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PROJECT-ORIENTED MANAGEMENT OF AGRICULTURAL ENTERPRISE DEVELOPMENT

Abstract

The paper presents a comprehensive study of improving the management efficiency of an agricultural enterprise through the development of a long-term survival strategy based on innovation-investment business projects. The relevance of the research is determined by the structural problems of rural areas, the pressure of European market integration, the need to strengthen competitiveness of agricultural producers, and the necessity to diversify farm activity beyond primary production. Based on the analysis of a Ukrainian master research devoted to the activity of "Stetsivske PFE" (Peasant Farm Enterprise), the study generalizes the socio-economic challenges of rural development, examines the competitive constraints of the Ukrainian agro-industrial complex, and substantiates the role of project management as a practical instrument of strategic renewal. The methodological basis combines content analysis, synthesis, analogy, structural analysis, comparative financial analysis, and business-project modelling. The empirical foundation is represented by the case materials of "Stetsivske PFE", including enterprise indicators for 2016-2019, product profitability data, cost structure, and calculations of an innovation-investment project for meat processing developed using Project Expert logic. The main result is a project-oriented model of agricultural enterprise development in which resource potential, business-project design, investment appraisal, technological modernization, and reinvestment into rural infrastructure are integrated into one management system. The calculations indicate that the proposed meat-processing project has a payback period of eight months, positive net present value, and a high profitability index, which supports its economic feasibility. The results can be applied in designing development strategies for farms seeking to improve competitiveness, employment creation, and long-term rural viability.

Keywords: agricultural enterprise, project management, innovation-investment project, meat processing, rural development, "Stetsivske PFE" (Peasant Farm Enterprise)

JEL Classification: Q13; O22; M21; R11.

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ЛАХТІОНОВА Анастасія

Фінансовий консультант у сфері

проектної економіки

Кафедра морських технологій

ПРОЄКТНО-ОРІЄНТОВАНЕ УПРАВЛІННЯ РОЗВИТКОМ

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СІЛЬСЬКОГОСПОДАРСЬКОГО ПІДПРИЄМСТВА

Анотація

У статті проведено комплексне дослідження підвищення ефективності системи управління сільськогосподарським підприємством шляхом розроблення довгострокової стратегії виживання на основі інноваційно-інвестиційних бізнес-проектів. Актуальність дослідження визначається структурними проблемами сільських територій, тиском європейської ринкової інтеграції, необхідністю посилення конкурентоспроможності аграрних виробників та потребою диверсифікації діяльності фермерських господарств поза межами первинного виробництва. На основі аналізу магістерської роботи, присвяченої діяльності СФГ «Стецівське», узагальнено соціально-економічні виклики розвитку села, розглянуто конкурентні обмеження агропромислового комплексу України та обґрунтовано роль проектного менеджменту як практичного інструменту стратегічного оновлення. Методичну основу становлять контент-аналіз, синтез, метод аналогії, структурний аналіз, порівняльний фінансовий аналіз та бізнес-проекування. Емпіричну базу сформовано матеріалами кейсу СФГ «Стецівське», зокрема показниками діяльності підприємства за 2016-2019 рр., даними щодо рентабельності продукції, структури витрат і розрахунками інноваційно-інвестиційного проекту з переробки м'яса, розробленого за логікою Project Expert. Основним результатом є проектно-орієнтована модель розвитку сільськогосподарського підприємства, у якій ресурсний потенціал, проектування бізнес-проектів, інвестиційна оцінка, технологічна модернізація та реінвестування в сільську інфраструктуру інтегруються в єдину систему управління. Розрахунки свідчать, що запропонований проект із виробництва м'ясопродукції має строк окупності вісім місяців, позитивний чистий приведений дохід і високий індекс прибутковості, що підтверджує його економічну доцільність. Результати можуть бути використані під час розроблення стратегій розвитку фермерських господарств, спрямованих на підвищення конкурентоспроможності, створення робочих місць і забезпечення довгострокової життєздатності сільських територій.

Ключові слова: сільськогосподарське підприємство; проектний менеджмент; інноваційно-інвестиційний проект; переробка м'яса; розвиток села; СФГ «Стецівське».

