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SUSTAINABLE MANAGEMENT AND MARKETING OF AGRICULTURAL ENTERPRISES IN THE CONTEXT OF THE EUROPEAN UNION'S GREEN DEAL

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СТАЛИЙ МЕНЕДЖМЕНТ І МАРКЕТИНГ АГРАРНИХ ПІДПРИЄМСТВ У КОНТЕКСТІ ЗЕЛЕНОГО КУРСУ ЄВРОПЕЙСЬКОГО СОЮЗУ

The purpose of the article is to substantiate and determine directions for the formation and implementation of a sustainable management and marketing system for agricultural enterprises in the context of the European Union's Green Deal. Based on the research results, it has been established that the EU Green Deal is a comprehensive strategy for transforming the economy not only of EU member states but also of its partners, including Ukraine. The "Farm to Fork" strategy serves as a key element of this deal, through which the paradigm of sustainable management and marketing in the agricultural sector is being transformed. This transformation covers the entire value chain, from raw material production to the delivery of products to the end consumer. It promotes the integration of sustainable development principles into internal management processes and forms competitive advantages for Ukrainian agricultural enterprises in the EU market. The transformation of agricultural enterprise management in the context of the "Farm to Fork" strategy

involves a shift from a classical short-term focus on profit and production volume to strategic management that considers sustainability, resource efficiency, and environmental responsibility. The authors demonstrate that this transformation occurs through the integration of environmental principles into all management processes, forecasting risks and efficiently managing resources, and planning long-term strategies that take into account impacts on the environment, economy, and society. The result of these transformations is an increase in long-term business sustainability, better compliance with European environmental standards, and an enhanced ability to create added value in products. The transformation of agricultural enterprise marketing within the "Farm to Fork" strategy involves a shift from competition based on price to competition based on value, trust, and environmental responsibility of products. The authors show that this transformation is achieved through eco-friendly branding and positioning of products as safe, certified, and environmentally responsible, improving supply chain transparency, communicating product value through environmental and social aspects, and reorienting toward consumers who value healthy and sustainable products that meet modern environmental standards. The outcome of these transformations is a strengthening of opportunities to create competitive advantages, increase consumer trust, and consolidate positions in the European market.

Метою статті є обґрунтування та визначення напрямів формування й впровадження системи сталого менеджменту та маркетингу аграрних підприємств у контексті реалізації Зеленого Курсу Європейського Союзу. За результатами дослідження встановлено, що Зелений Курс ЄС є комплексною стратегією трансформації економіки не лише країн-членів ЄС, а й його партнерів, зокрема України. Стратегія "Farm to Fork" виступає ключовим елементом цього курсу, оскільки саме через неї відбувається трансформація парадигми сталого менеджменту та маркетингу в аграрному секторі. Така трансформація охоплює весь ланцюг створення вартості — від виробництва сировини до доставляння продукції кінцевому споживачу — і сприяє інтеграції принципів сталого розвитку у внутрішні управлінські процеси, формуючи конкурентні переваги українських агропідприємств на ринку ЄС. Так, трансформація менеджменту аграрних підприємств у контексті стратегії "Farm to Fork" передбачає перехід від класичної короткострокової орієнтації на прибуток та обсяг виробництва до стратегічного управління, що враховує стійкість, ресурсоефективність та екологічну відповідальність. Зокрема доведено, що процес трансформації здійснюється через: інтеграцію екологічних принципів у всі управлінські процеси; прогнозування ризиків та ефективне управління ресурсами; планування довгострокових стратегій, що враховують вплив на довкілля, економіку та суспільство. Наслідком окреслених трансформацій є підвищення довгострокової стійкості бізнесу, підвищення його відповідності європейським екологічним стандартам та підвищення здатності створювати додану вартість продукції. Трансформація маркетингу аграрних підприємств у межах стратегії "Farm to Fork" передбачає перехід від конкуренції за ціною до конкуренції за цінністю, довірою та екологічною відповідальністю продукції. Зокрема, доведено, що процес трансформації здійснюється через: перехід на екологічний брендинг та позиціювання продукту як безпечного, сертифікованого, екологічно відповідального; покращення прозорості ланцюгів постачання; комунікацію цінності (через екологічні та соціальні аспекти); переорієнтацію на споживачів, які цінують здорову та сталу продукцію, що відповідає сучасним екологічним стандартам. Наслідком окреслених трансформацій є посилення можливостей створювати конкурентні переваги, підвищувати довіру споживачів і зміцнювати позиції на європейському ринку.

