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## **AGRICULTURAL PRODUCT EXPORT MANAGEMENT IN THE CONDITIONS OF MILITARY CONFLICT**

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### **Abstract**

From the beginning of 2022 and in the following years, Ukrainian exporters face new challenges on international markets, which requires adaptation to changing trade conditions. The study shows that the demand for agricultural products remains stable, but the structure of production is dominated by crop products, in particular grain and oil crops. The importance of reducing the share of agriculture in GDP and the importance of developing comprehensive marketing strategies to strengthen the position of the agricultural sector were noted. The article emphasizes the importance of implementing modern sales systems and marketing communications for the promotion of Ukrainian agricultural products. The use of cross-marketing as an effective strategy for agribusiness, which allows integrating product promotion into cooperation with other enterprises, is proposed. Various forms of cross-marketing that can increase sales and expand the customer base are considered. The importance of integrated marketing communications for creating a single message and increasing consumer confidence in Ukrainian products is emphasized. The conclusions emphasize the need for strategic planning and partnership, which will help increase the share of Ukrainian agricultural enterprises in international markets and strengthen their competitiveness.

### **Keywords**

Export, promotion, activity, sales, competition, management.

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### **Problem statement**

Effective management of the export of agro-industrial products is a key tool for Ukrainian companies seeking to integrate into world markets in conditions of military conflict. Adapting to changes in the global business environment, given the challenges Ukraine is facing because of the war, is becoming extremely important to remain competitive. This makes it possible to increase the recognition of Ukrainian agricultural products, attract international partners and influence the decisions of consumers in different countries. However, in today's complex conditions, traditional approaches to export management may not be effective enough. Companies must explore new methods and adapt their strategies to achieve maximum results and ensure a stable presence in global markets (University of Applied Sciences Mittweida, 2024).

### Relevance of the chosen topic

Growing competition on the international market requires Ukrainian companies to find new methods of export management that allow not only to preserve, but also to strengthen the position of agricultural products on foreign markets. The study of current problems and strategies of export management is a key stage for ensuring the stable presence of Ukrainian farmers in the international arena. This topic acquires special importance in the conditions of the military conflict, since adaptation to the changing conditions of international trade becomes critically important for the preservation and development of the agricultural sector of Ukraine.

### Analysis of recent research and publications

Recent research on the management of Ukrainian agricultural exports in the context of military conflict focuses on new regulations introduced by the government to support exporters. These rules contain new regulatory requirements and state support measures to stimulate the agricultural sector.

### Purpose of the article

The purpose of this scientific work is to analyze and present various strategies that can contribute to increasing the efficiency of managing the export of agro-industrial products in the conditions of the military conflict that has unfolded in the market of Ukraine.

### Presentation of the main research material and results obtained

One of the important factors determining the direction of agricultural export management in Ukraine is the legal regulation that affects the strategy and tactics of companies, as well as consumer behavior, economic instability caused by war, and technological development.

In 2024, Ukraine faces various trade barriers that make it difficult to export, especially agricultural products. As an example, we can cite the fact that the European Commission lifted restrictions on the import of agricultural goods from Ukraine, but the governments of Poland, Hungary and Slovakia decided to extend the ban on the import of some goods unilaterally, respectively, this creates additional challenges for Ukrainian exporters, who are forced to look for new sales markets and adapt to the changing conditions of international trade (ZN.UA, 2023).

