

## STRATEGIC IMPERATIVES FOR THE INCLUSIVE DEVELOPMENT OF AGRICULTURAL ENTERPRISES WITHIN THE BUSINESS DIGITAL TRANSFORMATION PARADIGM

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**Abstract:** *The study substantiates the strategic imperatives for the inclusive development of agricultural enterprises under conditions of intensive business digital transformation and global economic turbulence. The role of digitalization is established as the primary catalyst that overcomes physical and informational barriers in agribusiness through automation and the implementation of cloud platforms. It is determined that the strategic imperatives for development include mandatory digital accessibility, social accountability, and the integration of innovative IT solutions into production chains. The goal of the proposed changes is to shape the agricultural enterprise as a social institution that harmonizes economic profitability with environmental and social sustainability.*

**Keywords:** inclusive development; strategy; technological innovations; digital transformation; agricultural enterprises.

In the context of modern global turbulence, characterized by the instability of the world economy and the exacerbation of social contradictions, the scientific community pays special attention to finding ways to overcome economic inequality. Traditional economic paradigms increasingly demonstrate their limitations, as they are unable to ensure a fair distribution of results among all participants in social relations. This is why the development and implementation of the concept of inclusive development becomes a necessary response to the challenges of our time. Such an approach does not merely supplement the ideas of balanced growth but transforms the very essence of management, where every enterprise focuses on engaging the broadest segments of the population, including women, youth, and persons with special needs. In the agricultural sector, inclusive development serves as the foundation for forming socially responsible business models that simultaneously strengthen food security and ensure the viability of rural areas by bridging gaps in access to capital and modern knowledge.

At the current stage, the inclusive development of the agricultural sector occurs under conditions of intensive digital transformation, which creates fundamentally new opportunities for social and economic integration. The link between the inclusive development of an agricultural business and its digitalization is inseparable, as digital technologies serve as the primary tool for overcoming physical and informational barriers. Digital transformation allows for the automation of complex production processes, opening the path to employment at the enterprise for individuals whose physical labor was previously limited. Furthermore, the implementation of cloud services and mobile platforms ensures equal access for small farms to global markets and up-to-date market information, which is a basic principle of inclusion. Thus, digitalization becomes a catalyst that transforms the theoretical foundations of inclusiveness into practical mechanisms for increasing the welfare of rural communities, stimulating innovative activity and business resilience.

A detailed analysis of the current situation confirms that existing support strategies are often fragmentary and aimed only at maintaining the minimal subsistence of vulnerable groups. True inclusion in the era of digitalization implies a fundamental restructuring of relations, where every agricultural enterprise becomes a center of technological and social gravity. Under this approach, economic growth ceases to be an end in itself, becoming a means to achieve general welfare through the transparent distribution of income, made possible by the introduction of electronic accounting systems and blockchain technologies. In this context, agribusiness plays the role of a strategic anchor, creating new living standards through the optimization of natural resource use and the integration of "smart" technologies. The transformation of traditional business strategies into inclusive-digital models requires not only capital investment but also

systemic scientific support and the development of methodological foundations that allow the enterprise to remain competitive.

A retrospective review of economic thought allows for the assertion that the ideas of inclusiveness have a solid theoretical basis. During the formation of the classical school, A. Smith emphasized the outstanding significance of human individuality and personal improvement as the main stimulus for progress. Subsequently, these theses were developed in the works of Karl Marx, who emphasized the necessity of building a fair social order where the free development of each is a condition for the development of all. J. Schumpeter made a significant contribution to understanding the role of the human factor, and his views on entrepreneurial creativity and innovation are particularly relevant today in the context of the digital revolution. In modern conditions, these theories are adapted to the requirements of building an inclusive society through digital structural changes and the integration of human capital into new technological value chains.

