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STRATEGIC ASPECTS OF ADAPTIVE MANAGEMENT OF THE DEVELOPMENT OF AGRI-FOOD ENTERPRISES

The article explores the strategic aspects of adaptive management of the development of agri-food enterprises in conditions of increased instability of the external environment. The relevance of the transition from traditional management models to flexible, adaptive approaches based on monitoring, innovations, anti-crisis solutions and human capital development is substantiated. Particular attention is paid to key challenges affecting agrarian business, in particular climate change, market price fluctuations, technological backwardness and regulatory instability. Elements of an adaptive management system capable of providing enterprises with stability, flexibility and strategic development prospects are proposed. It is determined that effective adaptive management combines a long-term vision with the ability to respond promptly to challenges and creates the prerequisites for sustainable growth in the agricultural sector.

Keywords: adaptive management, development strategy, agri-food enterprises, flexible planning, external environment, innovations in the agricultural sector, risk monitoring, anti-crisis management, organizational adaptability, sustainable development.

Fig. 1. Tabl. 1. Lit. 5.

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СТРАТЕГІЧНІ АСПЕКТИ АДАПТИВНОГО УПРАВЛІННЯ РОЗВИТКОМ АГРОПРОДОВОЛЬЧИХ ПІДПРИЄМСТВ

У статті досліджено стратегічні аспекти адаптивного управління розвитком агропродовольчих підприємств в умовах підвищеної нестабільності зовнішнього середовища. Обґрунтовано актуальність переходу від традиційних управлінських моделей до гнучких, адаптивних підходів, що базуються на моніторингу, інноваціях, антикризових рішеннях та розвитку людського капіталу. Особливу увагу приділено ключовим викликам, що впливають на аграрний бізнес, зокрема кліматичним змінам, коливанням ринкових цін, технологічній відсталості та регуляторній нестабільності. Запропоновано елементи адаптивної системи управління, здатної забезпечити підприємствам стійкість, гнучкість та стратегічну перспективу розвитку. Визначено, що ефективне адаптивне управління поєднує довгострокове бачення з можливістю оперативного реагування на виклики і формує передумови для сталого зростання в агросекторі.

Ключові слова: адаптивне управління, стратегія розвитку, агропродовольчі підприємства, гнучке планування, зовнішнє середовище, інновації в агросекторі, моніторинг ризиків, антикризове управління, організаційна адаптивність, сталий розвиток.

Problem statement. The modern agri-food sector of Ukraine operates in conditions of constant turbulence, which is caused by a combination of external economic challenges, climate change, military instability and transformation of global supply chains. In such realities, traditional approaches to managing the development of agricultural enterprises lose their effectiveness, giving way to new models capable of flexibly responding to environmental changes. The answer to these challenges is adaptive management - a concept that involves constant updating of strategies, an innovative

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approach to management processes and systematic monitoring thinking. The strategic role of agri-food enterprises in the national economy determines the need to find effective mechanisms to ensure their viability and long-term growth. In this case, the integration of adaptive management into the strategic planning system becomes particularly relevant. Such management should be based on the principles of flexibility, predictability, digital transformation and the ability to recover from crises. The relevance of the topic is due to the need for scientific substantiation of adaptive strategic management models in the agri-food sector, which are able to ensure stable development in an unstable environment. The study of challenges, sustainability factors and adaptation tools allows us to form a new vision of agribusiness management, focused on innovation, efficient use of resources and socio-economic responsibility.

