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Управлінські аспекти підтримки економічної рівноваги аграрного підприємства в умовах сталого розвитку

Предметом дослідження *є управлінські механізми забезпечення економічної рівноваги аграрного підприємства в умовах реалізації принципів сталого розвитку.*

Метою дослідження *є виявлення та обґрунтування ефективних управлінських підходів до підтримки економічної рівноваги аграрних підприємств, адаптованих до вимог сучасного соціально-економічного та екологічного середовища.*

Методи дослідження *системний підхід, методи економічного аналізу, логічне узагальнення, порівняльний аналіз, SWOT-аналіз, елементи стратегічного моделювання.*

Результати роботи *у статті обґрунтовано концептуальні засади управління економічною рівновагою в аграрному підприємстві з позицій сталого розвитку, проаналізовано фактори впливу та детермінанти рівноваги, охарактеризовано цифрові, фінансові, соціальні та екологічні аспекти нової управлінської моделі.*

Галузь застосування результатів. *Результати можуть бути використані у практиці управління аграрними підприємствами, в діяльності органів місцевого самоврядування, при формуванні програм розвитку сільських територій, а також у навчальному процесі економічних і аграрних ЗВО.*

Висновки. *Управління економічною рівновагою аграрного підприємства потребує системного підходу, який включає інтеграцію цифрових інструментів, стратегічного фінансового управління, розвитку людського капіталу та екологічної відповідальності. Лише за умови поєднання цих чинників можливо сформувати стійку, гнучку та конкурентоспроможну бізнес-модель, здатну ефективно функціонувати в умовах динамічного середовища та глобальних викликів.*

Ключові слова: *економічна рівновага, аграрне підприємство, сталий розвиток, управління, цифровізація, ресурсоефективність, фінансова стійкість, ESG.*

IRYNA HNATENKO
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Managemental aspects of supporting the economic balance of an agricultural enterprise in the conditions of sustainable development

The subject of the study *is the management mechanisms for ensuring the economic balance of an agricultural enterprise in the conditions of implementing the principles of sustainable development.*

The purpose of the study *is to identify and substantiate effective management approaches to supporting the economic balance of agricultural enterprises, adapted to the requirements of the modern socio-economic and ecological environment.*

Research methods: *systemic approach, methods of economic analysis, logical generalization, comparative analysis, SWOT analysis, elements of strategic modeling.*

The results of the work *in the article substantiate the conceptual principles of managing economic balance in an agricultural enterprise from the standpoint of sustainable development, analyze the factors of influence and determinants of balance, characterize the digital, financial, social and environmental aspects of the new management model.*

Field of application of the results. *The results can be used in the practice of managing agricultural enterprises, in the activities of local governments, in the formation of rural development programs, as well as in the educational process of economic and agricultural higher education institutions.*

Conclusions. *Managing the economic balance of an agricultural enterprise requires a systemic*

approach, which includes the integration of digital tools, strategic financial management, human capital development and environmental responsibility. Only by combining these factors is it possible to form a sustainable, flexible and competitive business model that can function effectively in a dynamic environment and global challenges.

Keywords: *economic balance, agricultural enterprise, sustainable development, management, digitalization, resource efficiency, financial sustainability, ESG.*

Problem statement. In the context of increasing global competition, changing climate conditions, market instability and growing demands for social and environmental responsibility, agricultural enterprises are faced with the need to rethink approaches to ensuring economic balance. Traditional management practices are losing their effectiveness, which actualizes the need to form innovative mechanisms to support the sustainable development of the agricultural sector.

Analysis of recent research and publications. In the process of writing the article, a number of relevant scientific sources were used, which provided a theoretical and applied basis for analyzing the management aspects of economic balance in the agricultural sector in the context of sustainable development. The works involved allowed us to comprehensively cover the issues of resource efficiency, digitalization, environmental responsibility and social management in modern agricultural entrepreneurship. Zos–Kior (2018) focuses on improving state management practices, which is relevant in the context of the institutional environment of agricultural enterprises [1]. Hnatenko et al. (2021) investigate the clustering of innovative entrepreneurship in the context of sustainable development and digitalization, which meets the challenges described in the article [2]. Chaykivskyi (2014) proposes practical mechanisms for ensuring the sustainable development of agricultural enterprises, which formed the basis of the methodological analysis [3]. Zos–Kior et al. (2020) emphasize the importance of labor potential as a resource for effective management – this aspect is considered in detail in the context of human capital management [4]. Bokovets et al. (2024) comprehensively analyze the relationship between innovation, economic sustainability, and sustainable development, which correlates with the management models presented in the article [5].

