



Economics and Business Management

15(4), 103-117

Journal homepage: <https://economicscience.com.ua/en>

Received: 11.07.2024 Revised: 09.10.2024 Accepted: 27.11.2024

UDC 338.43:331.101.262

DOI: 10.31548/economics/4.2024.103

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Mechanism for adapting the social orientation of agrarian business under martial law

Abstract. The purpose of this paper was to study the peculiarities of the functioning of the Ukrainian agrarian business under martial law and to develop recommendations for adapting its social orientation for sustainable development. To achieve this goal, the methods of content, contextual, and PESTEL analysis were used. The social adaptation of the agricultural segment was considered from the perspective of the Triple Bottom Line model, which was based on the idea that the sustainable development of an enterprise determined strategic planning with due regard to the key elements: people, planet, and profit. The implementation of the model was examined on the basis of European cases: Upländer Farmer Dairy (Germany), Gailtal Alp Cheese (Austria), and Parish Grasslands Project (UK). Based on the analysis of these cases, the social reorientation of agricultural business involved multilevel and interdisciplinary cooperation between agricultural entities, the transition from extensive to intensive land management, interaction with local communities, development of green tourism, and community involvement in the preservation of sociocultural heritage. An analysis of European experience allowed the researchers to develop recommendations for the social reorientation of the agricultural sector in wartime: interaction between agricultural entities, communities, and other stakeholders to analyse social challenges and find ways to address these challenges; development of green tourism, including at the level of individual estates, family farms, and small or medium-sized farms; and integration of agricultural

Suggested Citation:

Nahorny, V., Ruban, O., & Tymoshenko, M. (2024). Mechanism for adapting the social orientation of agrarian business under martial law. *Economics and Business Management*, 15(4), 103-117. doi: 10.31548/economics/4.2024.103.

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enterprises into the strategic planning and management of the communities in which these entities operated. Successful practices included the development of the cooperative movement, support for local communities, environmentally responsible farming, involvement of society in the conservation of natural resources, preservation of cultural heritage, and development of green tourism, including on the territory of family farms and individual estates. The results of the study could be used for the strategic planning of the sustainable development of agricultural business under martial law

Keywords: sustainable development; green tourism; triple bottom line; interdisciplinary interaction; corporate social responsibility; business socialisation

INTRODUCTION

The agricultural sector has been and remains one of the key components of Ukraine's economic development. The full-scale military aggression by the Russian Federation had a negative impact on the development of the sector, which was forced to reduce export volumes, lost a large part of agricultural land and faced an outflow of population, especially from places close to the active hostilities zone. In the context of instability caused by the challenges of martial law, agricultural business must demonstrate social responsibility, i.e., development that can meet the current and strategic needs of the population.

Social responsibility of business has become one of the most frequently studied topics in academic sources, in particular, in the work of S.V. Minh *et al.* (2023), according to which social responsibility ensures the achievement of corporate economic and social goals. According to E. Akanpaadgi (2023) and V. Nahorny *et al.* (2022), the idea of social responsibility, which originated in the United States of America in the 1950s, has fundamentally changed the approach to business, proving that a business focused solely on profit has no basis for long-term functioning. S.G. Fernandez *et al.* (2023) noted that in 1994, the idea of sustainable business development was transformed into the Triple Bottom Line model, the main idea of which was that the functioning of a business is influenced by three key environmental factors: people, planet and profit. According to this model, a successful business is one whose strategic planning is aimed not only at generating profits, but also at taking care of people and the environment.

Empirical studies have shown the importance of social responsibility policies for the long-term functioning of businesses. E. Dela *et*

al. (2024) analysed data from 238 companies and found a statistically significant positive relationship between certain components of social responsibility and company financial performance. A regression analysis of Chinese companies' financial data by X. Lu *et al.* (2024) confirmed the positive impact of social aspects of a company's activities on its brand value and competitiveness. The identified link between business social responsibility and competitiveness can be explained, in particular, by investment decisions. D. Dziawgo (2024) studied a sample of 566 investors provided by the Polish Association of Individual Investors and concluded that businesses aimed at solving specific social problems are more likely to attract funding compared to businesses focused solely on profit. S. Rahmadhani *et al.* (2024) analysed corporate investments in 47 industrial and chemical companies and concluded that companies that seek to reduce negative impacts on the environment and public health are more likely to receive additional funding. According to T. Kravchenko *et al.* (2022), there is a direct positive relationship between social responsibility and financial success of a business.

In addition to investment decisions, the existence of a distinct relationship is due to the attitude of customers who prefer socially oriented businesses. I.K. Kim & K.I. Kim (2024) analysed the impact of disclosure of unethical practices in a Korean dairy producer on its financial performance in the short and long term. The researchers calculated that due to a customer boycott caused by the public exposure of unethical practices, the company's production decreased by 8%, which was equivalent to 8.1 litres of dairy products over a 12-month period. A survey of 322

McDonald's customers in Pakistan by W. Ali *et al.* (2021) confirmed the view that customers are more loyal to socially responsible companies, even if the prices of the goods and services are slightly higher than those of competitors. The above studies indicate that compliance with social responsibility standards is one of the most important prerequisites for sustainable business development in the 21st century.