Key words: sustainable management, agricultural marketing, EU Green Deal, agricultural production, sustainable development, management strategy, eco-friendly production, competitiveness, environmental innovations, circular economy.

Ключові слова: сталий менеджмент, аграрний маркетинг, Зелений Курс ЄС, сільськогосподарське виробництво, сталий розвиток, стратегія управління, екологічне виробництво, конкурентоспроможність, екологічні інновації, циркулярна економіка.

PROBLEM STATEMENT

The significance of the European Union's Green Deal lies in its strategic direction for the development of the economies of EU member states and partners towards climate neutrality, resource efficiency, and environmental safety. In particular, the authors emphasize that since the goal of achieving climate neutrality by 2050 has been proclaimed within this framework, it necessitates a profound transformation of management and marketing, especially in the agricultural sector, which is both a source of food security and a significant factor affecting the environment.

Thanks to the Green Deal, agricultural enterprises are now operating under new regulatory requirements, rising environmental standards, and increased accountability for their environmental impact. Consequently, the sustainable management of agricultural enterprises within the EU Green Deal context must encompass the integration of economic, environmental, and social objectives into the management system, the adjustment of long-term efficiency, and the minimization of risks associated with climate change and regulatory restrictions. At the same time, marketing activities are being transformed towards creating

added value through environmental certification, supply chain transparency, responsible product positioning, and meeting the growing demand for environmentally safe food products.

Thus, studying the features of sustainable management and marketing of agricultural enterprises in the context of implementing the EU Green Deal is both relevant and necessary to ensure their adaptation to new operating conditions, strengthen their positions in the European market, and achieve a balance between economic performance and environmental responsibility.

ANALYSIS OF RESEARCH AND PUBLICATIONS

Currently, the issues of sustainable management and marketing of agricultural enterprises are actively discussed in the scientific works of Lishenko M., Petrenko O. [4], Syrotiuk H. [5], Prokopenko N. [6], Buhaiuchuk V., Kryvulskyi Y., Hluza K. [1], Dalyk V.P., Butelskyi Ya.Y., Tarnavskyi V.Y., Paska R.P., Koval S.M., and Konyk O.V. [2]. These scholars have primarily focused on developing models for integrating sustainable principles into core business processes and the implementation of environmentally oriented strategies.

At the same time, the specifics of transforming management and marketing systems of agricultural enterprises in the context of the European Union's Green Deal, particularly under the influence of its key component, the "Farm to Fork" strategy, remain insufficiently covered in the scientific literature. It is worth noting that, although the EU Green Deal and the principles of sustainable development are closely related, they are distinct concepts. Therefore, the particularities of transforming management and marketing in agricultural enterprises under the influence of the Green Deal require separate and detailed analysis.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The purpose of the article is to substantiate and determine directions for the formation and implementation of a sustainable management and marketing system for agricultural enterprises in the context of the European Union's Green Deal.

THE PAPER MAIN BODY

Overall, the European Union's Green Deal covers all key sectors of the economy, setting new environmental standards for production and consumption. It should be noted that, formally, this deal is a comprehensive strategy for transforming the EU economy by 2050, but in practice,

its influence extends far beyond the member states. Ukraine is economically, legally, and institutionally connected to the EU; therefore, Europe's green transformation directly affects Ukrainian businesses.

Firstly, the EU is one of the key markets for Ukrainian products. Accordingly, changes in environmental standards within the EU automatically imply changes in requirements for Ukrainian exporters.

Secondly, under the Association Agreement and the broader European integration course, Ukraine has committed to harmonizing its legislation with EU law, particularly in the areas of environmental protection and food safety.

Thirdly, the EU has introduced carbon regulation mechanisms, including the Carbon Border Adjustment Mechanism (CBAM), which imposes carbon requirements on products. For Ukrainian producers, this entails calculating the carbon footprint of their products, reducing production energy intensity, transitioning to renewable energy sources, and modernizing technologies in accordance with EU environmental standards.