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Introduction

The long-term viability of agricultural enterprises in Ukraine is closely connected with the wider socio-economic condition of rural areas. Agricultural producers operate not only as market participants, but also as institutions that support employment, local infrastructure, household income, and the continuity of rural communities. The master research on which this article is based identifies a set of interconnected problems: rural depopulation, labour migration, decline of social infrastructure, insufficient investment capacity, weak access to modern technologies, and the difficulty of meeting European quality and safety requirements. These challenges create a management problem that cannot be solved only by routine operational control or short-term cost reduction.

For farms and small agricultural organisations, survival in a competitive environment increasingly depends on the ability to anticipate changes in demand, adapt the product portfolio, renew technologies, reorganise sales channels, and design investment projects that generate stable value added. In the context of European market integration, the transition from raw agricultural production to deeper processing becomes particularly important. The research stresses that Ukrainian agricultural producers face strong pressure from EU standards, certification requirements, quality expectations, and competition from more capitalised producers. Consequently, the strategic task is not simply to expand production volumes, but to increase competitiveness through modern management, technological upgrading, and diversification.

A project-oriented approach is especially relevant for agricultural organisations because it transforms strategic intentions into a sequence of measurable actions with defined resources, timeframes, budgets, risks, and expected outputs. In the agricultural sector, where production cycles, seasonality, biological processes, and market volatility are intertwined, project management can provide a disciplined framework for investment decisions. It enables the enterprise to compare alternative directions, justify the allocation of financial resources, coordinate technological and organisational changes, and monitor implementation. This logic is consistent with contemporary research on agribusiness management, which treats entrepreneurship, risk assessment, resource allocation, and value-added development as central components of sustainable farm performance (Gadanakis, 2024).

The case of "Stetsivske PFE" (Peasant Farm Enterprise) is used in this paper as an applied foundation for developing a management model that links enterprise analysis with an innovation-investment business project. The research examines the farm's production and financial indicators, product structure, cost composition, and the feasibility of a meat-processing project. This makes it possible to move from a general discussion of rural and agro-industrial problems to a practical management solution: the development of a diversified business project that can increase value added, use available agricultural resources more effectively, support employment, and create a basis for reinvestment into the enterprise and the village infrastructure.

The research problem therefore lies in the need to substantiate how an agricultural enterprise can improve its management efficiency and long-term survival prospects by integrating strategic analysis, project management, investment appraisal, and technological modernization. The article follows the structure of the sample journal paper and transforms the research material into an English-language research paper focused on the management implications of the proposed innovation-investment project.

Literature review

The literature relevant to the research problem can be grouped into four interrelated areas: agricultural competitiveness, rural development and European integration, project management in agribusiness, and investment feasibility of value-added food processing. The research itself relies mainly on Ukrainian educational, legal, and analytical sources, but for a journal-style article the conceptual framework should be strengthened by sources with stable digital identifiers. Therefore, the present paper uses the research as the empirical and analytical base, while the reference list is aligned with DOI-supported publications and reports.

Agricultural competitiveness is a multidimensional concept. It cannot be reduced to production volume alone because competitiveness also depends on productivity, product quality, cost efficiency, market access, value-chain position, technological capacity, institutional support, and the ability to meet standards. Latruffe (2010) emphasizes that productivity, efficiency, trade performance, and non-price factors should be considered together when assessing competitiveness in the agricultural and agri-food sectors. This is important for Ukraine because the research shows that many agricultural producers, especially small farms and households, experience constraints related to low capitalisation, fragmented production, limited certification, insufficient infrastructure, and weak access to affordable credit.

Studies of EU agricultural competitiveness provide a useful benchmark for the challenges described in the thesis. Nowak and Kaminska (2016) demonstrate that competitiveness differs substantially across EU countries and is connected with production factors, productivity, and the importance of agriculture in trade. Jarosz-Angowska et al. (2022) further show that European integration changes the competitive position of agricultural sectors in new member states. These findings support the research argument that integration with European markets creates both opportunities and threats for Ukrainian farms. On the one hand, demand for agricultural and processed food products may expand; on the other hand, enterprises that do not meet quality, safety, and organisational requirements may lose market position.