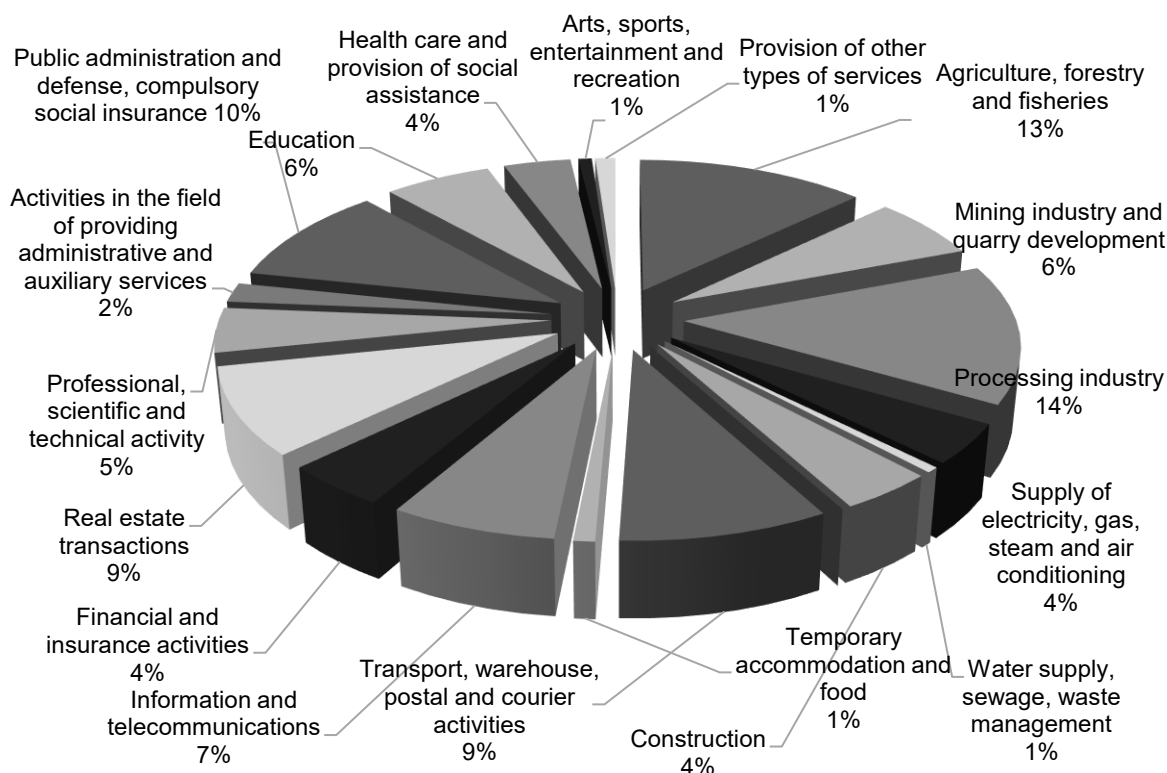


Fig. 1: Dynamics of Ukraine's GDP, in 2023

Source: compiled from (Derzhavna sluzhba statystyky Ukrainy, 2023a)

The analysis of the dynamics of the share of agriculture in the GDP of Ukraine showed a gradual growth of the main indicator of the national economy in the period 2013–2023, Figure 1. A deeper analysis of the agricultural segment in GDP allows us to identify specific patterns that reflect fluctuations in the growth and recession rates of this sector of the economy.

Looking at Figure 2, it can be argued that the country's GDP grew rapidly, and from 2018 to 2023, the GDP growth rate slowed down from 12.06% in 2018 to 8.97% in 2022. Such changes were caused by certain internal and external factors that occurred during this period. GDP growth in 2023 was just 5.4% year-on-year, half the growth rate in 2022; but despite everything, we can observe a gradual adaptation to external environmental challenges. Ukraine's highest GDP growth rate was in 2021 (18.83% compared to the previous year). The gradual adjustment of Ukrainian farmers can be observed in 2023, as the indicator remained at the level of 8.95%.

Dynamics of the state of the share of the GDP of agriculture in Ukraine, for 2013-2023.

