

Iryna Hnatenko<sup>1</sup>, Ihor Babaiev<sup>2</sup>, Petro Zalutskyi<sup>3</sup>

## EUROPEAN INTEGRATION VECTORS OF TRANSFORMATION OF THE ECONOMY OF AGRICULTURAL ENTERPRISES OF UKRAINE

*The article examines key aspects of the transformation of the economy of Ukrainian agricultural enterprises in the context of European integration. The author analyzes how the requirements of the European Union and global market challenges stimulate a deep structural modernization of the agricultural sector, covering technological, managerial, marketing, financial and organizational changes. It is emphasized that adaptation to European standards is becoming not only a regulatory requirement, but also a strategic chance for building a competitive advantage in international markets. The transformation of agricultural enterprises is considered as a complex, long-term process that requires a systemic vision, institutional support, innovative approaches and flexible management models capable of ensuring sustainability and efficiency in a changing global economy.*

**Keywords:** European integration, agricultural enterprises, economic transformation, EU standards, government regulation, technological modernization, change management, competitiveness, sustainable development, external challenges.

*Tabl. 1. Fig. 1. Lit. 7.*

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<sup>1</sup> ORCID: 0000-0002-9466-0215

<sup>2</sup> ORCID: 0009-0003-1474-496X

<sup>3</sup> ORCID: 0009-0002-5094-1039

Ірина А. Гнатенко, Ігор О. Бабаєв, Петро М. Залуцький

## ЄВРОІНТЕГРАЦІЙНІ ВЕКТОРИ ТРАНСФОРМАЦІЇ ЕКОНОМІКИ АГРАРНИХ ПІДПРИЄМСТВ УКРАЇНИ

*У статті розглядаються ключові аспекти трансформації економіки аграрних підприємств України в контексті євроінтеграції. Автор аналізує, як вимоги Європейського Союзу та глобальні ринкові виклики стимулюють глибоку структурну модернізацію агросектору, що охоплює технологічні, управлінські, маркетингові, фінансові та організаційні зміни. Наголошується, що адаптація до європейських стандартів стає не лише нормативною вимогою, а й стратегічним шансом для побудови конкурентної переваги на міжнародних ринках. Трансформація аграрних підприємств розглядається як складний, довготривалий процес, що вимагає системного бачення, інституційної підтримки, інноваційних підходів і гнучких моделей управління, здатних забезпечити сталість і ефективність в умовах мінливої глобальної економіки.*

**Ключові слова:** євроінтеграція, аграрні підприємства, трансформація економіки, стандарти ЄС, державне регулювання, технологічна модернізація, управління змінами, конкурентоспроможність, сталий розвиток, зовнішні виклики.

**Problem statement.** Ukrainian agricultural enterprises are faced with the need for deep adaptation to the requirements of the European market, which include numerous technical, regulatory, environmental and social standards. Existing business models formed in the post-Soviet space often do not meet these requirements, which cre-

<sup>1</sup> Kyiv National University of Technologies and Design. Ukraine.

<sup>2</sup> Kharkiv College of Trade and Economics of State University of Trade and Economics. Ukraine.

<sup>3</sup> Higher education institution "Podilskyi State University". Ukraine.

ates both numerous challenges and potential opportunities for modernization. The problem is that the mechanical introduction of European norms without a deep understanding of the value foundations of the European economic model will not lead to sustainable competitiveness. Therefore, agricultural enterprises need not only to adapt technologies and practices, but also to transform their own identity, management culture, value system and development strategy. This complex transformation requires strategic vision, institutional support, effective management models and the ability to innovate.

**Analysis of publications.** In the scientific discourse, the issue of European integration of the agricultural sector of Ukraine is considered as a multidimensional process that encompasses economic, managerial, social and legal aspects (Zalisko I., Khodakivska O., Shary V., Chekanska L., etc.) [1-7]. Most researchers emphasize that the European integration course of the state is not only a foreign policy choice, but also a catalyst for the deep modernization of agricultural enterprises. In works devoted to the analysis of integration processes, the idea is traced that formal adaptation to EU norms should be accompanied by a rethinking of managerial approaches, cultural attitudes and strategic vision. Attention is focused on the fact that successful transformation is possible only under conditions of institutional support, development of human resources potential and openness to innovations [2-4]. Particular attention in the literature is paid to the impact of European integration processes on the investment attractiveness of the agricultural sector, the need to harmonize land relations with European practice, as well as the importance of a transparent legal framework [1-3]. Along with this, studies emphasize the importance of digitalization of agri-food production, clustering of enterprises, as well as social responsibility of business - as key elements of the modern model of functioning of an agricultural enterprise in the conditions of the European market [4-7].