The views of Marchenko O.M. are of particular importance in the study of sustainable business development; on the one hand, she does not link this process to the transition to Industry 5.0, but on the other, she does not exclude such a possibility [1]. We believe that an enterprise must satisfy the needs of society through the implementation of artificial intelligence and the Internet of Things, which allows for the optimization of resource consumption and the minimization of environmental risks. Such innovations help enterprises maintain diversity and inclusiveness, strengthening stakeholder trust [2]. On the other hand, Kopytko M.I. focuses on the marketing aspect, believing that for sustainable development, an enterprise needs a strategy based on detailed market analysis and the use of modern brand promotion technologies [3]. The combination of digital excellence and effective positioning allows agricultural enterprises to successfully realize their social mission.

A.E. Sanchenko approaches the issue of inclusive business partnership in the digital age, pointing to the need to form an environment for the interaction of various economic entities through joint development strategies [4]. An important addition is the position of Samofatova V.A., who argues that the stability and inclusiveness of small and medium enterprise development lie in ensuring stable operating conditions and the absence of sharp legal changes [5]. This allows enterprises to integrate digital learning tools for women and youth into their structure, providing them with open access to opportunities. Only through such a comprehensive transformation, where digitalization acts as the technical foundation and inclusion as the social goal, is it possible to achieve true prosperity for agribusiness and rural communities. The final stage of this process must be overcoming the contradictions between technological progress and the financial capabilities of individual farms for the sake of a shared sustainable future.

Agricultural enterprises must now focus not only on capitalization but also on the implementation of innovative tools that ensure access to resources for all participants in economic activity, regardless of their social or physical status [2]. The integration of digital technologies into business development allows for the creation of adapted scientific and practical tools that meet the interests of territorial communities and promote the transparency of management decisions. An important component of this transformation is the definition of strategic imperatives for inclusive development, which serve as unconditional requirements for the modern management model. These imperatives include the reorientation of business strategies toward the principles of comprehensiveness, ensuring digital accessibility for all categories of workers, and mandatory social accountability to the community. The goal of a systemic analysis of inclusiveness in agribusiness is to identify opportunities for involving marginalized groups in production chains through the use of modern IT solutions.

The concept of inclusive development is based on geopolitical, economic, and demographic prerequisites, where overcoming the digital divide between urban and rural areas plays a key role. Under globalization, the traditional economic system reveals its irrelevance, giving way to an inclusive approach that, through digital transformation, ensures development sustainability without harming the environment. For every enterprise, this means creating an environment where digital platforms and automation open equal opportunities for participation in agricultural activities. The implementation of inclusive strategies, backed by innovation, leads to social cohesion and improved livelihoods in rural areas. Strategic imperatives require that inclusion becomes not just an ethical addition but a key competitiveness factor, ensuring the attraction of human capital in conditions of labor shortages. Joint efforts of the state and the private sector toward the digitalization of lending and training allow for the effective resolution of poverty and food security issues.

The positive aspects of agribusiness inclusiveness manifest through expanded access to labor markets via remote forms of employment and digital services. This contributes to stimulating the local

economy, slowing urbanization, and supporting environmentally friendly production practices. The systematization of inclusive growth goals includes the development of digital infrastructure, warehouse logistics, and the dissemination of knowledge through online education, which increases employees' interest in the results of their work. The transition to such a model is driven by the realization that simple economic growth without technological and social inclusion does not ensure real welfare. The implementation of strategic imperatives allows the enterprise not only to adapt to the requirements of Industry 5.0 but also to become a driver of social change in the region. Despite existing contradictions between the financial capabilities of the enterprise and the needs of inclusion, digital transformation becomes the bridge that allows for a balance between profitability and equal opportunities for every member of society.

Thus, the inclusive development of agribusiness should be viewed as a complex and multifaceted task requiring the harmonization of geopolitical, economic, and demographic factors. The practical value of implementing such a model is evident in the growth of real incomes of small farms and the reduction of migration sentiments among the rural population. The ultimate goal is the formation of a system where the agricultural enterprise acts not only as a production unit but as a social institution ensuring the sustainable development of the community. To realize this potential, it is necessary to ensure equal access to financial and information resources, develop infrastructure, and constantly improve the digital skills of market participants. Only through such a systemic transformation and the overcoming of internal contradictions is it possible to achieve true socio-economic integration in the agricultural sector of Ukraine.

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