According to research and the practice of European financial institutions, funding is increasingly provided only to projects that comply with the principles of sustainable development. For Ukraine, this creates a direct incentive to adapt the activities of agricultural enterprises to the requirements of the EU Green Deal, opening up additional opportunities for attracting investment, modernizing production, and implementing energy-efficient and environmentally safe technologies.

Thus, the impact of the Green Deal-through initiatives such as the "Fit for 55" package, the European Climate Law, the EU Strategy on Adaptation to Climate Change, the EU Biodiversity Strategy for 2030, the "Farm to Fork" strategy, the European Industrial Strategy, and others-is already actively transforming the classical management and marketing systems of Ukrainian enterprises into a sustainable format [3], as evident from the data in Table 1.

In particular, managerial decisions are increasingly based on the principles of resource efficiency, minimizing environmental risks, and long-term sustainability. Meanwhile, marketing activities focus on environmental certification, supply chain transparency, and creating added value by positioning products as safe and environmentally responsible.

It should be noted that the above-mentioned transformations of classical management and marketing systems of Ukrainian agricultural enterprises into sustainable ones ensure a gradual

Table 1. Features of the transformation of classical management and marketing systems of Ukrainian agricultural Enterprises into sustainable ones

Features of marketing transformation → transition from classical to sustainable principles		Features of management transformation → transition from classical to sustainable principles		Specific tools / examples for Ukrainian agricultural enterprises
Plactical dimension	Sustainable dimension	Plactical dimension	Sustainable dimension	
Focus on sales volume →	Focus on added value through eco-friendly and organic products	Management focused on short-term financial metrics →	Strategic management with a focus on long-term sustainability	Pertification of products according to EU standards (Organic EU, GlobalG.A.P.)
Traditional advertising channels →	Transparent communication of the environmental attributes of products and their certification	Reactive decision-making →	Predictive risk and resource management	Use of eco-branding, digital platforms for supply chain tracking, ERP systems with a sustainability module
Plactical product positioning →	Positioning as safe, certified, and environmentally responsible	Use of standard technologies →	Implementation of energy-efficient and environmentally safe technologies	Investment in solar panels, drip irrigation, and minimizing pesticide use
Minimal attention to environmental issues →	Incorporation of environmental characteristics into the marketing strategy	Focus on maximizing short-term profit →	Balance between economic efficiency, environmental responsibility, and social impact	Implementation of ESG policies, reporting on sustainability indicators, participation in "Green Market" programs
Standard market segmentation →	Emphasis on consumers who value sustainability and safe products	Pentralized resource management →	Integration of resource efficiency and circular economy principles	Use of bio-waste for fertilizers, reuse of water and production waste, partnerships with organic cooperatives

Source: created by the authors based on [1; 4–5; 7].

shift from the traditional business model to the concept of sustainable entrepreneurship. According to Ernst & Young data, as of 2015, over 45% of Ukrainian enterprises were in the process of this transition, while an additional 14% of enterprises had completed the integration of sustainable principles into their management and marketing systems.

At the same time, the EU Green Deal is a broad, comprehensive strategy that covers many sectors of the economy, including energy, transport, industry, agriculture, environmental protection, and climate policy. Within this framework, the "Farm to Fork" strategy acts as a specialized component of the Green Deal, focusing specifically on the food sector and agricultural enterprises [3].

It regulates the production, processing, and supply of food products, sets environmental and food standards for the agricultural sector, and promotes the integration of sustainable principles into the internal management and marketing processes of enterprises, particularly to ensure healthy and environmentally sustainable products.

The "Farm to Fork" strategy is currently a key element of the Green Deal, defining a new paradigm of sustainable agricultural management and marketing, as its goal is to create a fair, healthy, and environmentally sustainable food system that covers the entire value chain—from raw material production to the consumption of finished agricultural products (see Table 2).

