complexity of modern approaches to

reforming the economy of agricultural enterprises is determined by the fact that changes occur at the intersection of several factors simultaneously. On the one hand, international requirements affect food safety standards, phytosanitary regulations, animal protection and environmental protection. On the other hand, internal reforms initiated by the state and the enterprises themselves are aimed at creating stable management mechanisms, transparent relations with suppliers and consumers, and effective management of resources and human capital. These two streams of change must be synchronized, creating a single system capable of ensuring sustainable development in new conditions. In this context, it becomes obvious that systemic reform is not a one-time action or a set of measures, but a process that transforms the very essence of entrepreneurial activity [2-4].

Modern approaches pay special attention to issues of digitalization. Within the framework of European integration obligations, agricultural enterprises are faced with the requirement to generate data on products, processes, and resources in a standardized digital format. Without automated systems for collecting, storing, and processing information, enterprises lose the ability to respond promptly to market challenges and control product quality at all stages. In a digital environment, data becomes critically important for building competitive advantages. This makes it possible to analyze trends, forecast demand, optimize logistics chains, implement precision farming and other innovative solutions that reduce costs and increase productivity. It is important that digitalization contributes not only to technical modernization, but also to a cultural shift in the thinking of managers and employees: data becomes the basis for decision-making, rather than an additional document for reporting [1-4].

In systemic reform, the human factor cannot be ignored, since human resources are becoming one of the key resources of the transformation process. European approaches to personnel management involve a high level of professional training, continuous learning, motivation and responsibility. For Ukrainian agricultural enterprises, this means reviewing traditional work models that have historically been focused on physical labor and minimal requirements for management competencies. Modern challenges involve the formation of a new corporate culture that encourages innovation, a creative approach to problem solving, effective communication and readiness for change. Such changes not only improve the quality of management, but also create an environment where employees feel valued and have the opportunity for professional growth.

An important aspect of systemic reform is the issue of ensuring access to financing and investment. European financial instruments open up significant opportunities for agricultural enterprises, but they also require a high level of financial discipline, transparency of reporting and compliance with international standards. The introduction of modern accounting systems, risk management, budget planning and control allows enterprises not only to meet the requirements of donors and investors, but also to effectively manage their own resources. This, in turn, strengthens their financial sustainability and contributes to long-term development. An integral part of this process is the introduction of internal audits, internal control systems and transparent decision-making procedures that reduce the possibility of corruption risks and increase the level of trust from partners.

Particular attention in the systemic approach to reform is paid to the environmental component. European policies in the field of agricultural production clearly

emphasize the sustainable use of natural resources, the preservation of biodiversity, rational land management and the reduction of negative impacts on the environment. Ukrainian agricultural enterprises are faced with the need to rethink their land use practices, the use of agrochemicals, waste management and energy consumption. Environmental policy ceases to be an optional element, but becomes an integral part of the business strategy, which builds the trust of consumers and partners, facilitates access to "green" financial instruments and creates the prerequisites for sustainable development. In this sense, European approaches act not only as a regulatory framework, but also as a potential source of competitive advantage for those enterprises that are able to transform their environmental practices in connection with the brand strategy [3-6].

Systemic reform also involves the construction of new partnership models. If earlier agricultural enterprises mostly operated within national markets and local supply chains, today they must integrate into international cooperation networks. This requires the ability to build long-term relationships with technology suppliers, international distributors, scientific and research institutions, which allows you to effectively adapt new practices and quickly respond to changes in the global environment. Interaction with international partners creates additional incentives for the implementation of innovations, creates channels for the exchange of knowledge and technologies, which is crucial for increasing the competitiveness of Ukrainian agricultural enterprises.

The following table illustrates the conditional groups of transformational changes occurring in enterprises as a result of European integration processes.

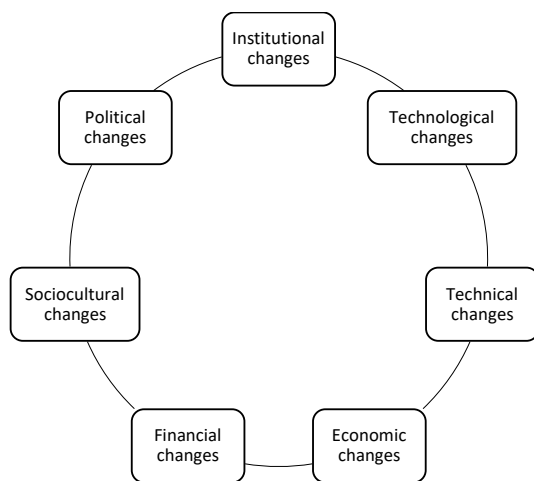


Fig. 1. Main groups of transformational changes in agricultural enterprises under the influence of European integration, proposed by the authors

The result of a comprehensive approach to reform is not just compliance with external requirements, but also the emergence of a new quality of entrepreneurship — one based on transparency, efficiency, innovation and the ability to sustainable devel-

opment. European integration processes encourage agricultural enterprises to move from a reactive model to a proactive one, which allows not only to adapt, but also to form their own development strategy in accordance with global trends [5-7]. Another important component of systemic transformation is the assessment of the impact of reforms on the overall competitiveness of the enterprise. It includes an analysis of the external environment, the study of market dynamics, and the assessment of risks and opportunities that arise in the adaptation process. Such an analytical approach allows enterprises not only to respond to changes more quickly, but also to anticipate them, creating development scenarios and planning strategic steps taking into account possible options for future conditions (table 1).