The Ukrainian context has long been associated with high agricultural potential but also with structural weaknesses. The World Bank's assessment of Ukraine's agricultural competitiveness points to the need for improvements in institutions, infrastructure, farm organisation, finance, and market functioning (Katsu, 2008). The OECD and World Bank also emphasise that stimulating agricultural growth and improving rural life require more than production-oriented policies; they require a broader development agenda linking farm performance with rural welfare (OECD & The World Bank, 2004). This is consistent with the thesis, which treats the farm not as an isolated business unit but as part of the social and economic infrastructure of the village.

Project management literature in agribusiness increasingly highlights the need to connect project selection with sustainability, circularity, and value-chain transformation. That project management can enable the introduction of circular economy principles in agribusiness, particularly when projects are designed to integrate resources, processes, stakeholders, and measurable outcomes.

The investment-feasibility literature is also directly relevant because the research evaluates the proposed meat-processing project using payback, discounted payback, average rate of return, net present value, profitability index, internal rate of return, and modified internal rate of return. Holcomb et al. (2012) show that feasibility templates for small meat-processing plants are useful because they allow producers to connect capacity, processing activities, capital costs, operating costs, and projected returns. Kandanuri (2017) similarly demonstrates that processed meat products can be evaluated using investment appraisal techniques, including break-even and discounted measures. These studies support the methodological logic of the thesis, even though the numerical assumptions are specific to "Stetsivske PFE".

A final strand of literature concerns farm entrepreneurship and strategic renewal. Gadanakis (2024) stresses that farm entrepreneurship and agribusiness management require strategic planning, risk assessment, resource efficiency, innovation, and the ability to identify new products or technologies. This perspective is particularly relevant for a farm that seeks to move from primary agricultural production toward processing. The management challenge is not only to calculate profitability, but also to develop organisational capacity: staff training, quality control, supply planning, financial monitoring, and market positioning.

The reviewed literature therefore confirms the relevance of the research problem. Agricultural enterprises need strategic management tools capable of linking competitiveness, investment, technology, and rural development. However, many studies discuss these dimensions separately. The contribution of the present paper is to integrate them into a project-oriented model of agricultural enterprise development, using the case of "Stetsivske PFE" as the empirical foundation.

Aims and Objectives

The aim of the paper is to provide a theoretical and applied substantiation of a project-oriented approach to improving the management efficiency and long-term survival of an agricultural enterprise, based on the development of an innovation-investment business project for “Stetsivske PFE”.

To achieve this aim, the study pursues the following objectives: to generalise the socio-economic and competitive problems of rural agricultural development identified in the thesis; to analyse the role of project management in the strategic renewal of agricultural organisations; to examine the production and financial indicators of “Stetsivske PFE”; to systematise the parameters of the proposed meat-processing business project; to interpret the investment indicators calculated in the thesis; and to develop an integrated management model linking enterprise resources, project planning, technological modernization, financial appraisal, and rural development outcomes.

Methods

The study is based on a qualitative and applied case-study design. The primary empirical source is the master research “Analysis and search for ways to improve the effectiveness of the organisation management system (a rural farming enterprise)”. The research includes three major analytical blocks: the problems of the Ukrainian agro-industrial complex and rural areas, the analysis of the regional agricultural economy and “Stetsivske PFE”, and the development of a long-term survival strategy based on innovation-investment business projects.

The analysis focuses on identifying the key management concepts that connect the research chapters: rural development constraints, agricultural competitiveness, strategic management, project management, enterprise diagnostics, product profitability, and investment appraisal. The method of analogy is used to relate the research findings to DOI-supported literature on agribusiness management, agricultural competitiveness, and meat-processing feasibility.

At the empirical stage, the paper uses structured analysis of the enterprise indicators presented in the thesis. The main data include the farm's balance-sheet indicators, revenue and cost indicators for 2016-2019, sales structure by product type, product profitability rankings, cost structure by production line, and parameters of the proposed meat-processing project. Particular attention is given to those indicators that have direct management significance: growth of assets and revenue, change in operating result, profitability differences between products, investment payback, net present value, profitability index, and employment implications.