Analysis of publications. In the scientific literature, the issue of strategic management of the development of agri-food enterprises in conditions of instability and global challenges is considered from different positions. Tomashuk (2025) emphasizes the need to form long-term strategic priorities for the sustainable development of the agricultural sector, taking into account climate, economic and social risks. The author emphasizes that adaptability should be based on the principles of sustainability, innovation and systematic forecasting [1]. Nosan et al. (2025) analyze management approaches to the development of enterprises in conditions of digitalization. They point out the problematic nature of combining strategic, operational and risk management, especially in sectors with a high level of external instability. The authors emphasize the importance of adaptive planning as the basis of strategic sustainability [2]. Borkovych (2025) focuses on the financial aspects of supporting the agricultural sector, noting that in conditions of uncertainty, financial instruments should be flexible and focused on strengthening the adaptive capacity of enterprises. He emphasizes that state support should be linked to long-term sustainable development goals [3]. Hrytsun (2024) studies the transformation of business development models in the agricultural sector under the influence of crisis phenomena, including military operations. The author proposes a concept of integrated strategic management, which involves the interconnected implementation of innovations, risk management and flexible organizational structure [4]. In turn, Shevchenko and Zamlynska (2025) highlight the role of digital twins in the strategic management of agricultural enterprises. They prove that modeling based on digital data allows you to predict risks, optimize resources and adapt strategies to changing conditions. This approach strengthens the analytical component of adaptive management [5]. In general, the analyzed sources emphasize that strategic management in the agri-food sector requires deep adaptability, digital transformation, financial support and forecasting ability. This requires the formation of integrated approaches to management focused on sustainability, innovation, and flexibility in the face of constant change.

Presentation of the main results. The agri-food sector is one of the most sensitive to changes in the external environment, in particular climatic, socio-economic and political. This necessitates the use of an adaptive approach to strategic management, which allows agribusinesses to remain competitive, flexibly respond to risks and take advantage of new opportunities. Strategic management in a volatile market environment must transform from a rigid long-term model into a flexible, adaptive system that combines forecasting, reflection and operational adjustment.

Adaptive management involves changing priorities in planning, production, logistics, investments and personnel work. Its essence lies in creating a system that can quickly detect signals of change, analyze their impact and adjust management decisions in accordance with new conditions. For agri-food enterprises, this means the need for constant monitoring of climate risks, price fluctuations for agricultural raw materials, government regulation, changes in consumer preferences and technological trends. These factors form a set of challenges that cannot be solved by traditional methods [2; 4-5]. The figure below illustrates the main challenges faced by agri-food enterprises in the context of modern transformations and the corresponding strategic consequences that shape the need for an adaptive approach (Fig. 1).

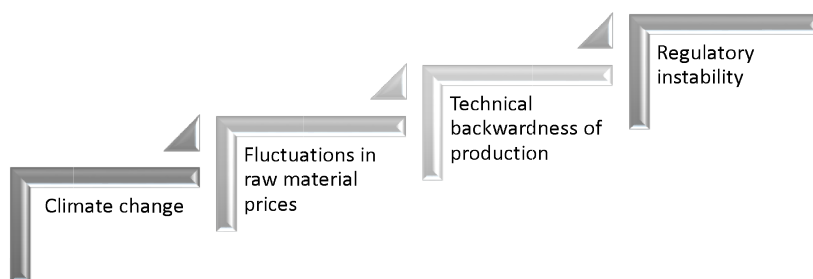


Fig. 1. Key challenges for agri-food enterprises in the face of change, suggested by the author

Responding to these challenges requires enterprises to transition to adaptive strategic management, based on the integration of strategic forecasting tools, scenario analysis, risk management and innovative development. An important condition for the effectiveness of such approaches is the construction of a management system that is able not only to respond to changes, but also to anticipate them. This is possible thanks to the introduction of digital monitoring technologies, automation of management processes and data analysis systems [1; 5].

An adaptive management system should include a number of functional components that ensure flexibility, efficiency and resistance to change. Table 1 below presents the key elements of such a system and their functional purpose (Table 1).

The use of adaptive approaches allows agricultural enterprises not only to reduce the negative impact of external threats, but also to effectively use new market opportunities. For example, in the context of climate change, an enterprise that introduces new agricultural technologies not only adapts to weather changes, but also creates added value through the environmental sustainability of its products. Similarly, digital solutions in logistics or demand analysis can not only reduce costs, but also open up new niches for sales. The human factor is no less important - adaptive management involves the formation of an organizational culture focused on continuous learning, openness to change and the development of interdisciplinary competencies. It is human capital that becomes the driver of change, capable of implementing new approaches in production, sales and interaction with partners [1; 3; 5].