The development of social responsibility in the Ukrainian agricultural sector is taking place in difficult wartime conditions. Yu. Kormyshkin (2024) noted in the study that the full-scale invasion led to losses in all areas of Ukraine's agricultural business, including export blockades, lower grain prices, power outages, and labour mobilisation. Another significant challenge was the increase in the areas that became unsuitable for agricultural activity due to large-scale hostilities, mining, pollution, flooding, etc. K.O. Patytska (2023) also emphasised the decline in investment in the agricultural sector due to restrictions caused by the wartime legal regime. The purpose of the study was to analyse the peculiarities of social orientation of business, including in times of historical challenges and uncertainty. The objectives of the work were to analyse international and national experience and develop recommendations for the social reorientation of agricultural business under martial law.

MATERIALS AND METHODS

The research was based on industry reports: KSE: Centre for Food and Land Research (2023), Prospects for the development... (2024), O. Dorosh *et al.* (2024), and I. Prokopa *et al.* (2024). The cited materials were studied in order to identify the current state of development of the agricultural sector of Ukraine and to outline prospects for its social orientation. Academic studies published since 2021 were also used as materials: S. Velten *et al.* (2021), U. Chauhan & T. Purohit (2023), and T.K. Abraham (2024). The cited sources were analysed to identify the main components of the Triple Bottom Line model, highlight the advantages and challenges of using this model to achieve sustainable business development, and analyse the specifics of its use in the agricultural sector. The theoretical model recreated on the basis of the suggested

sources was used to analyse individual cases of social justice in the agricultural sector. For a detailed study of the topic, the paper used a combination of research tools: content analysis, contextual analysis, PESTEL analysis, and the case study method.

Content analysis was used to study the academic sources mentioned above. Comparative content analysis was conducted to identify the main components of the Triple Bottom Line model and the principles of its application in the agricultural sector. The purpose of the contextual analysis was to assess the state of development of Ukraine's agricultural business under martial law and to identify the preconditions for the implementation of a socially oriented policy. Contextual analysis was based on relevant industry reports and academic studies published no earlier than 2022.

The PESTEL analysis was conducted to identify the factors that shaped the development of Ukraine's agricultural sector and could affect its social reorientation during martial law. This method took into account groups of external factors that determined the activities of agricultural entities, including political, economic, social, technological, environmental, and legal factors. The factors of each group could both facilitate and hinder the implementation of the Triple Bottom Line model in the agricultural sector. The case study method was used to analyse cases of socially oriented strategies in the agricultural sector. The following cases were selected as case studies: Upländer Farmer Dairy (Germany), Gailtal Alp Cheese (Austria), and Parish Grasslands Project (UK). The choice of cases was based on the importance of the social aspect of business in European countries.

RESULTS

Development of the Ukrainian agricultural sector in wartime conditions

The development of Ukraine's agricultural sector is taking place against the backdrop of key changes, some of which began before the full-scale invasion. The most significant changes are climatic, which take the form of more frequent and intense droughts, snowless winters and a lack of meltwater. The area of steppe unsuitable for agribusiness is about 200 kilometres

and extends into Kyiv region (Prospects for the development..., 2024). The full-scale military aggression has exacerbated existing problems in the agricultural sector of the economy and led to the emergence of new ones, such as mining of agricultural land, contamination of crop areas, lowering of the level of surface and groundwater, etc. Hostilities and the occupation of certain territories also led to a reduction in the area under crops and an increase in the amount of crops not harvested. According to a report by the KSE: Centre for Food and Land Research (2023), the occupation and subsequent liberation of Kyiv, Sumy, Chernihiv, and Mykolaiv regions resulted in the destruction of approximately 15% of the baseline sown area. In the Kharkiv and Zaporizhzhia regions, this Figure reaches 50%, which

was the result of hostilities and the occupation of part of the territory. After the cessation of hostilities, 10% of the destroyed land will require active demining, 33% will be subject to demining and reclamation, and another 3% will be subject to substantial reclamation. Based on the above data, it can be stated that the Ukrainian agricultural sector is operating in a situation where the area available for agricultural activities has been significantly reduced.

The development of Ukraine's agricultural sector during martial law is also affected by the destruction of infrastructure: grain storage facilities, food warehouses, and agri-food logistics infrastructure. One of the consequences of the destruction of infrastructure was a decrease in grain exports, as shown in Figure 1 below.