The business-project component is analyzed through the logic of investment appraisal. The research uses Project Expert to model the project schedule, production programme, staff plan, direct and fixed costs, projected profit and loss, and integral project indicators. The present paper does not recalculate these indicators or invent additional numerical values. Instead, it interprets the indicators already provided in the research and places them within a broader management framework. The extreme internal rate of return value reported in the research is treated cautiously and is not used as the sole basis for decision-making; greater emphasis is placed on the payback period, net present value, profitability index, and the coherence of the project with the enterprise's strategic needs.

To synthesize the results, structural-logical modelling is applied. This enables the development of an integrated project-oriented management model in which the external context, enterprise resource potential, project portfolio, investment appraisal, management processes, and expected outcomes are connected. The model is intended as a conceptual tool for agricultural enterprises that need to transform strategic diagnosis into practical development projects.

Results

The results are presented in two interconnected dimensions. The first dimension concerns the diagnosis of the rural and enterprise context: the research shows that agricultural organizations operate under demographic, labour-market, infrastructural, competitive, and financial constraints. The second dimension

concerns the proposed management response: the development of an innovation-investment business project that diversifies production and strengthens the long-term survival prospects of "Stetsivske PFE".

The rural context described in the research is characterised by deep socio-economic problems. The share of the rural population is reported as 31.9%, while the research identifies depopulation, labour migration, unemployment, deterioration of social infrastructure, and low attractiveness of rural life as interconnected risks. These factors matter for farm management because they reduce the availability of labour, weaken local demand, and increase the social importance of every viable agricultural enterprise. In such conditions, the agricultural organization becomes both a business entity and a stabilizing component of the rural community.

The competitive context is also challenging. The research states that the agrarian sector has a significant role in the economy, while also stressing that the transition toward European market conditions requires improvements in technology, standards, certification, financing, and product quality. The article identifies several barriers to competitiveness: low efficiency compared with EU producers, mismatch between the structure of Ukrainian exports and EU demand, limited certification among processors, a high share of output produced by small households, weak financial-credit infrastructure, insufficient harmonization of standards, and limited capitalization of agricultural enterprises. These barriers justify the shift from traditional production logic to project-based strategic development.

The analysis of "Stetsivske PFE" shows that the enterprise has a material base for development but also faces managerial and profitability challenges. Between 2016 and 2019, the farm's balance-sheet total increased from UAH 9.182 million to UAH 14.138 million, while revenue from product sales increased from UAH 7.881 million to UAH 13.875 million. At the same time, the operating financial result decreased from UAH 1.915 million to UAH 0.976 million, which indicates that revenue growth did not automatically translate into stronger operating performance. This is a typical strategic-management problem: the enterprise needs not only growth, but also a more efficient product structure and higher value-added activities.

The product analysis supports this conclusion. Crop products such as corn and winter wheat constitute a large share of physical output, while livestock products such as pigs and milk also play a substantial role in revenue. However, profitability differs significantly between products. Soybeans are ranked first by profitability, corn second, and winter wheat third, while cattle and milk show weaker profitability positions. This heterogeneity creates a strategic rationale for diversifying into processed meat products, where the enterprise can capture additional value rather than selling only primary livestock output.

In order to organize the key quantitative results of the research in a form suitable for journal presentation, Table 1 systematizes the indicators according to four analytical blocks: rural and sectoral context, enterprise diagnostics, product and cost structure, and project feasibility. The values are reproduced from the research materials without adding new numerical assumptions.

Table 1 – System of indicators for project-oriented management and innovation-investment development of "Stetsivske PFE"

No.	Indicator	Value	Period	Analytical interpretation
1. Rural and sectoral context				
1	Share of rural population in Ukraine	31.9%	thesis baseline	Shows the social scale of rural development problems
2	Agrarian sector contribution to GDP	18%	thesis baseline	Confirms macroeconomic importance of agriculture
3	Agrarian sector share of gross value added	16%	thesis baseline	Shows the sector's role in value creation
4	Employment in agrarian sector	almost 25%	thesis baseline	Indicates dependence of rural