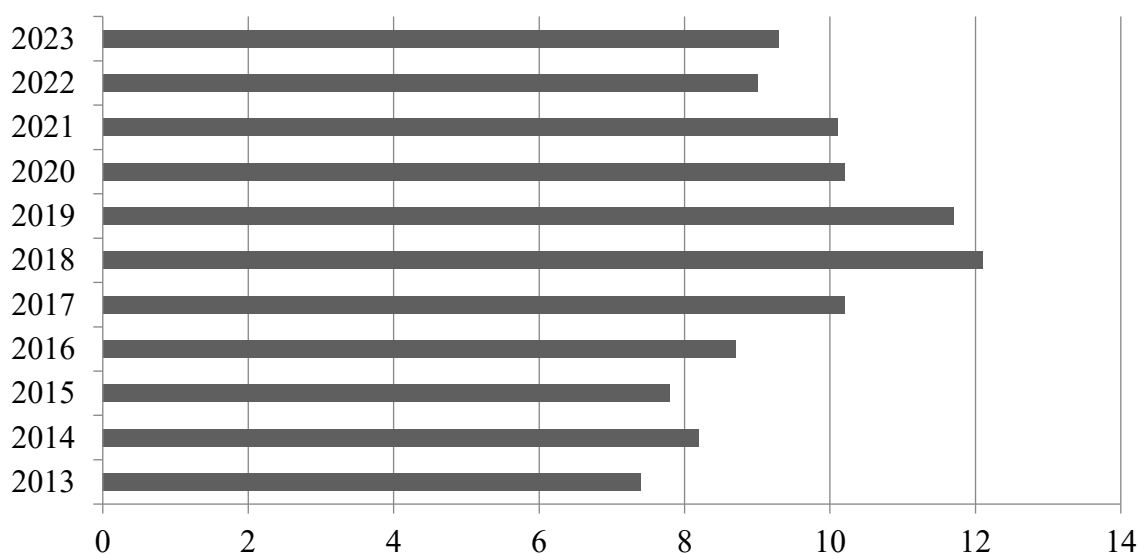


Fig. 2: Dynamics of agriculture, forestry and fisheries (2013–2023)

Source: compiled from (Derzhavna sluzhba statystyky Ukrainy, 2023a; Derzhavna sluzhba statystyky Ukrainy, 2023b)

Figure 3 to 4 show the share of GDP of agriculture in Ukraine by quarters in the period 2020–2023. The current situation in the global food market is mainly characterized by changes in the global supply and demand ratio, price fluctuations and dynamic growth of food trade, taking into account the needs and each of the segments of the population in different regions of the world (Svitovyi rynek ahrarynoi produktsii, 2018).

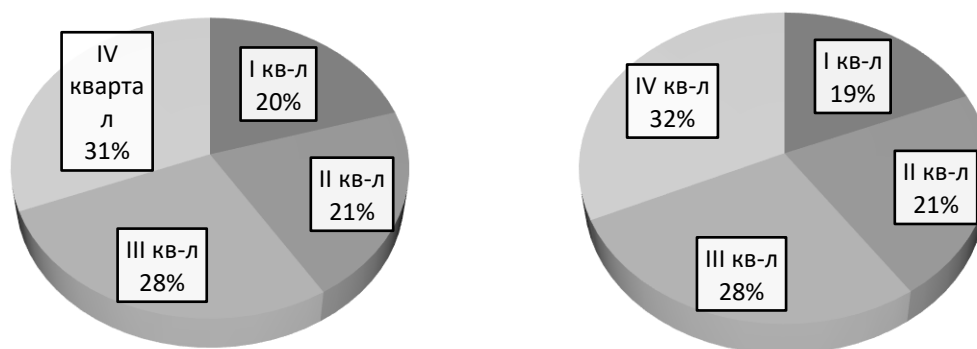


Fig. 3: The structure of the GDP of agriculture in 2020 (left), 2021 (right)

Source: compiled from (Derzhavna sluzhba statystyky Ukrainy, 2023a; Derzhavna sluzhba statystyky Ukrainy, 2023b)

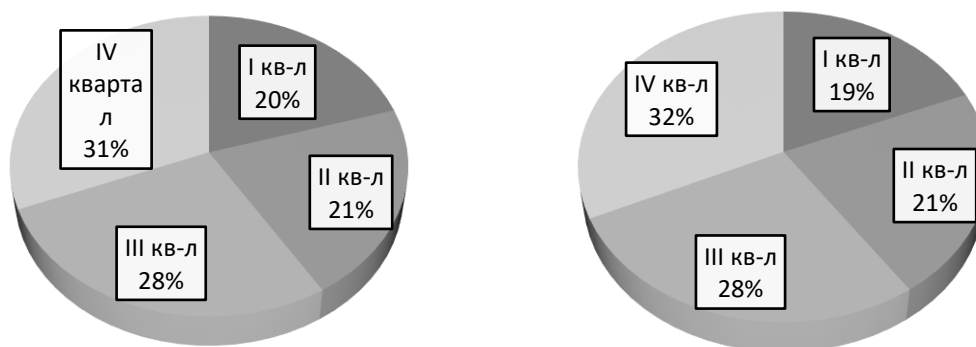


Fig. 4: The structure of the GDP of agriculture in 2022 (left), 2023 (right)

Source: compiled from (Derzhavna sluzhba statystyky Ukrainy, 2023a; Derzhavna sluzhba statystyky Ukrainy, 2023b)

Ukraine acts as an exporter of agricultural products, not only supplying them to neighboring countries of the European Union, but also delivering its products to other countries. These export directions are described in Figure 5.