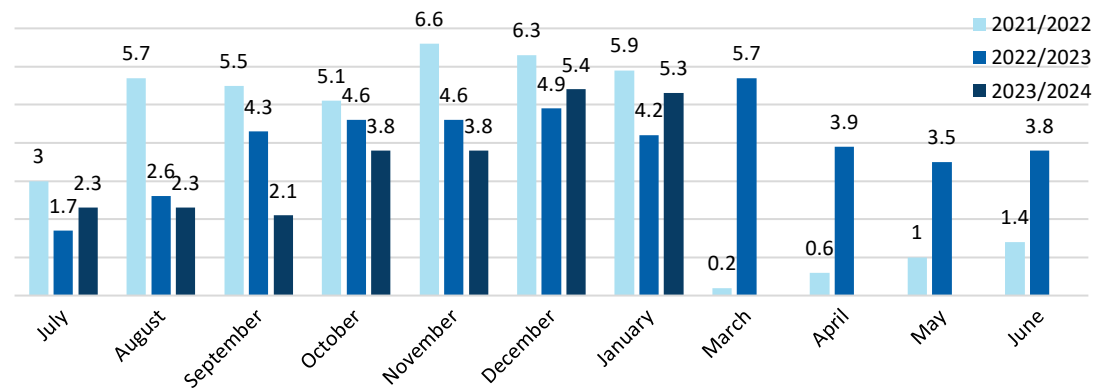


Figure 1. Export of grain products of Ukraine, million tons

Source: developed by the author based on Ukraine grain transportation (2024)

Figure 1 below shows that in 2023, there was a significant decline in grain exports due to large-scale hostilities, destruction of infrastructure and blockade of sea and land routes. In some months of 2024, there was an increase in exports compared to the previous reporting period, but it is not yet possible to say that the situation has stabilised. The production and sales of agricultural products were also affected by power outages due to large-scale shelling of critical infrastructure and grain damage. Large-scale destruction of grain storage facilities also played a significant role. O. Dorosh *et al.* (2024) estimate that in 2022-23 alone, the capacity of destroyed and damaged grain storage facilities was 8.2 million and 3.25 million tonnes,

respectively. There is a large-scale destruction of the agricultural sector, which could have a significant negative impact on its recovery and sustainable development in the long term.

In addition to the loss of crops and infrastructure, Ukraine's agricultural sector has also faced the loss of machinery and people. Experts from the KSE: Centre for Food and Land Research (2023) noted that among agricultural machinery, the largest losses were recorded among tractors and trucks, which can be used for military transport and repair, and are of increased interest to the occupiers in the temporarily uncontrolled territories. To calculate the damage caused to agricultural machinery during intense hostilities, the principle of 'better

rebuild' is used, which means that machinery that has been destroyed by 40% cannot be repaired and must be replaced with new machinery. The maintenance and repair of agricultural machinery is slowed down by the lack of workers, many of whom have been mobilised into the army or have become internally displaced. According to O. Dorosh *et al.* (2024), about 150,000 farmers were affected by the war and forced to relocate. The researchers emphasised that small farms engaged in growing seasonal products suffered the greatest losses; such farms experienced a shortage of labour due to population migration and mobilisation of workers.

These factors significantly affected the profitability of the agricultural sector and determine its future development. In the study, O. Dorosh *et al.* emphasised that as a result of the war, Ukraine's agricultural sector suffered losses of USD 2.25 billion, of which USD 1.26 billion were losses in crop production and USD 0.98 billion were losses in livestock farms. The high risks and low profitability of the agricultural sector in wartime conditions led to a significant reduction in the number of enterprises. Pursuant to I. Prokopa *et al.* (2024), as of 2024, 73,900 enterprises were registered in Ukraine, of which 50,100 were private farms, which underscores

the importance of the agricultural sector for the country's economic development. However, only 39.9 thousand of these farms were active, i.e. engaged in economic activity. For comparison, in 2021, the number of such enterprises was 46,200, meaning that the number of active enterprises in the sector decreased by 14.92% during the full-scale invasion.

Ukraine's agricultural sector is operating amidst not only an economic but also an environmental crisis, which significantly affects the well-being of workers and residents of certain areas. About a third of agricultural land has become a high-risk area due to mining and heavy metal contamination (Dorosh *et al.*, 2024). The explosion of the Kakhovka hydroelectric power plant (HPP) in June 2023 led to the flooding of 25,000 hectares of land, 38% of which is agricultural. Restoration of the flooded areas, land reclamation and return of people is not only expensive but also a time-consuming project. Further development of the agricultural segment is possible if it is socially reoriented, which means prioritising individual and community interests. As of 2024, the state has implemented initiatives to support farmers during wartime. The most significant of these initiatives are presented in Table 1 below.

