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FEATURES OF CORPORATE DEVELOPMENT OF AGRICULTURAL ENTERPRISES UNDER MARTIAL LAW

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Abstract. Agricultural enterprises in Ukraine operate under conditions of elevated uncertainty due to the imposition of martial law. Military risks, destruction of production facilities and logistics infrastructure, disruptions in supply chains, labor shortages, and fluctuations in input and output markets create systemic challenges for corporate development. At the same time, agriculture remains a critical sector for national food security and export revenues, which strengthens the strategic need to maintain the viability and adaptability of agricultural enterprises. Corporate development in this context is understood as a continuous process of organizational strengthening, improvement of management systems, diversification of production, modernization of technologies, and formation of flexible business models. The wartime environment accelerates the transition from traditional managerial approaches to more resilient, risk-oriented, and innovation-driven models of corporate governance.

The goal of this research is to identify the key features of corporate development of agricultural enterprises under martial law, considering the influence of external threats, organizational constraints, and adaptation strategies aimed at preserving sustainability and competitiveness.

The methodological basis of the study includes systemic, structural-functional, and comparative approaches. Reports from international organizations, government documents, sectoral analytics, and research literature on crisis management and agribusiness resilience were analyzed. Empirical observations from Ukrainian agricultural enterprises were considered to identify the dominant factors influencing corporate development during wartime. The analysis focused on three dimensions: organizational restructuring, technological adaptation, and financial stability.

The study revealed several features of corporate development in agricultural enterprises under martial law. First, organizational flexibility becomes a core strategic requirement. Enterprises increasingly adopt decentralized decision-making, adaptive planning, and cross-functional coordination, which enable rapid response to disruptions. Second, diversification of production and markets gains importance. Many enterprises expand their product portfolio, develop processing capabilities, or target new export directions to reduce dependency on unstable supply routes. Third, digitalization of management processes accelerates, particularly in logistics coordination, resource planning, monitoring of field operations, and remote communication. Digital tools support operational continuity and compensate for workforce shortages. Fourth, ensuring resource security becomes central. Enterprises strengthen contracts with suppliers, develop storage infrastructure, and increase autonomy in fuel and energy provision, often through local renewable energy investments. Fifth, corporate development increasingly incorporates social responsibility elements, especially regarding support for employees, local communities, and internally displaced persons. This strengthens corporate reputation and enhances workforce loyalty in critical periods.

Financial stability remains a major challenge. Rising production costs, limited access to credit, and increased insurance risks constrain investment capacity. However, enterprises that maintain transparent governance, accounting discipline, and reliable reporting are better positioned to access donor support,

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concessional financing, and partnership programs.

Corporate development of agricultural enterprises under martial law is shaped by the need to balance operational continuity, financial resilience, and strategic adaptability. Enterprises that integrate flexible management structures, digital tools, diversified production strategies, and socially oriented corporate practices demonstrate higher stability and long-term sustainability.

Future research should focus on developing models for evaluating resilience levels of agricultural enterprises, assessing the effectiveness of digitalization strategies under crisis conditions, and forming mechanisms for state support and public-private cooperation in rebuilding agribusiness infrastructure.

Keywords: agricultural enterprises; martial law; corporate development; resilience; diversification; logistics disruptions; digitalization; risk management; food security; financial stability; organizational adaptability; social responsibility.

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