Countries to which Ukrainian agricultural products are exported

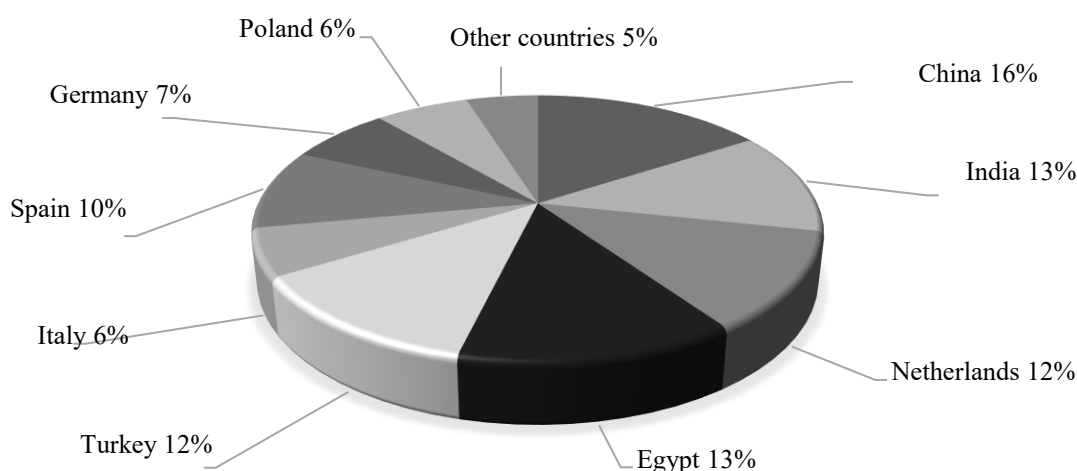


Fig. 5: Countries to which Ukrainian agricultural products are exported.

Source: compiled from (Ekonomichna pravda, 2020)

In the context of international management, the export of Ukrainian agro-industrial products in 2023 demonstrates strategic potential to strengthen its position not only within the country, but also in global markets. The main export categories are grains and oilseeds, cake, oilseeds, as well as solid waste resulting from the extraction of vegetable fats and oils, which indicates the high competitiveness of these products on the world stage (Ministerstvo ahrarnoi polityky ta prodovolstva Ukrainy, 2021; Khomenko & Koltko, 2017). Such an export structure requires effective supply chain management and adaptation to international food quality and safety standards (University of Applied Sciences Mittweida, 2024).

The internationalization of the agro-industrial sector of Ukraine requires the integration of innovative management methods, such as transnational strategies that allow adapting business processes to the specifics of different markets. In particular, the growing demand for grains and oilseeds in Europe, Asia and Africa opens up opportunities for the development of international partnerships and diversification of export destinations.

To effectively enter new markets, comprehensive monitoring and analysis of the economic and political conditions of importing countries is necessary. Successful implementation of international management strategies requires the use of global supply chains, optimization of logistics processes and the establishment of direct contacts with international distributors. This will allow Ukrainian agricultural enterprises not only to maintain current markets, but also to expand export opportunities in the face of increased competition on the world stage.

For a comprehensive assessment of agricultural producers' exports to other countries, the following statistics should be taken into account for the four most common categories of agricultural products, as shown in Figure 6 to 7.