Table 1. Elements of adaptive management of agricultural enterprises, suggested by the author

Management system component	Functional role
Environmental monitoring	Timely identification of risks and opportunities
Flexible strategic planning	Operational adjustment of goals and tactics
Innovative production	Implementation of new technologies and solutions
Crisis management	Preparation for non-standard situations
Knowledge and personnel management	Improving the competence and adaptability of personnel

Thus, the strategic aspects of adaptive management in the agri-food sector should become the basis of a long-term development strategy for enterprises. They require systemic thinking, digital literacy, institutional support and the ability to respond quickly to changes. The formation of an adaptive management system allows agricultural enterprises to increase their resilience, competitiveness and ability to develop even in conditions of uncertainty.

In conditions of increasing global instability, adaptive management is turning from an advantage into a necessity for agri-food enterprises that seek not only to preserve but also to strengthen their market positions. High sensitivity to climatic conditions, dependence on seasonality, fluctuations in world prices for agricultural products, as well as an unstable political environment form an extremely changeable operational reality. In such a situation, traditional strategic management tools based on stable trends lose their effectiveness. It is adaptability – the ability to quickly and coherently change both tactical and strategic guidelines – that becomes the main criterion for the viability of an enterprise.

Adaptive management allows you to effectively combine short-term flexibility with a long-term vision of development. For example, an enterprise can quickly respond to changes in purchase prices or instantly restructure logistics routes without losing its strategic course for modernization or export expansion. In this approach, a culture of flexibility plays an important role - the ability of management to quickly process information, make decisive decisions, support internal communication and overcome resistance to change. Particular attention should be paid to the relationship between adaptability and innovation. The introduction of innovations into production and management processes is not just a consequence, but one of the conditions for increasing adaptive capacity. Innovations in the agricultural sector - from digital accounting and planning technologies to biotechnology, smart irrigation and precision farming systems - create conditions for more flexible use of resources, optimization of decisions and reduction of the impact of the human factor. This allows you to respond faster to threats and take advantage of new market opportunities, especially during periods of turbulence [2; 4].

At the same time, adaptive management cannot be implemented without high-quality information support. Timely access to up-to-date data on the state of the market, weather conditions, regulatory changes and consumer trends is critically important. Here, digital solutions come to the fore – ERP systems, CRM, business analytics, data visualization tools and integration platforms, which allow you to make deci-

sions based on comprehensive analysis. Information openness, transparency and speed of access to indicators become tools not only for control, but also for strategic forecasting. It is also worth emphasizing that adaptive management has not only an instrumental, but also a philosophical dimension. It is about moving away from rigidly centralized models in favor of decentralization, expanding the powers of middle management, developing team decision-making and strengthening horizontal coordination. This allows the enterprise to be not only flexible, but also resistant to internal failures and external shocks. Finally, the effectiveness of adaptive management depends largely on the company's ability to learn. Agri-food companies must constantly analyze their own experience, generate feedback, adjust strategies and update their approaches to work. This requires creating a knowledge management culture in which staff not only accumulate experience, but also share it, turning daily practice into a source of strategic decisions.

Conclusions. In today's dynamic environment, strategic management of agri-food enterprises requires a significant revision of traditional approaches. The results of the study indicate that it is the adaptive management model that is most relevant to the challenges faced by agrarian business. High turbulence in the external environment, fluctuations in market conditions, climate risks and technological instability create the need for flexible, dynamic and innovation-oriented strategic management. Adaptive management involves the creation of a system that is able to respond to threats in a timely manner, effectively use new opportunities, and ensure stable development even in conditions of uncertainty. It is based on systematic monitoring, scenario planning, the implementation of innovations, decentralization of management decisions and the development of personnel competencies. At the heart of adaptability is not only technological flexibility, but also an organizational culture focused on learning, knowledge exchange and readiness for change.

The use of an adaptive approach allows agri-food enterprises not only to protect themselves from crisis phenomena, but also to lay the foundation for sustainable long-term growth. Of particular importance is the combination of strategic vision with tactical flexibility, which provides the opportunity to adjust actions without losing the overall development trajectory. Therefore, adaptive strategic management is not an alternative to traditional management, but its modern evolutionary form, which meets the needs of the agri-food sector in the conditions of the 21st century.

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