Table 1. State support for the agricultural sector of Ukraine in wartime conditions

No.	Program	Essence of the initiative	Notes
1	"Affordable loans 5-7-9%"	Loans for farm development	Since the launch of the programme, 11,600 Ukrainian farmers have benefited from it, receiving a total of UAH 60.1 billion in loans
2	Grant support for small and medium-sized agribusinesses	Grants for the development of horticulture, berry growing and viticulture	Since the launch of the initiative, 108 farms developing horticulture, berry growing and viticulture have received grant support totalling UAH 428.5 million
3	Monetary compensation for lost crops	One-time financial assistance provided to the population for the lost crops as a result of the Kakhovka hydroelectric power station explosion	The amount of one-time assistance is UAH 3,318 per one hundred square metres of land where the vegetable harvest was lost. The assistance is provided for an area of no more than 20 hectares in Mykolaiv and 30 hectares in Kherson regions
4	Support for family farming household (FFH)	Compensation of the unified social tax (UST) to the private farms	In 2023, UAH 1.9 million was allocated to compensate for the unified social tax to the private households
5	Support for farmers and organisations using reclaimed land	The aim of the initiative is to increase the efficiency of reclaimed land use	Agrarians and water supply organisations will receive compensation for funds spent on equipment for land reclamation

Source: developed by the authors based on Prospects for the development ... (2024)

The table above shows that the state understands the importance of supporting the agricultural sector in wartime. These initiatives are aimed at both individual farms and agricultural enterprises. As of 2024, UAH 60.1 billion in loans were allocated to start a new agricultural business or support the sustainable development of an existing one. In addition to loans, 108 households and businesses received grant support worth a total of UAH 428.5 million. The table also shows that the state is trying to compensate households and small agricultural enterprises that suffered as a result of the full-scale military operations and related risks. The amount of such

compensation is often disproportionate to the losses incurred.

Peculiarities of using the Triple Bottom Line model in the agricultural segment

Sustainable development of agricultural enterprises in times of military uncertainty requires strategic planning that considers the people, planet, and profit pillars. By maximising these components, an organisation is more likely to have a positive impact on the world while improving its financial performance. The essence of each component of the model and the specifics of its use in the agricultural segment are presented in Table 2 below.

Table 2. Use of the Triple Bottom Line model in the agricultural segment

#	Element	Essence	Example of use
1	People	Social impact of business on stakeholders, creating value for the stakeholders now and for future generations	Financing by agricultural enterprises of education in secondary and higher education institutions, internships and further employment of graduates. Participation of agricultural enterprises in socially important projects: job fairs, financing (co-financing) the creation of safe spaces for study and recreation.
2	Planet	Minimising the impact of business on the natural environment and ecological systems	Employment of young professionals and encouraging these professionals to work with the agricultural enterprise on a long-term basis by providing housing, affordable loans, etc.
3	Profit	The overall economic impact of the business, expressed in the economic benefits that business and society receive from the organisation's business strategy	Supporting research and initiatives to improve the quality of life, social justice, etc.

Source: developed by the authors based on T. Mendes *et al.* (2021), U. Chauhan & T. Purohit (2023), T.K. Abraham (2024), Z. Caha *et al.* (2024), S. Kabbera *et al.* (2024)

Analysing the table, it can be concluded that the principles of social responsibility, which have demonstrated the effectiveness in various segments of the economy, can be adapted to the agricultural sector. Given the key role of human resources, it can be assumed that the introduction of social adaptation mechanisms will help the agricultural sector overcome the crisis caused by the

full-scale military invasion of Ukraine and plan for sustainable development in the post-war period. The social reorientation of the agricultural sector, including through the implementation of the Triple Bottom Line approach, is influenced by a set of external factors. The analysis of these factors was carried out using the PESTEL model, and the results are presented in Table 3 below.

Table 3. External factors driving the implementation of the Triple Bottom Line model in the agricultural sector

Factor	Analysis
Political	The agricultural sector of Ukraine operates under the legal regime of wartime, the specifics of which are set out in the Law of Ukraine 'On the Legal Regime of Wartime'. The legal regime provides for traffic restrictions, seizure of vehicles, mobilisation of employees, etc. These and other restrictions may affect the provision of agribusiness with the necessary material and human resources to fulfil its strategic objectives.

Table 3, Continued

Factor	Analysis
Economical	Implementation of social adaptation mechanisms requires additional investments, including from agribusinesses. In the context of economic uncertainty, companies should understand the prospects for investing in socially oriented projects, which take the following forms: an increase in the number of loyal customers, high employee motivation, low staff turnover, quick filling of vacancies, etc.
Social	There is a demand in society for socially-oriented projects that involve a responsible attitude towards customers, employees, and the community in which the company operates. Stakeholders prefer agribusinesses whose activities comply with ethical standards of transparency and accountability and are aimed at serving people, not just generating profits.
Technological	The latest technologies, including machine learning, artificial intelligence, digital governance, cloud collaboration, etc., provide agribusinesses with the knowledge and tools to plan and operate more effectively, taking into account all aspects of the Triple Bottom Line model.
Ecological	There is a need in Ukrainian society for an environmentally oriented agricultural segment. The focus on solving environmental problems includes: rational use of natural resources, preservation of natural diversity, cultivation, and reclamation of land, post-war restoration of land plots, transition to intensive management in the context of a reduction in the area of land suitable for agricultural business, and ethical treatment of animals.
Legal	The state supports the sustainable development of the agricultural sector, including through its social reorientation. At the legislative level, such support is enshrined in the document "State Support of the Agricultural Sector 2024. State and non-state funds and mechanisms".