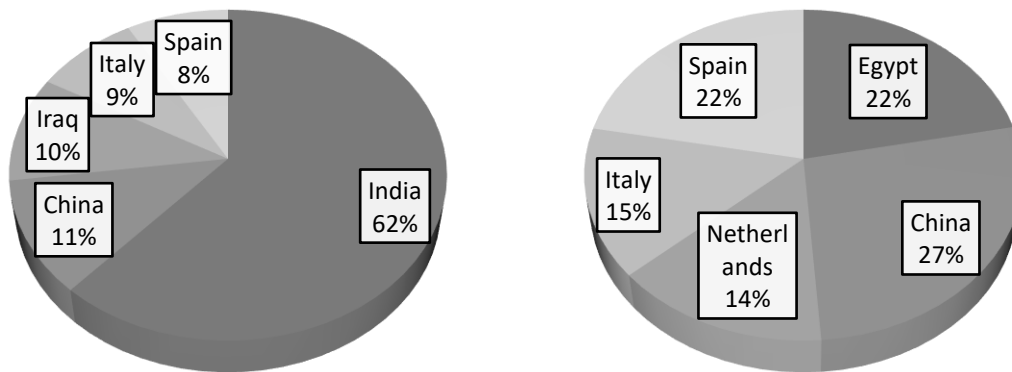


Fig. 6: Structure of exports of sunflower oil (left), Corn (right)  
 Source: Compiled from (Ekonomichna pravda, 2020; Landlord, 2023)

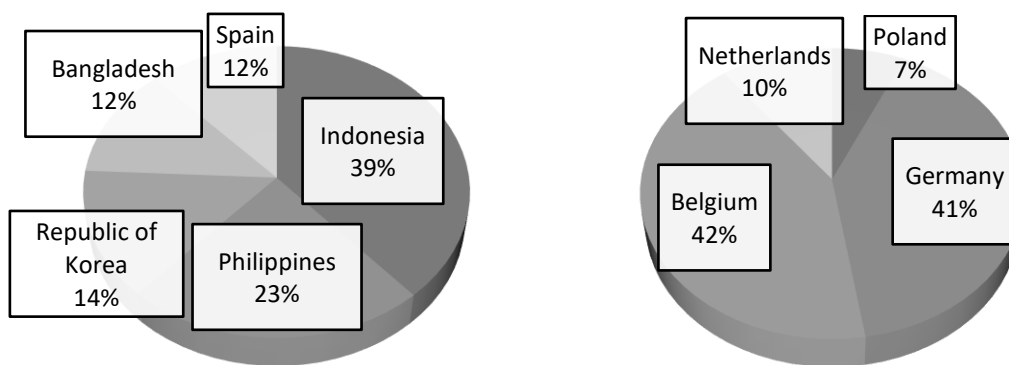


Fig. 7: Structure of exports of Wheat (left), Rapeseed seeds (right)  
 Source: Compiled from (Ekonomichna pravda, 2020; Landlord, 2023)

Thus, the trends and prospects for the development of the agro-industrial complex of Ukraine include:

- The reduction of the share of the agro-industrial sector in the structure of Ukraine's GDP from 12.06% to 8.97% in the period 2016–2020 indicates the need to revise strategies for entering international markets. This requires the introduction of more adaptive models of management and diversification of export activities, taking into account global economic trends;
- The country's GDP growth rate in 2021 was only 5.4% year-on-year, which is half the growth rate in 2020, but there is a gradual adaptation to the challenges of the external environment, which can be observed in the fact that the structure of GDP increased by 0.30% (to 9.27%);
- For the successful promotion of Ukrainian agro-industrial products abroad, it is necessary to implement modern sales systems and comprehensive marketing communications. Effective use of digital technologies, brand development and international marketing cooperation will help strengthen our position in global markets and increase product awareness. This will ensure a stable presence of Ukrainian producers in key markets, as well as expand the geography of exports (Fig. 5).

Figure 8 lists the strategies for improvement of marketing systems for agricultural enterprises. In order to improve exports for enterprises of the agro-industrial complex of Ukraine, the development of a holistic marketing strategy is especially significant. One of the most effective tools is to use cross-marketing. The use of this tool allows you to integrate the promotion of goods and services in collaboration with other companies or within the same company.