Literary sources are consistent with the thesis that the transformation of the economy of agricultural enterprises should take place within the framework of the concept of sustainable development, taking into account global trends and the needs of local communities. Such an approach allows not only to adapt to European requirements, but also to preserve the national specificity of agricultural production, integrating it into the European economic system.

**Presentation of the main results.** The issue of European integration vectors of transformation of the economy of Ukrainian agricultural enterprises is extremely relevant in the current conditions of geopolitical instability, economic turbulence and increased requirements of international markets. This is not only a question of compliance with European Union regulations, but also a fundamental reorientation in the way of functioning, planning development and forming strategic approaches to doing business in the agricultural sector. European integration for Ukrainian agricultural enterprises has become a new stage that opens up wider sales markets, requires raising product standards, implementing effective management models, but at the same time imposes additional requirements for quality, safety and sustainability of production. The transformation of the economy of enterprises occurs simultaneously at many levels - from legislative to technological, from cultural to financial. In this process, enterprises must not only adapt to European standards, but also build their own competitive advantage, which will allow them to become full participants in the

single agricultural market. Ukrainian agricultural companies have historically had their own specific approaches to organizing production, logistics, marketing and human resources management. Many years of experience in business in the post-Soviet space have formed certain business models that are not always fully correlated with the requirements and norms of the EU. In the context of European integration, these differences have become entry points for profound changes that require strategic vision and systematic implementation. This is not an automatic process, and it requires rethinking many aspects of activity: quality management systems, product safety standards, approaches to environmental responsibility, openness to innovation, and personnel training. It is important that the transformation should not be purely reactive - it should be based on a proactive approach in which the enterprise forms its own vision of its development within the framework of the European economic paradigm [2-3]. European integration requires Ukrainian agricultural enterprises to comply with many technical, administrative, and social standards. This applies to product quality, environmental safety standards, control systems, and corporate governance principles. The EU insists on the implementation of transparent procedures that allow for trust from consumers and partners. Therefore, the transformation process cannot be imagined without institutional support, cooperation with government agencies and international consultants who can help adapt the internal processes of the enterprise to the requirements of the external environment. Successful examples of such changes are marked by the fact that enterprises not only adhere to standards, but also use them as a basis for building their own brand, which strengthens their position both at the national and international levels.

An important component of transformation is the modernization of technologies. European requirements for food safety, quality control of raw materials and final products stimulate agricultural enterprises to implement the latest technological solutions. This concerns the digitalization of production processes, automation, implementation of tracking and quality control systems at each stage of production. Such solutions include the use of modern IT platforms for resource management, integrated quality control systems that allow optimizing production cycles and minimizing risks. Without digital tools, transformation would be impossible in conditions of high competition and strict quality requirements. Technological modernization becomes not only a means of compliance, but also a source of efficiency that can reduce the cost of products and increase their attractiveness in international markets [1-4]. Along with technological changes, agricultural enterprises are undergoing a significant transformation in approaches to human resource management. In the EU, human resource management practices are focused on the development of competencies, motivation, social responsibility of the employer and the creation of safe working conditions. This has become a challenge for Ukrainian enterprises, as many traditional approaches to labor organization did not meet European standards. Therefore, in the process of adaptation, enterprises are forced to reconsider their approaches to employee training, performance assessment systems, and human resource development. The formation of a corporate culture that supports innovation and openness to change contributes not only to increasing work efficiency, but also to improving the image of the enterprise, which is important for attracting investment and partnership. The European integration transformation of the economy of agri-

cultural enterprises is also closely related to the reform of logistics and marketing strategies. Opening access to the single European market creates new opportunities for exports, but at the same time requires the ability to effectively plan deliveries, adhere to logistics standards, and adapt products to the specific requirements of different markets. This means that enterprises must rethink their approaches to supply chain management, creating competitive offers, and building partner networks. Success in new markets depends not only on the quality of products, but also on the company's ability to organize a full-fledged service for partners, ensure the continuity of supplies and flexibility in responding to consumer requests. In this context, the integration of modern marketing and communication strategies, as well as the active use of digital platforms for product promotion, is important.