Source: developed by the authors based on Law of Ukraine No. 389-VIII (2015), KSE: Centre for Food and Land Research (2023), Committee hearings on the topic: "State support of the agricultural sector 2024... (2024), Prospects for the development... (2024), Ukraine grain transportation (2024), O. Dorosh *et al.* (2024), O. Borodina *et al.* (2024)

Given Table 3, it is clear that each of these factors determines the strategic planning of a business entity, which focuses on a particular aspect – people, planet, or profit – or tries to combine these factors for the purpose of harmonious sustainable development. A key factor in the social reorientation of agricultural business is the public demand for stability, responsible business conduct and sustainable development at various levels of government. Government support for socially important initiatives, such as the development of family farms, the attraction of young professionals, and investments in research and development, contributes to the social reorientation of the agricultural sector and its sustainable development. The implementation of a significant number of these initiatives was suspended with the start of the full-scale invasion. The con-

straints that hinder the implementation of corporate social responsibility initiatives include, among others, a lack of economic resources to sufficiently fund all socially oriented projects, depletion of resources and the impossibility of implementing certain initiatives, especially in the areas of hostilities or in the temporarily occupied territories. In addition to the factors already mentioned, Ukraine has little experience in implementing the Triple Bottom Line model in strategic planning and management of the agricultural sector.

Adapting the social orientation of agribusiness: European experience

The effective implementation of the Triple Bottom Line model in the agricultural sector was investigated using the example of three farmer associations presented in the table below.

Table 4. Social orientation of agribusiness: European experience

#	Name/country	Social perspective	Achievement
1	Upländer Farmer Dairy/Germany	An association of organic milk farmers from Hesse. The association specialises in milk collection, production, and sale of dairy products	The association was founded in 1986 and initially consisted of 8 organic dairy farms. In 1996, with the acquisition of Upländer Farmer, the association transformed its activities: its members not only sold raw milk but also processed it into finished dairy products for further sale in the region and the country. As of 2021, Upländer Farmer Dairy had 130 farms

Table 4, Continued

#	Name/country	Social perspective	Achievement
2	Gailtal Alp Cheese/Austria	The company specialises in raising livestock and producing Gailtal ham and cheese, whose unique recipe is protected by a trademark. Since 2001, the company has also been organising an annual ham and cheese festival, which attracts tourists from across the country and abroad	The history of Gailtal Alp Cheese began in 1989, when Galital Alp cheese became a candidate for Protected Denomination of Origin status. In 1996, the state granted Gailtal Alp cheese Protected Denomination of Origin status and encouraged farmers' associations in the fourteen mountain chalets in the administrative district of Hermagor, where the cheese was traditionally produced, to form groups to preserve the farming practices, traditional recipes and hold an annual festival
3	Parish Grasslands Project/UK	The project covers the communities of Brockweir, Hevelsfield and St Briavels, which are located in the fields of a former nature reserve and remained in a semi-natural state until the early 2000s. The network of smallholders is based on informal arrangements and aims to conserve natural diversity and raise public awareness of environmental issues in the region	Established in 2001, the Parish Smallholders' Organisation helps residents to keep the fields flourishing and to increase the community's interest and knowledge of the surrounding landscape. Its educational activities take the form of lectures, field meetings, school programmes, publications, etc., with the main objective of bringing together active residents to address environmental issues in the region. Educational activities are also aimed at farmland owners who want to plan the activities in accordance with the principles of sustainable development

Source: developed by the authors based on S. Velten *et al.* (2021)

It is clear from the table below that although the entities consider all aspects of the triple bottom line, each case study analysed involves a shift in focus according to strategic goals and realities. In the case of Upländer Farmer, Germany, there is a focus on profit through the consolidation of business entities. Representatives of Gailtal Alp Cheese, Austria, focused on people as a driving force for effective management, preservation of traditions and community development. The main focus of the Parish Grasslands Project was on the planet, which was manifested in the desire to preserve the natural diversity of the region.

The analysis of these cases allows drawing several conclusions about the use of the Triple Bottom Line model that can be used in planning the social orientation of the Ukrainian agricultural sector. One of the key conclusions relates to the public demand for socially oriented businesses that care about the quality of life of consumers and the overall well-being of society. The public desire for a high quality of life is expressed, among other things, through the growing demand for quality products of organic origin. The story of Upländer Farmer Dairy, which started as an association of 8 farms and

later expanded to 130, is an illustration of this public demand (Velten *et al.*, 2021). This fact proves the high public demand for organic farm products that have been grown in compliance with key ethical conditions. The reorientation of Upländer Farmer Dairy's activities from the sale of raw milk to the production and sale of dairy products is also important. This reorientation allowed the farms to gain full control over production processes and thus meet the key commitments to customers. The analysed case highlights that a socially oriented business understands the needs of consumers and strives to meet these needs ethically.