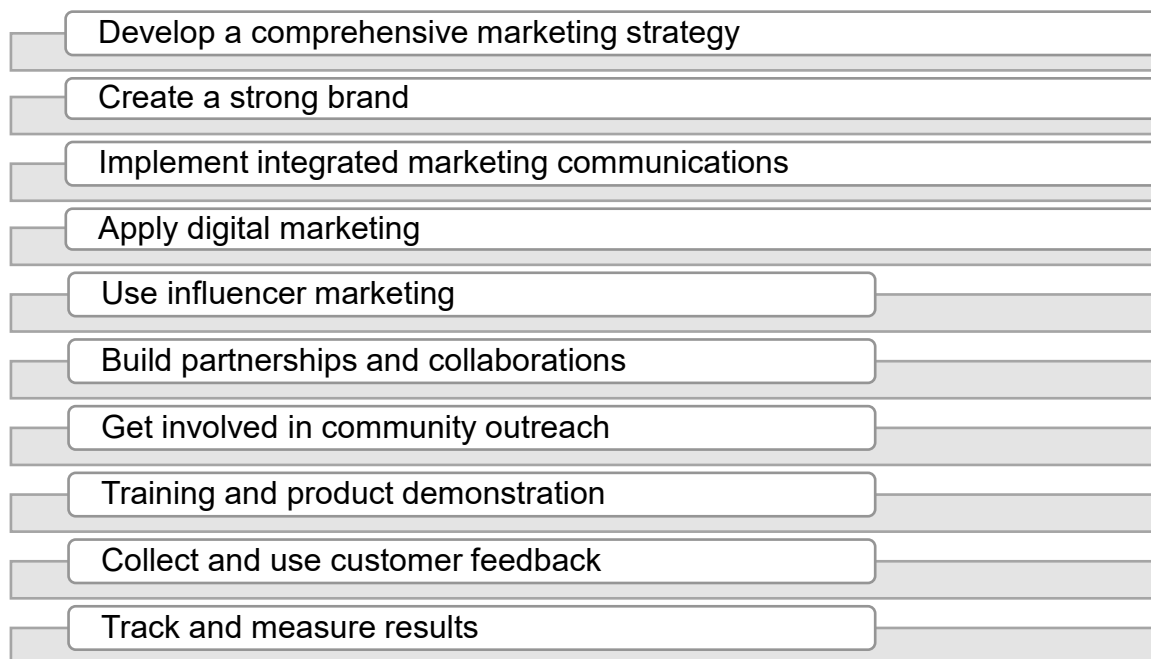


Fig. 8: Improvement of marketing systems for agricultural enterprises  
 Source: Compiled from (Ilchenko, 2017)

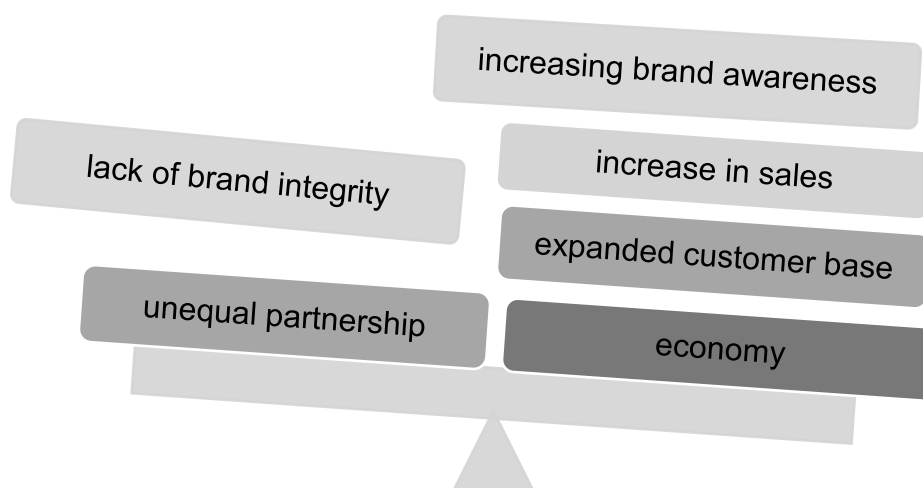


Fig. 9: Advantages and disadvantages of cross-marketing  
 Source: Compiled from (Khomenko & Koltko, 2017; Cross-marketing, n.d.)