Other components of the Green Deal do not

Table 2. The role of the "Farm to Fork" Strategy within the EU Green Deal

Primary area of impact	Scope of the strategy within the EU Green Deal	Overall specifics of the strategy's impact within the EU Green Deal
Key component of the Green Deal	A specialized strategy in the agricultural sector implementing the general goals of the Green Deal	Specifies aspects such as climate neutrality, biodiversity preservation, increased resource efficiency, and sustainable development
Focus on the food system	P covers the entire value chain from farm to consumer*	Ensures the production of healthy, safe, and environmentally sustainable products that comply with EU environmental and social standards
Regulation of environmental standards	Establishes new requirements for agricultural production**	Producers, including enterprises from partner countries, must meet these standards to access the EU market
Tool for competitive advantage	Standardizes the implementation of strategy requirements	By complying with these requirements, producers gain access to the EU market, increase consumer trust, and enhance their image as environmentally responsible companies

Note:

* The scope includes processes such as raw material production, processing, transportation, sale, and consumption of products.

** The scope includes processes such as reducing the use of pesticides and fertilizers, minimizing food waste, and developing organic production.

Source: created by the authors based on [1; 3; 5]

directly regulate the management and marketing processes of enterprises whose main activities are related to national economic production. Therefore, in the context of management and marketing, the focus is on the "Farm to Fork" strategy as a practical tool for the systemic restructuring of approaches to management and market behavior (see Figure 1).

Thus, the transformation entails:

1. A change in managerial logic and management strategy. This involves a shift from a short-term focus on profit and production volumes to long-term sustainability, resource efficiency, environmental responsibility, and proactive risk management.

2. Institutional integration of sustainable principles. This refers to the incorporation of environmental, social, and climate criteria into strategic planning, quality control systems, cost management, and the evaluation of investment decisions.

3. Restructuring of the marketing paradigm. This represents a transition from price-based competition to competition based on value, trust, transparency, and the environmental responsibility of products.

Regarding the management of agricultural enterprises, within the context of the "Farm to Fork" strategy, it is being transformed into an integrated management system that enables agricultural enterprises to comply with modern environmental standards, enhance competitiveness, and create added value for the market.

Importantly, this transformation should ensure (see Figure 2):

— Integration of environmental principles into management processes.

— Predictive risk management.

— Long-term strategic planning.

In this context, the formula for the transformation of sustainable management within the "Farm to Fork" strategy can be expressed by the following algorithm:

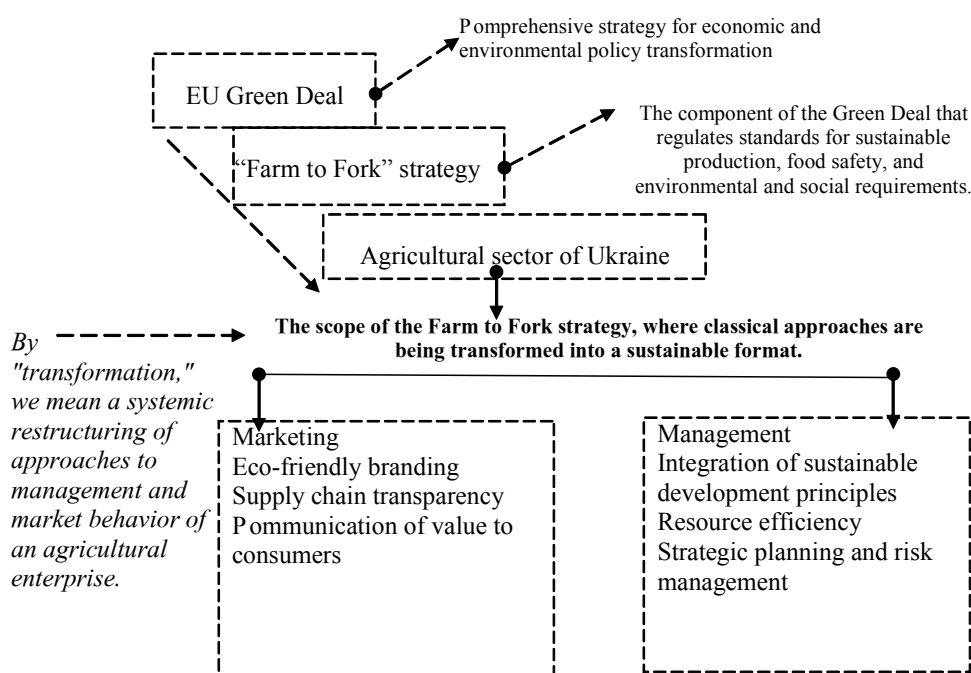


Figure 1. "Farm to Fork" as a practical tool for transforming management and marketing of agricultural enterprises

Source: created by the authors based on [1—2; 5—6].