				employment on agriculture
2. Enterprise diagnostics: SFG “Stetsivske”				
5	Non-current assets	UAH 3.972m -> UAH 4.803m	2016-2019	Indicates growth of the fixed production base
6	Current assets	UAH 5.210m -> UAH 9.326m	2016-2019	Shows expansion of working resources
7	Balance-sheet total	UAH 9.182m -> UAH 14.138m	2016-2019	Confirms overall growth of enterprise assets
8	Revenue from product sales	UAH 7.881m -> UAH 13.875m	2016-2019	Shows market expansion and sales growth
9	Net revenue from product sales	UAH 7.021m -> UAH 11.637m	2016-2019	Indicates growth after deductions
10	Cost of goods sold	UAH 5.517m -> UAH 9.267m	2016-2019	Cost growth partly absorbs revenue expansion
11	Gross profit	UAH 1.504m -> UAH 2.370m	2016-2019	Shows positive gross margin dynamics
12	Operating financial result	UAH 1.915m -> UAH 0.976m	2016-2019	Signals deterioration of operating performance despite revenue growth
3. Product structure and strategic implications				
13	Corn sales volume	39,861 c; 51.38% of physical sales	2019	Dominant crop product in physical sales structure
14	Corn revenue	UAH 3.0496m; 26.92% of revenue	2019	Major revenue contributor
15	Pig production revenue	UAH 2.8242m; 24.93% of revenue	2019	Key livestock-related revenue source
16	Milk revenue	UAH 1.8542m; 16.37% of revenue	2019	Important but less profitable livestock direction
17	Highest profitability ranking	Soybeans: 1.67; rank 1	2019	Shows high return among crop products
18	Low profitability positions	Cattle: 0.86; milk: 0.92	2019	Supports need to revise livestock strategy and add processing
4. Meat-processing innovation-investment project				
19	Project implementation period	91 days	01.01.2022-31.03.2022	Compact schedule for construction and launch
20	Equipment procurement	7 days	11.03.2022-17.03.2022	Defines technical preparation stage
21	Installation and commissioning	15 days	17.03.2022-31.03.2022	Final pre-launch stage
22	Staff training	31 days	01.03.2022-31.03.2022	Shows organisational requirements beyond construction
23	Monthly cooked sausage output	4,543 kg	project model	Main processed product by volume
24	Monthly smoked sausage output	3,245 kg	project model	Second product

				direction
25	Monthly semi-smoked sausage output	3,245 kg	project model	Diversifies processed meat portfolio
26	Monthly sausages output	1,298 kg	project model	Adds consumer product line
27	Monthly dry animal feed output	646 kg	project model	Reflects by-product use and resource efficiency
28	Payback period and discounted payback	8 months / 8 months	project model	Indicates rapid capital recovery under research assumptions
29	Average rate of return	267.25%	project model, UAH	Shows high projected profitability
30	Net present value	UAH 3,526,603; USD 479,885	project model	Confirms positive discounted project value
31	Profitability index	9.40 (UAH); 10.15 (USD)	project model	Indicates strong return per unit of investment
32	Modified internal rate of return	81.13% (UAH); 77.76% (USD)	project model	Supports feasibility while being more interpretable than extreme IRR output

Source: Developed by the author based on primary research of "Stetsivske PFE" case study.

The indicators in Table 1 show that the enterprise possesses resources that can be mobilised for strategic renewal. Asset growth, the increase in revenue, and the presence of diversified production create a base for project development. However, the decline in operating financial results and the uneven profitability of products indicate that the existing management system requires a stronger strategic focus. A farm that continues to rely only on primary production remains exposed to price fluctuations, intermediary margins, and quality-standard pressure. A project-oriented strategy can address these weaknesses by shifting part of the activity toward processing and value-added products.

The proposed project is the construction and launch of a meat-processing complex. The schedule is concentrated within a three-month implementation period, including construction of the processing and slaughter facilities, preparation of the feed base, equipment procurement, installation, commissioning, and staff training. The monthly production programme includes cooked sausage, smoked sausage, semi-smoked sausage, sausages, and dry animal feed. This product mix reflects an attempt to use raw material more fully and to create a diversified processed-output portfolio. The inclusion of dry animal feed is especially important because it demonstrates attention to by-product use and resource efficiency.