In the process of transformation, agricultural enterprises need a deep analysis of their financial strategies. European financial structures and support mechanisms open up access to new sources of financing, but they also require transparent financial reporting and compliance with international standards. This encourages enterprises to reform their financial policies, implement modern accounting systems, and increase the level of corporate financial discipline. For many enterprises, this has become an additional incentive for change, since a modernized financial system allows for more effective risk management, investment planning, and business stability in conditions of market instability [3-6].

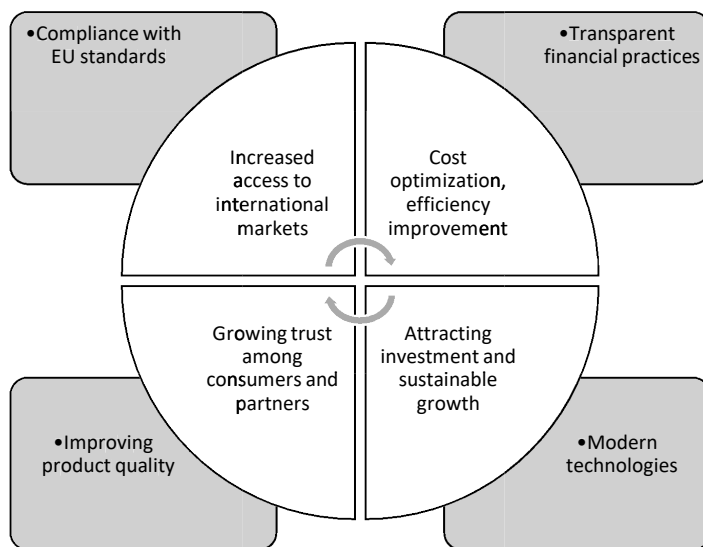
It is impossible to ignore the aspect of legal regulation. European integration requires the adaptation of national legislation to EU norms, which affects the activities of agricultural enterprises in a wide range of issues: from the use of land resources to the protection of consumer rights. This creates the need for constant monitoring of changes in legislation, the ability to quickly adapt internal policies and processes to new requirements. Successful enterprises form their own legal departments or cooperate with qualified consultants in order to be one step ahead in understanding legal changes and their impact on activities.

Given all these components of transformation, it is important to emphasize that the process of European integration of the agricultural sector is not a one-time act, but a long-term strategy that requires a holistic vision, a systematic approach and the ability of enterprises to learn, adapt and transform their operating models. An adequate response to the challenges of European integration allows agricultural enterprises not only to meet the requirements, but also to create new opportunities for growth, the introduction of innovations, strengthening competitive positions in international markets, increasing the efficiency and stability of their activities (Table 1).

**Table 1. Main areas of change in the activities of agricultural enterprises in the context of European integration, proposed by the authors**

Direction of change	Key transformation processes
Technological	Implementation of digital solutions, automation, quality control systems
Management	Reforming HR practices, developing corporate culture
Marketing	Development of export strategies, adapting to market requirements
Financial	Modernization of financial accounting, access to financing

European integration vectors of transformation of the economy of agricultural enterprises of Ukraine form a new reality in which enterprises must constantly evolve, integrate best practices, introduce innovations and adapt to changing conditions. Such an approach not only responds to the challenges of the time, but also creates conditions for sustainable development, strengthening the economic positions of Ukraine on the world stage, and contributes to the formation of a strong, competitive agricultural sector. The impact of European integration on the competitiveness of agricultural enterprises is shown in Fig. 1.



*Fig. 1. The impact of European integration on the competitiveness of agricultural enterprises, proposed by the authors*

Continuing the consideration of the topic, it is worth focusing on the internal mechanisms of transformation that ensure the real effectiveness of the processes of adaptation of agricultural enterprises to the European space. The transformation provoked by European integration challenges occurs not only under external pressure from regulatory requirements or market incentives, but also through a rethinking of the identity of the agricultural business itself in Ukraine. The type of management that was acceptable in past decades is losing its competitiveness today. The need to think in the long term, taking into account climate risks, ethical production, and the impact on the environment - all this forms a new format of agricultural entrepreneurship, which is much closer to the philosophy of sustainable development [4-7].