The analysed cases also prove that the public demand is not limited to the quantitative and qualitative characteristics of the goods consumed, but also includes the desire for the rational use of natural resources and the preservation for future generations. An example of such a demand is the unification of the British communities of Brockweir, Hevelsfield and St Briavels into the Parish Grasslands Project. Such an association has helped to draw public attention to the rational use of land resources and the preservation of natural diversity in the face of bureaucratic obstacles. The example of the

Parish Grasslands Project proves that community-based initiatives have significant potential to develop and scale up when supported by a community that is interested in a clean environment, natural diversity, sustainable use of resources and the associated high quality of life. The case study also demonstrates that there is no direct positive correlation between the financial capabilities of individual agricultural actors and the effectiveness of the socially oriented initiatives. In the case of the Parish Grasslands Project, positive changes were made thanks to the efforts of individual land users who did not have the financial resources to implement large-scale social initiatives. The success of the Parish Grasslands Project was due to the public support that resulted from active educational activities. One of the objectives of such activities was to identify common interests and goals of the community and business, and to find strategies to achieve these interests and goals. The British case study proves the importance of socially oriented initiatives and proves that the success depends on an open dialogue and constant interaction between the business, which is the initiator and implementer of the initiative, and the society, which is its consumer.

The analysed cases also prove that although government support can be a key argument in deciding whether to implement a socially oriented initiative, its significance decreases or disappears over time. The case of Gailtal Alp Cheese, an association that was created with government support to make the transition from extensive to intensive agriculture and preserve national recipe traditions, can serve as an illustration of this statement. The first annual cheese and ham festivals held in the administrative district of Hermagor since 2001 were supported by the state; however, subsequent events were organised by groups of local activists who turned the festival into an effective advertisement for green tourism. The example of Gailtal Alp Cheese proves that socially oriented programmes in the agricultural sector can exist without significant support from the state and continue the sustainable development even in the face of unfavourable political or economic conditions. This conclusion is especially important for the Ukrainian agricultural sector, which

has to develop in an unfavourable environment and with insufficient state support.

In addition to the findings already mentioned, all the cases highlight the importance of cooperation for the implementation of socially significant projects in the agricultural sector. The nature of cooperation allows it to maximise the potential of socially oriented programmes while minimising potential costs or losses. The importance of cooperation lies in the fact that it is a source of material resources necessary for the implementation of social mechanisms in the agricultural sector. This is illustrated by the case of Gailtal Alp Cheese, where public funding enabled the first cheese and ham festivals to be held and thus promote green tourism in the administrative district of Hermanagh. Cooperation is also a source of knowledge and ideas that form the basis of successful socially important initiatives in the agricultural sector. An example is the Upländer Farmer Dairy, where an increase in the number of participants leads to the presentation of new ideas or the refinement of already implemented ideas for improving and controlling the quality of organic products. Examples of effective cooperation between individual business entities can be used in the planning and implementation of social mechanisms in the agricultural sector of Ukraine.

Given the experience of European agricultural enterprises, recommendations can be offered for adapting the social orientation of the sector. The key recommendation is the development of partnerships at different levels – ‘agricultural enterprise – state’, ‘agricultural enterprise – agricultural enterprise’, ‘agricultural enterprise – producers/suppliers’, ‘agricultural enterprise – buyers/community’, etc. – in order to exchange knowledge and experience, find effective management strategies and social reorientation of agricultural enterprises and ensure an even distribution of resources. It is recommended to develop partnerships, which are a source of ideas for implementing the Triple Bottom Line model by agricultural entities. One of the tasks of the partnership is to create a network of agricultural enterprises that have accumulated experience and have the tools to adapt the social orientation in conditions of uncertainty, including martial law. In addition to

the above recommendations, it is worth proposing the development of green tourism, which is gaining rapid popularity around the world, as it promotes the idea of saving natural resources and caring for current and future generations. Based on the European experience, it is also recommended that agricultural enterprises be integrated into the life of the communities in which these enterprises operate. Such integration implies a change in the strategic focus of agricultural enterprises – from the profits to be made by operating in a particular community to the benefits that can be brought to the community in the short, medium and long term.

DISCUSSION

The results of this work, including recommendations, have been confirmed in previous studies. The importance of partnership in the planning and implementation of social initiatives in the agricultural sector was, in particular, confirmed in the work of S. Chen & K.M. Kamarudin (2024), who investigated the impact of partnership on the achievement of strategic management goals. Based on data obtained through a survey of 467 respondents and analysed by structural equation modelling, the researchers concluded that stakeholder cooperation forms co-creation of value and has a positive impact on strategic planning. S.I. Mulyani *et al.* (2024) analysed the results of the Spice Village partnership programme in Indonesia and concluded that partnerships at the local and regional levels are the key to continuous improvement in the agricultural sector. M.S. Pechrova & O. Simpach (2024) studied the peculiarities of the agricultural sector in the Czech context and concluded that partnership, which takes the form of agricultural holdings, is a prerequisite for the competitiveness of enterprises in the face of economic instability. Based on the study cited, cooperation between stakeholders, such as an agricultural enterprise, the state, and society, can be seen as a platform for finding common interests and developing strategies to achieve these interests.