Table 1. The impact of systemic reform on the competitiveness of agricultural enterprises

Competitiveness Indicator	Impact of reform
Product Quality	Increasing compliance with international standards
Access to Markets	Expanding export opportunities
Financial Sustainability	Attracting investment and optimizing costs
Innovative Potential	Increasing ability to implement new technologies

In conclusion, the European integration aspects of modern approaches to the systemic reform of the economy of agricultural enterprises are determined by the need to build a new organizational, technological and managerial architecture of the business. This is a process that encompasses interrelated changes that allow enterprises not only to meet the strict requirements of the market, but also to confidently compete in international arenas, form new development models and sustainably adapt to future challenges.

Continuing to understand the European integration aspects in the reform of the agricultural economy, it is worth paying attention to the processes of adapting the institutional capacity of agricultural enterprises to the new systemic context. This is about deeper transformations of management structures, which should not only ensure compliance with external challenges, but also create internal consistency of all functional units. Increasingly, management is faced with the task of combining strategic vision with operational efficiency, where reforms are not only a consequence of the influence of state policy or foreign pressure, but a logical manifestation of the internal development of an enterprise that understands its mission in the new economic space. The central factor is the strategic initiative of the enterprises themselves, which move from the position of the object of reforms to the position of the subject of modernization. This is manifested in the ability to form their own programs of change, build stages of their implementation, as well as in the extent to which the interrelationships between management decisions, operational activities and socio-economic results are systematically understood. Such enterprises are increasingly not simply integrated into the existing European framework, but become initiators of institutional synergy – creating models that combine local realities with global standards.

An important condition for deep reform is the development of corporate policy based on the principles of responsible management. In such conditions, transforma-

tion encompasses not only legal compliance or technical modernization, but also the renewal of management philosophy: from a paternalistic model to a partnership one. This means involving employees in decision-making processes, open communication regarding strategic priorities, and recognizing the value of human resources as the key capital of the enterprise. Such a rethinking of the role of personnel leads to increased overall organizational flexibility, improved adaptive capacity, and the emergence of internal motivation for change.

Particularly relevant in this context is the formation of internal mechanisms of institutional learning, when the enterprise is able not only to change in accordance with external signals, but also to independently generate knowledge, based on its own experience, analytics and assessment of the effectiveness of the implemented innovations. Such enterprises become centers of innovative competence, which allows not only to integrate into the European market more quickly, but also to play an active role in its renewal.

In addition, within the framework of European integration processes, agricultural enterprises are increasingly becoming part of large territorial economic systems, where efficiency depends not only on their internal organization, but also on the level of interaction with other entities – communities, cooperatives, research centers, municipal structures. Such interdependence forms an environment in which reform is perceived as a collective action that has an intersectoral nature and requires joint responsibility for the results. In this context, the regional strategy for the development of agricultural potential comes to the fore, where enterprises not only benefit from support, but also become agents of local change [3-5].

Systemic reform at this stage is also increasingly associated with the need to build mechanisms for ethical monitoring and self-regulation. In the global environment, trust in a company is based not only on its products or financial stability, but also on the ability to meet the expectations of society in matters of environmental justice, equality, inclusiveness, and good faith partnership. Therefore, Ukrainian agricultural enterprises, striving to gain a foothold in the European market, are expanding the functional boundaries of their responsibility, which necessitates a review of strategic guidelines and internal ethics.

Thus, the transformation caused by the European integration vector is forming not only a different organizational form of agricultural business, but also a new quality of economic thinking based on transparency, responsibility, innovation, and sustainable development. Ukrainian enterprises that are aware of the depth of these processes are able not only to successfully integrate into the European agro-industrial system, but also to become drivers of change, setting the pace for reforms in the internal space of the state.

Conclusions. The European integration aspects of the systemic reform of the economy of agricultural enterprises in Ukraine form a new development paradigm that encompasses technological, managerial, social and institutional changes. This process is not limited to adaptation to EU technical requirements, but involves a deep transformation of the entire logic of management. European standards act not only as regulatory guidelines, but also as catalysts for the creation of innovative models based on responsible management, digital transparency and a sustainable approach to resource use.

Enterprises that implement digital technologies, update personnel management systems, reform approaches to finance, actively develop partner networks demon-

strate not only readiness for integration, but also the ability to generate new competitive advantages. Changes in corporate culture, the growth of the role of personnel, strategic initiative and readiness for learning form a stable institutional framework that ensures not only compliance with modern challenges, but also ahead of global trends. Thus, European integration is not external pressure, but an opportunity for Ukrainian agricultural enterprises to rebuild their economy in accordance with the principles of openness, efficiency, ethics and innovation. It is such transformations that create the conditions for long-term growth, international recognition and an active role in the formation of a new European agro-industrial ecosystem.

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