At the same time, the transformation aimed at rapprochement with the European Union should not be limited to the mechanical borrowing of models or copying norms. This is a deeper process - understanding the values that lie behind the European economic system. These are trust in institutions, fairness in decision-making, business responsibility to the community, transparency of financial flows and adherence to ethical principles. For an agricultural enterprise, such a change in focus

means not just a transition to new technologies or a different reporting format, but a radical change in the approach to the very concept of "efficiency". If earlier it was measured mainly in financial indicators, today environmental feasibility, social responsibility, and the level of innovation are increasingly taken into account.

Within the framework of such a reassessment, interaction with civil society begins to play a key role. European experience demonstrates that agricultural business does not exist in a vacuum. It is built into the structure of the community, is part of it, and its success directly depends on how it interacts with local residents, how it adheres to the norms of ecological balance, which social support programs implement. This level of responsibility to the community, despite its complexity, opens up new horizons for trust, support, and sustainable development. In Ukrainian realities, where agrarian business is often one of the few sources of stability on the ground, this issue is gaining even greater importance.

The European integration transformation is also changing the nature of management decisions in the agricultural sector. In conditions where it is necessary to simultaneously meet the requirements of the external market, adapt to changes in national legislation, seek effective internal solutions, and also respond to climate fluctuations, management structures require a new quality. Centralized vertical models are increasingly being replaced by decentralized formats, in which decisions are made closer to the place of implementation, based on real-time situation analysis. This increases efficiency and allows enterprises to be flexible in conditions of constant change.

Interaction with international partners is also changing. If earlier Ukrainian farmers were mainly suppliers of raw materials, today they are increasingly actively positioning themselves as full-fledged participants in innovative value-added chains. This requires a different level of communication, the ability to build partnerships based on trust, transparency, and the ability to co-invest in development. European partners, especially in the field of organic farming, sustainable production clusters, and certification systems, are increasingly looking for not just suppliers, but partners with shared values.

In such conditions, a new function of the state emerges - not just as a regulator, but as a mediator between European institutions and Ukrainian business. The pace and quality of adaptation of the agricultural sector depend on its ability to ensure a stable legal framework, support modernization initiatives, and coordination with international organizations. The creation of specialized support programs, simplification of access to financing, development of agricultural education and scientific support are becoming critically important conditions for the transformation process.

It is worth emphasizing that transformation should not be perceived as a temporary requirement or a reaction to external pressure. This is a historic chance for the Ukrainian agricultural sector to build a new development model - more responsible, open, competitive, and modern. In the long term, it is those enterprises that are the first to adapt to European standards that will be able to take leading positions in foreign markets, gain access to high-quality financing, build sustainable logistics chains, and form a positive international reputation.

Thus, European integration vectors are not limited to regulatory adaptation. They launch a deep modernization of all links of agricultural production: from tech-

nical equipment and personnel policy to strategic planning, environmental approach and corporate philosophy. This is a new paradigm of development, in which Ukrainian enterprises receive not only challenges, but also the opportunity to become the driving force of a new type of economy - with transparent processes, high standards and a European level of trust.

**Conclusions.** European integration vectors of transformation of the economy of agricultural enterprises of Ukraine act as a powerful factor of modern changes that cover all levels of economic activity. These vectors are not reduced only to the formal fulfillment of regulatory requirements, they form a new quality of entrepreneurship, in which quality standards, environmental safety, social responsibility and transparency become an organic part of business logic. The depth and scale of transformations require enterprises to have strategic flexibility, the ability to learn and adapt, active implementation of digital technologies and modern management practices.

Technical modernization, digitalization of production processes, data analytics, automated quality control systems, etc. are becoming not only tools for increasing efficiency, but also a condition for access to European markets. At the same time, changes in approaches to personnel management, the formation of a corporate culture focused on innovation, openness to change and continuous learning contribute to increasing the internal capacity of enterprises to adapt to new requirements. Marketing strategies and logistics models are also undergoing transformation: the ability to effectively plan deliveries, adapt products to the requirements of different markets and build partner networks is becoming critical for success. In this context, digital platforms for promoting products and communicating with partners play an important role.

Financial modernization and adaptation of the legal environment are integral components of the transformation process. They create the basis for transparent resource management, effective risk management, access to international financial mechanisms and sustainable investment.

The key aspect is that the transformation of agricultural enterprises within the framework of European integration requirements is a long-term strategy based on a holistic approach to change management at all levels. The response to external challenges must be combined with the proactive formation of one's own strategic development, which takes into account both economic indicators and environmental and social responsibility. This creates the prerequisites for increasing competitiveness, long-term stability and integration of the Ukrainian agricultural sector into global production and trade chains.

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