The importance of partnerships in the social reorientation of the agricultural sector was also emphasised by J. Lafont *et al.* (2023), who studied the role of cooperatives in the sustainable

development of farms. A systematic analysis of studies has shown that the sustainable development of agricultural enterprises is often conditioned by the functioning within a cooperative, which is considered a source of resources and strategically important knowledge. The researchers also identified 8 types of cooperatives (production, consumer, labour, housing, financial, multilateral and new generation cooperatives), thus highlighting the variability of interaction and the possibilities for its implementation in different contexts.

Partnerships in socially significant projects can take various forms, in particular, for the development of green tourism, a promising area that has received wide coverage in the academic literature. M. Saleh & S.M. Faisal (2024) noted that green tourism is gaining popularity and can become an alternative to traditional tourism as a source of environmental pollution. According to the data provided by the researchers, traditional tourism accounts for 11% of total carbon emissions, and this share could double by 2050. According to L. Horbach *et al.* (2024), green tourism is safer for the environment and is therefore recommended for development in areas that have experienced or may experience negative environmental impacts. A correspondence was found between the cited study and the case of Gailtal Alp Cheese, based on lands that have suffered damage from extensive management.

U. Tafsirun *et al.* (2024) analysed the responses of 211 tourists and concluded that participation in green tours increases the target audience's awareness of environmental issues and motivates the tourists to make conscious consumer decisions. Based on the study, green tourism can be seen as a way to raise public awareness of environmental issues and draw the attention to agricultural entities that are actively involved in solving these problems. The use of agricultural enterprises as a platform for green tours helps to create the positive image, increase consumer loyalty, enhance competitiveness and sustainable development in the face of economic uncertainty.

In the study, K. Stamatiou (2024) emphasised that green tourism creates conditions for interdisciplinary cooperation in order to attract

as many stakeholders and potential sponsors as possible. Citing the experience of Greece, the researcher emphasised that green tours can integrate historical, cultural, country studies and other components that are of interest to the target audience. In the paper presented here, an example of such integration is the annual Gailtal Alp Cheese festivals, where visitors not only learn about the geographical, climatic and environmental challenges of the region, but also learn more about its history and culture, including traditional recipes as part of the intangible heritage of the people.

In Ukraine, the development of green tourism can become one of the areas of social re-orientation of the agricultural segment of the economy by attracting public interest in certain regions and/or production methods, creating new jobs, promoting the idea of rational environmental management, etc. As of 2020, the nature reserve fund (NRF) of Ukraine amounted to 3.911 million hectares, including natural and biosphere reserves, national parks, botanical and zoological gardens, monuments of landscape art, and protected tracts that could become locations for green tourism (Boiko, 2020). N. Marchyshyn & N. Ostrovskaya (2022) emphasised that due to its vast territories and natural diversity, Ukraine has the potential to develop green tourism and promote the socially significant idea of rational use of natural resources.

In wartime, opportunities for green tourism development are somewhat limited due to the location of some agricultural enterprises directly in or close to the area of intense hostilities, restrictions on movement in certain areas, population migration and the economic crisis. Small and medium-sized farms, estates, and agribusinesses demonstrate greater resilience and ability to develop sustainably in the face of uncertainty, such as the rural tourism at the Zelenyi Hai cheese factory in Dnipro region, Staryi Khutir in Poltava region, or Trout Estate in Kolochava village, Zakarpattia region (Tabenska, 2024). Studying the experience of these and other private estates, cheese dairies, ponds, etc. allows concluding that green tourism is feasible and has prospects for development as one of the strategies for social orientation of the national agricultural sector.

In addition to the above recommendations, it is worth proposing a more intensive integration of agricultural enterprises into the life of the community in which these enterprises operate. In this paper, the inseparability between the agricultural enterprise and the community was illustrated, in particular, by the example of the Parish Grasslands Project, where community members became the driving force behind strategic planning and sustainable development of the agricultural sector. The importance of the community in strategic planning of the agricultural sector has been confirmed in previous studies, for example, F. Almeida (2024), who investigated the role of communities in the sustainable development of the agricultural sector in Portugal. The researchers' systematic analysis of 15 scientific sources confirmed the key role of the community in researching and addressing such issues of sustainable development and social orientation of the agricultural segment as water management, organic composting, land reclamation and soil fertility improvement. R. Abdullah *et al.* (2024) confirmed the importance of community involvement as a factor in motivating small and medium-sized farms to further develop, improve the quality and increase the volume of the activities.

Recommendations on mechanisms of social adaptation of the Ukrainian agricultural segment are based on contextual analysis, research of European cases, and comparison with the previously presented data. Given the representativeness of the sample, it can be argued that the recommendations are relevant and realistic, despite the peculiarities of the context in which the national agricultural sector is forced to develop.