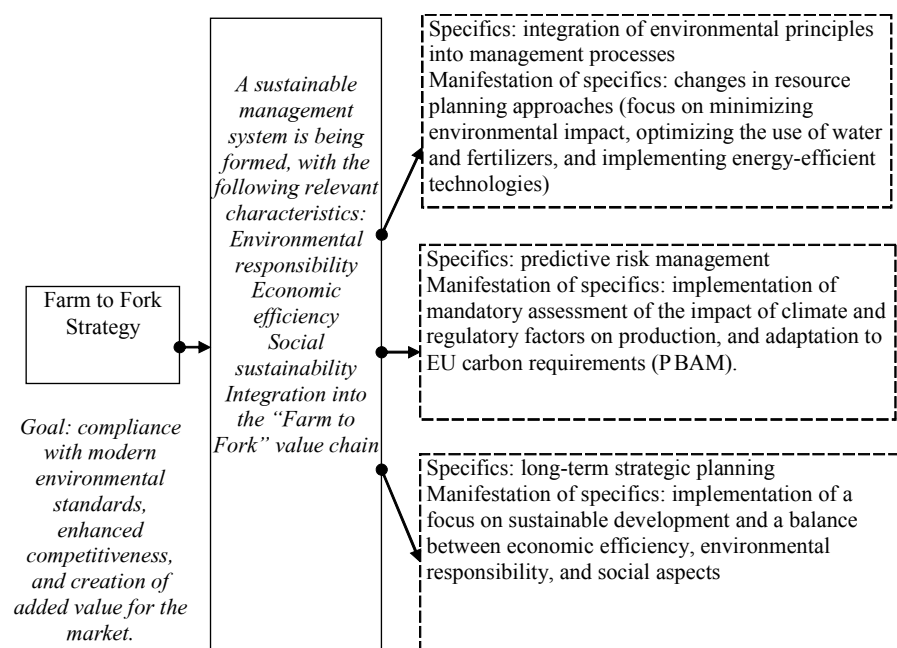


Figure 2. Features and Specifics of sustainable management of an agricultural enterprise in the context of the "Farm to Fork" strategy

Source: created by the authors based on [1; 3—4; 6].

Sustainable Management

$$F_{2F} = f(Ec + Ee + Ss + P), \quad (1);$$

where:

Ec — economic efficiency (optimization of resources and costs, increased productivity through ecological, innovative, and energy-efficient technologies, creation of added value through organic and certified products);

Ee — environmental responsibility (reduction in the use of pesticides and fertilizers, eco-friendly production, rational use of water resources, reduction of greenhouse gas emissions and energy consumption);

Ss — social sustainability (ensuring safe and high-quality products for consumers, transparency and traceability of supply chains, creation of jobs and support for local communities);

P — management transformation processes (management of the entire value chain: from raw material production to delivery of the product to the end consumer).

Regarding the marketing of agricultural enterprises, within the context of the "Farm to Fork" strategy, it is being transformed into an integrated system for generating demand and meeting consumer needs for healthy and environmentally sustainable products (in particular, products with low levels of harmful substances and high nutritional value). Importantly, this transformation should ensure (see Fig. 3):

— Eco-friendly branding and product positioning

— Supply chain transparency

— Communication of value through environmental and social aspects

In this context, the formula for the transformation of sustainable marketing within the "Farm to Fork" strategy can be expressed as follows:

$$F_{2F} = f(Be + Tp + Cv + Os + Is), \quad (2);$$

where:

Be — eco-friendly branding and product positioning (safe, certified, organic, low carbon footprint)

Tp — supply chain transparency (complete information about origin, production technologies, and certification)

Cv — communication of value through environmental and social aspects (building trust, creating added value, achieving competitive advantages in the EU market)

Os — orientation toward demand for healthy and environmentally sustainable products (safe, organic, minimal environmental impact)

Is — integration of sustainable development principles into marketing strategies (environmental, social, and economic aspects in product promotion).