Shchebel et al. (2025) focus on the methodological provision of ecological and economic security, which correlates with the requirements of ESG management in the agricultural sector [6]. Perevozova (2024) highlights the need to transform management strategies in wartime conditions, which increases attention to the crisis aspects of supporting the economic balance of enterprises [7]. In general, the above sources provided a broad basis for research, contributed to the formation of a comprehensive vision of managing the economic balance of an agricultural enterprise in conditions of sustainable development, combining economic feasibility, environmental safety and social responsibility.

Presentation of the main material. In the current conditions of global challenges, agricultural enterprises of Ukraine have found themselves in a situation where the issue of ensuring economic balance has become critical. Sustainable development, as an integrated management strategy, involves not only economic efficiency, but also environmental responsibility and social stability, which requires enterprises to form fundamentally new management approaches. Economic balance management should be based on a combination of strategic vision and flexibility to change, which ensures adaptability to fluctuations in the internal and external environment.

The stability of agricultural production largely depends on the ability of the enterprise to integrate the principles of resource efficiency, innovation, technological adaptability and eco-oriented thinking into its activities. Economic balance, in this context, is considered not as a static characteristic, but as a dynamic balance between costs and results, investments and profits, environmental obligations and social expectations. Successful management of this balance requires systematic modernization of planning, accounting, analytics and decision-making mechanisms, where sustainable management tools play a significant role.

The need for institutional support for the agricultural sector from the state, local communities, banking and international structures is becoming particularly urgent. Access to resources, infrastructure, technologies and markets, as an element of supporting economic balance, should not

be episodic, but integrated into the overall sustainable development management system. The above also involves reviewing existing forms of reporting, performance assessment, risk management, implementation of ESG control mechanisms and social responsibility indicators. All this creates the basis for the formation of a more flexible, sustainable and inclusive business model of an agricultural enterprise [1–5].

Assessment of key factors influencing economic balance allows us to outline the trajectories of sustainable functioning of an agricultural enterprise. The table provides a description of the main management determinants of this process (table 1).

Thus, managing the economic balance of an agricultural enterprise in the context of sustainable development acts not only as a task of ensuring stability, but as a strategic platform for achieving a new quality of management. The integration of innovative, socially oriented and environmentally balanced approaches forms a new management discourse of the agricultural sector, which is able to provide it with stability, adaptability and prospects in the face of growing challenges and global competition.

Further development of the economic balance management system in the agricultural sector is associated with the need to rethink the role of innovation as a driver of change. A modern agricultural enterprise cannot remain competitive if it does not implement digital solutions based on data and does not update the management logic in accordance with the challenges of sustainable development. Therefore, the key issue is the integration of digital platforms that provide operational decision-making, analysis of development scenarios, control over the use of resources and forecasting market dynamics. The use of analytical control panels, ERP-class accounting systems and Internet of Things technologies creates a new basis for monitoring the balance of costs and results in real time, which was previously impossible in traditional systems [3–6].

The formation of an internal mechanism for the flexibility of the enterprise also involves the development of financial management. This is not only about optimizing costs, but also about the ability to form reserves of sustainability, manage receivables, work with forward contracts and carry out anti-crisis budgeting. Financial balance in this sense is not a fixation of a stable state, but a constant readiness for dynamic changes without losing the functionality of the enterprise. Such flexibility can be ensured through the introduction of early warning indicators based on behavioral market trends, changes in logistics flows or price fluctuations for resources [5–7].

Human capital also requires significant attention. Successful management of economic equilibrium requires not only financial or technological tools, but also competent managers capable of complex thinking, strategic planning and the use of digital tools. This means that the personnel policy of enterprises should be focused on continuous learning, development of management skills and a deep understanding of the principles of sustainability. The involvement of new generation specialists, the formation of internal transformation teams and the creation of corporate knowledge centers act as a catalyst for the transition to an effective adaptive management model.