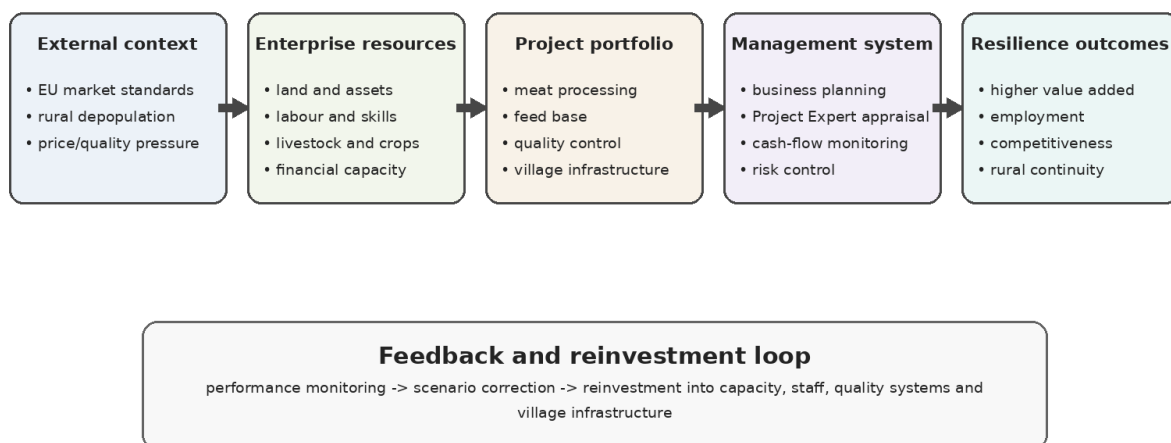
The personnel plan also confirms that the project is not only a technical investment but also an organizational transformation. It requires management, logistics, production supervision, veterinary and zoo-technical competencies, production workers, a technologist, a tractor driver, and marketing capacity. Therefore, the project changes the enterprise's management requirements: it introduces a need for coordination between primary production, processing, quality control, marketing, and financial monitoring. This reinforces the importance of project management as a bridge between strategy and implementation.

The project's integral indicators support its feasibility. The research reports a payback period of eight months, a discounted payback period of eight months, an average rate of return above 267%, net present value of UAH 3,526,603, and a profitability index of 9.40 in hryvnia terms. These figures indicate a high expected return under the assumptions used in the Project Expert model. Nevertheless, the interpretation should be careful. The IRR value reported in the research is extremely high, which may reflect the structure of cash flows or a software boundary effect. For this reason, the decision-making emphasis should be placed on the consistency of the project assumptions, the payback result, NPV, PI, and

sensitivity to changes in prices, sales volumes, wages, energy costs, and feed costs.

Taking these findings together, the paper proposes a project-oriented management model for the long-term survival of an agricultural enterprise. The model begins with the external context, because the need for change arises from rural depopulation, EU market standards, price pressure, quality requirements, and competitive threats. It then moves to enterprise resources, including land, assets, livestock, labour, skills, and finance. These resources are transformed into a project portfolio, where the meat-processing project is the central development direction. The project portfolio is managed through a system of business planning, investment appraisal, implementation scheduling, personnel planning, and financial monitoring. The expected outcomes are higher value added, employment creation, improved competitiveness, and reinvestment into enterprise and village infrastructure.

Project-oriented management model for long-term survival of an agricultural enterprise



Source: author's development based on the thesis case study of SFG "Stetsivske".

Figure 1. Project-oriented management model for long-term survival of an agricultural enterprise

Source: Developed by the author based on primary research of "Stetsivske PFE" case study.

Discussion

The results confirm that the long-term survival of an agricultural enterprise should be interpreted as a systemic management task rather than as a narrow financial target. In the thesis, the survival problem is linked to the future of the rural community: without viable agricultural organisations, villages lose employment opportunities, infrastructure support, and economic reasons for retaining the active population. This perspective expands the meaning of enterprise efficiency. Efficiency is not only the ratio between costs and revenues; it is also the ability of the management system to preserve productive capacity, adapt to market changes, and support the socio-economic environment in which the enterprise operates.