Thus, in Ukraine, the "Farm to Fork" strategy serves as a fundamental trigger that has already initiated the transformation of classical management and marketing systems into a sustainable format, in which environmental responsibility, economic efficiency, and social sustainability are integrated into all aspects of agricultural enterprise activities.

integrated into all aspects of agricultural enterprise activities.

CONCLUSIONS

The research concludes that the Green Deal is a comprehensive strategy for transforming not only the EU economy but also the economies of partner countries, including Ukraine. The "Farm to Fork" strategy is a key element through which the paradigm of sustainable management and marketing in the agricultural sector is being transformed. This transformation covers the entire value chain, promotes the integration of sustainable development principles into internal management processes, and creates competitive advantages for Ukrainian enterprises in the EU market.

The transformation of management in agricultural enterprises within the context of the "Farm to Fork" strategy involves a shift

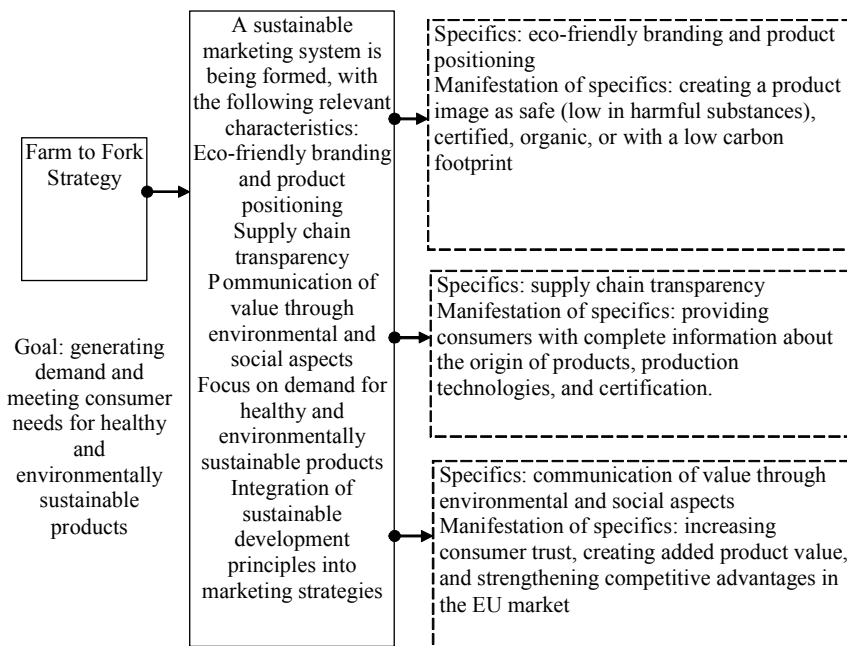


Figure 3. Features and specifics of sustainable marketing of an agricultural enterprise in the context of the "Farm to Fork" strategy

Source: created by the authors based on [1; 3—4].

from a classical short-term focus on profit and production volume to strategic management that considers sustainability, resource efficiency, and environmental responsibility. In particular, the authors demonstrate that this transformation occurs through the integration of environmental principles into all management processes, including forecasting risks and efficiently managing resources, as well as planning long-term strategies that account for the impacts on the environment, economy, and society. The outcome of these transformations is increased long-term business sustainability, improved compliance with European environmental standards, and enhanced capacity to create added value in products.

The transformation of marketing in agricultural enterprises within the "Farm to Fork" strategy entails a shift from price-based competition to competition based on value, trust, and environmental responsibility of products. Specifically, the authors demonstrate that this transformation is achieved through eco-friendly branding and the positioning of products as safe, certified, and environmentally responsible. This approach enhances supply chain transparency, communicates value through environmental and social aspects, and reorients the company toward consumers who value healthy and sustainable products that meet modern environmental standards. The result of these transformations is strengthened opportunities to create competitive advantages, increased consumer trust, and reinforced positions in the European market.

The value of the research lies in identifying the key transformations through which Ukrainian agricultural enterprises restructure their management and marketing processes.

The prospects for further research lie in studying the practical mechanisms and tools for integrating the principles of sustainable management and marketing of agricultural enterprises in the context of adapting to the EU Green Deal and evaluating their effectiveness in enhancing competitiveness in the European market.

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