The issue of environmental responsibility cannot be ignored in the management of economic balance. Within the framework of the concept of sustainable development, an enterprise must demonstrate the ability not only to optimize production processes, but also to ensure minimal impact on the environment. This necessitates the implementation of environmental accounting systems, the development of sustainable land use programs, emission reduction,

Table 1. Management determinants of economic equilibrium of an agricultural enterprise

Impact factor	Nature of management response	Expected effect
Resource efficiency	Implementation of energy and resource-saving technologies	Reducing costs, increasing profitability
Risk management	Risk analysis, insurance, diversification	Reducing the impact of external shocks
Financial stability	Liquidity control, working capital optimization	Ensuring solvency
Innovative potential	Investment in research, digitalization of management	Increasing adaptability and competitiveness
Social responsibility	Integration of ESG principles into business activities	Increasing trust from stakeholders and social capital

the use of renewable resources and waste disposal. Economic efficiency in this context should not contradict environmental criteria, but on the contrary, form a new balance at the intersection of profitability and responsibility. Finally, an important direction of management changes is to strengthen the social dimension of the activities of an agricultural enterprise. This applies not only to providing jobs or creating added value in the region, but also to participating in the development of local infrastructure, supporting education, culture, and social cohesion. Such interaction with the community strengthens trust, expands the social capital of the enterprise and allows for the creation of sustainable partnerships, which is the basis for long-term balance. Socially responsible management forms a new system of motivations and incentives, where business interests are harmonized with public welfare.

In general, the modern interpretation of the economic balance of an agricultural enterprise goes beyond exclusively accounting indicators and includes a wide range of managerial, social, environmental and institutional factors. It is this interdisciplinary approach that provides a comprehensive understanding of the mechanisms of stability and paves the way for the formation of a strategy for sustainable growth in conditions of uncertainty and change. Managers who are able to synthesize these requirements into a single model have every chance of forming a competitive advantage for their enterprise and ensuring its development in the long term.

Conclusions

The conducted study showed that the management of the economic balance of an agricultural enterprise in conditions of sustainable development should be based on an integrated approach that combines strategic planning, innovative thinking, social sensitivity and environmental responsibility. In the modern agricultural environment, equilibrium is not a static state, but a constantly changing configuration of the interaction between resources, market conditions and management decisions. Ensuring the sustainability of an enterprise involves not only the ability to adapt to changes, but also proactive change management based on risk analysis, assessment of long-term prospects and mobilization of internal reserves. It has been found that digital management tools significantly increase the potential for achieving an equilibrium state of an enterprise, as they allow minimizing information asymmetries, accelerating decision-making and ensuring transparency of operational processes. At the same time, their effectiveness directly depends on the level of personnel capacity, organizational culture of the enterprise and openness to change. Therefore, one of the key factors of economic equilibrium is human capital – its competence, adaptability and motivation for innovative activity.

A significant role in the formation of economic sustainability is played by the ability of an enterprise to build effective financial management mechanisms that allow balancing between short- and long-term goals, forming financial buffers and managing risks. In addition, in the context of sustainable development, it is necessary to take into account external factors – the influence of the regional environment, the role of institutional support and interaction with local communities. An enterprise that acts taking into account the interests of stakeholders strengthens its own social legitimacy and strengthens the basis for sustainable growth. The interaction between economic efficiency and environmental obligations requires special attention. Sustainable development dictates a new business logic in which profit cannot be achieved at the cost of depletion of the natural environment or ignoring social needs. It is the harmonization between these vectors that becomes the basis of new management strategies that are focused on the long-term viability and competitiveness of agricultural business.

Thus, economic balance in an agricultural enterprise is the result of a complex interaction of internal and external factors that require a clear management response. Its provision requires not only technical solutions or financial instruments, but also a systematic update of management models that meet the challenges of the era of sustainable development. The integration of innovation, social responsibility, digital technologies, and ecological thinking allows us to create a new quality of agricultural management – balanced, flexible, competitive, and socially significant.

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