CONCLUSIONS

The study analysed the social orientation of Ukraine's agrarian business under martial law, which allowed to identify key factors of its adaptation and formulate strategies for sustainable development. It is established that the agricultural sector of Ukraine has suffered significant losses due to the destruction of infrastructure, reduction of sown areas, migration of workers and aggravation of environmental problems. These factors have negatively affected the financial stability of agricultural enterprises and the

ability to plan for the long term. Analysis of international experience has shown that social responsibility of business contributes to its financial sustainability, investment attraction and increased consumer confidence. Ukrainian agricultural enterprises can use the Triple Bottom Line model, which includes economic, environmental and social components. It is concluded that sustainable development of an enterprise is based on strategic planning that takes into account not only financial interests, but also the social and environmental needs of the community in which the agricultural enterprise operates.

The case studies of European companies, including Upländer Farmer Dairy (Germany), Gailtal Alp Cheese (Austria) and Parish Grasslands Project (UK), have shown that social responsibility contributes to the sustainable development of the agricultural sector even in the face of economic uncertainty. Successful practices include the development of the cooperative movement, support for local communities, environmentally responsible farming, public involvement in the conservation of natural resources, preservation of cultural heritage and the development of green tourism, including on the territory of family farms and individual estates. Based on the European experience, recommendations were developed for the social reorientation of Ukrainian agricultural enterprises in wartime. It was proposed to develop multi-level and interdisciplinary partnerships to find effective strategies and mechanisms for social adaptation of the agricultural sector. Initiatives were also proposed

to develop green tourism, which is a source of new jobs, economic development and addressing urgent community needs. Active integration of agricultural enterprises into community life was also recommended in order to better understand social needs and strategies for the implementation.

This paper has several limitations, including the lack of sufficient empirical data on the long-term impact of the war on the agricultural sector; the inability to assess the full extent of environmental impacts due to mining, soil destruction and water pollution; and uncertainty about the future dynamics of hostilities, which makes it difficult to predict the development of the agricultural sector. The identified limitations can be addressed through further research, which aims to conduct a more detailed analysis of the impact of socially responsible business on the resilience of the agricultural sector in times of crisis; develop effective models of partnership between the state, agricultural business and NGOs to restore the sector; analyse the potential of green tourism and its integration into the system of socially responsible agribusiness; and explore the possibilities of adapting European approaches to sustainable development of the agricultural sector in the context of Ukraine.

ACKNOWLEDGEMENTS

None.

CONFLICT OF INTEREST

None.

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Механізм адаптації соціальної спрямованості аграрного бізнесу в умовах воєнного стану

Анотація. Метою даної роботи було дослідити особливості функціонування аграрного бізнесу України в умовах воєнного стану та розробити рекомендації адаптації його соціальної спрямованості задля сталого розвитку. Для досягнення мети були використані методи контент-, контекстуального та PESTEL-аналізу. Соціальна адаптація аграрного сегменту була розглянута з точки зору моделі Потрійної нижньої межі (Triple Bottom Line), яка ґрунтується на ідеї, що сталий розвиток підприємства обумовлює стратегічне планування із врахуванням ключових елементів: громади (people), планети (planet) та прибутку (profit). Впровадження моделі було розглянуто на прикладах європейських кейсів: Upländer Farmer Dairy (Німеччина), Gailtal Alp Cheese (Австрія) та Parish Grasslands Project (Великобританія). Спираючись на аналіз цих кейсів, соціальна переорієнтація аграрного бізнесу передбачає багаторівневу та міждисциплінарну співпрацю суб'єктів аграрного господарювання, перехід від екстенсивного до інтенсивного землеуправління, взаємодію із місцевими громадами, розвиток зеленого туризму та залучення громади у збереження соціокультурної спадщини. Аналіз європейського досвіду дозволив розробити рекомендації щодо соціальної переорієнтації аграрного сегменту в умовах воєнного часу: взаємодія суб'єктів аграрного господарювання, громади та інших зацікавлених сторін для аналізу соціальних викликів та пошуку шляхів їх рішення; розвиток зеленого туризму, в тому числі, на рівні індивідуальних садиб, сімейних ферм та малих або середніх фермерських господарств; інтеграція аграрних господарств у стратегічне планування та управління життям громад, на території яких вони функціонують. Успішні практики включають розвиток кооперативного руху, підтримку місцевих громад, екологічно відповідальне ведення господарства, залучення суспільства до збереження природних ресурсів, збереження культурної спадщини та розвиток зеленого туризму, в тому числі на території сімейних фермерських господарств та індивідуальних садиб. Результати дослідження можуть бути використані для стратегічного планування сталого розвитку аграрного бізнесу в умовах воєнного стану

Ключові слова: сталий розвиток; зелений туризм; потрійна нижня межа; міждисциплінарна взаємодія; корпоративна соціальна відповідальність; соціалізація бізнесу