In the author’s opinion, cross-marketing is appropriate for medium and large agro-industrial companies, as it involves cooperation with another company or within one company to jointly promote its own products or additional products and services. The goal of this tool is to leverage your existing customer base and increase sales by offering related and complementary products that meet the interests and needs of your target audience. Figure 9 explores the advantages of this technique against its disadvantages. Moreover, the key elements of the integrated marketing communication strategy of Ukrainian agricultural enterprises are exhibited in Figure 10. Various forms of cross-marketing can be found in Table 1.

Table 1: Characteristics of approaches to the management of business units

Form	Characteristic	Example
Collaborative marketing	Two or more companies may collaborate on marketing campaigns and promotions and mutually benefit from each other's customer base.	A clothing brand and a shoe brand can work together to create a joint advertising campaign that promotes their products together.

Packing	Offer a combination of products or services as part of a package offer. This strategy encourages customers to buy multiple items at a discounted price.	A mobile phone provider can bundle the phone, case, and headphones into one service package.
Product Placement	Promote or showcase related products in your company's marketing materials or locations.	A retailer can place accessories or additional products next to the main item to encourage further purchases.
Referral Programs	Offer incentives or rewards to customers who recommend other customers to purchase similar products or services.	Encourages existing customers to become supporters and expands the customer base through word-of-mouth marketing.
Joint Events or Sponsorships	Organizing events, exhibitions, or sponsorships in collaboration with other companies so that both companies can promote their products and services.	This allows you to use shared resources and attract a wider audience.
Email Marketing & Cross-Promotion	Publicizing relevant promotions and product and service recommendations to your marketing emails and newsletters.	This strategy uses an existing customer database to introduce customers to new offers and drive repeat purchases.

Source: Compiled from (Kvachuk, 2013)

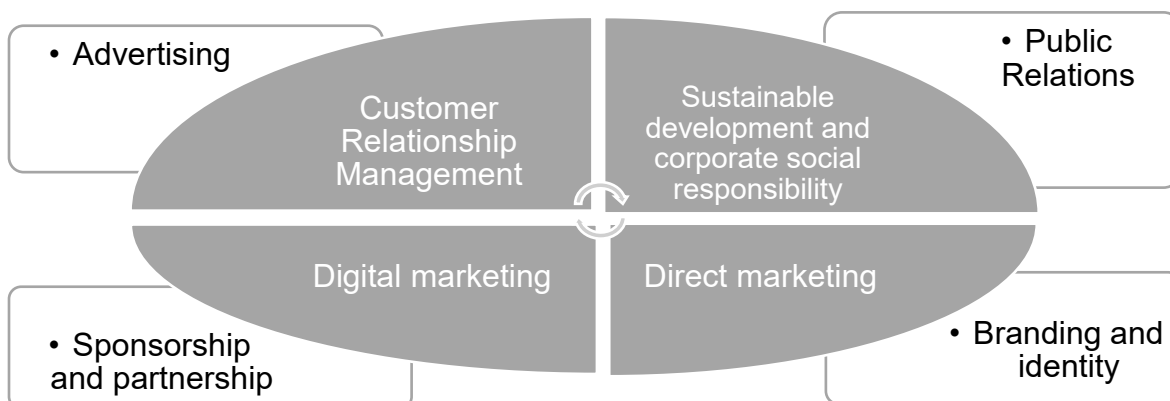


Fig.10: Key elements of the integrated marketing communication strategy of Ukrainian agricultural enterprises

Source: Compiled from (Maiovets & Kuzyk, 2021)

### Conclusions

In conclusion, integrated marketing communications play an important role in promoting Ukrainian agricultural products in international markets by providing strategic coordination of different communication channels to create a single, consistent message that increases consumer confidence. This approach contributes to the effective positioning of brands and increases the recognition of Ukrainian products at the international level. The use of data to make marketing decisions allows you to adapt to changes in demand and quickly respond to challenges that arise in the external environment.

The development of a holistic marketing strategy, including cross-marketing and integrated communications, contributes to long-term planning and stable growth of the share of Ukrainian agricultural enterprises in world markets. Strategic partnerships and brand alignment provide additional opportunities to expand business and strengthen international competitiveness. The proposed marketing strategies are important components of international management, which contribute to success in global markets and stimulate the growth of the Ukrainian agricultural economy.

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