Compared with a traditional production-oriented approach, the project-oriented model offers several advantages. First, it creates a clear connection between strategic diagnosis and practical action. The research identifies rural decline, weak competitiveness, low certification capacity, and insufficient value added as problems. The meat-processing project responds to these problems by introducing processing capacity, new products, jobs, and a more diversified revenue base. Second, the project format allows the enterprise to organize resources in time: construction, equipment purchase, installation, staff training, and production launch are specified as planned activities. Third, the use of investment indicators introduces financial discipline into strategic decision-making.

The proposed approach also corresponds to wider agribusiness literature. Research on agricultural competitiveness emphasises productivity, product quality, efficiency, and trade position (Latruffe, 2010;

Nowak & Kaminska, 2016). Research on farm entrepreneurship emphasizes strategic planning, innovation, and resource efficiency (Gadanakis, 2024). Research on meat-processing feasibility demonstrates the usefulness of modelling capacity, capital costs, operating costs, and returns before implementation (Holcomb et al., 2012; Kandanuri, 2017). The case of "Stetsivske PFE" brings these strands together in one applied management problem.

At the same time, the analysis reveals several limitations. The numerical data in the research are historical and mainly cover 2016-2019, while the project schedule is modelled for 2022. Before submission to a journal or before practical implementation, the figures should be updated to reflect current prices, wage levels, energy costs, feed costs, taxation, food-safety requirements, financing conditions, and wartime risks. The research also does not provide a detailed sensitivity analysis. For an investment project in meat processing, sensitivity testing is essential because profitability can change significantly if raw-material prices, sales prices, capacity utilization, or loan costs differ from the baseline assumptions.

Another limitation concerns quality and regulatory compliance. The research correctly emphasises that EU market integration raises the importance of standards, certification, and quality. However, the project calculations mainly focus on financial feasibility and production organization. A more complete journal paper or business plan should include a stronger regulatory block: sanitary requirements, HACCP logic, veterinary control, traceability, waste management, product labelling, and certification costs. Without this block, the project may appear financially attractive but underprepared for real market entry.

Despite these limitations, the project remains strategically relevant. Its significance lies not only in the projected financial indicators, but also in the management logic it introduces. The enterprise moves from a passive adaptation strategy to an active development strategy. It identifies a market opportunity, mobilises resources, designs an investment project, evaluates financial feasibility, plans personnel and technology, and links business income with rural infrastructure needs. This is the core contribution of the research and the basis for its transformation into a journal-style article.

Conclusions

The study establishes that improving the management efficiency of an agricultural enterprise requires an integrated approach that combines strategic analysis, project management, investment appraisal, and technological modernization. The case of "Stetsivske PFE" demonstrates that long-term survival cannot be ensured only by maintaining existing production activities. It requires diversification into higher value-added products, stronger planning, and a systematic link between enterprise resources and development projects. The analysis of the research materials shows that rural development problems, competitiveness constraints, and enterprise-level profitability differences are mutually connected. Rural depopulation and weak infrastructure reduce the human and social base of agricultural production. Competitive pressure from European market integration requires higher standards and better product quality. Uneven profitability of existing products creates the need for a more efficient production structure. These factors together justify the development of an innovation-investment business project in meat processing.

The proposed meat-processing project for "Stetsivske PFE" has favorable financial indicators under the assumptions used in the thesis. The payback period and discounted payback period are both eight months, the average rate of return exceeds 267%, the net present value is positive, and the profitability index is high. These indicators support the feasibility of the project, although they should be updated and tested through sensitivity analysis before practical implementation or final academic publication.

The scientific novelty of the paper lies in the transformation of research material into a project-oriented model of agricultural enterprise development. The model integrates the external context, enterprise resources, project portfolio, management system, and resilience outcomes. This makes it possible to interpret project management not as a technical scheduling tool, but as a mechanism for strategic renewal, competitiveness improvement, employment creation, and rural continuity.

The practical significance of the results lies in their applicability to farms and agricultural SMEs that seek to strengthen their long-term viability through value-added processing projects. The proposed approach can

help managers structure development decisions, justify investment priorities, coordinate production and processing, and link enterprise growth with rural social outcomes. Further research should update the empirical data, include regulatory and food-safety cost estimates, conduct sensitivity and risk analysis, and compare several alternative investment projects for agricultural enterprise development.

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ADDITIONAL INFORMATION

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CONFLICT OF INTEREST

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