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A Review on Boundary Expansion and Market-Centered Approach in Agribusiness

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ABSTRACT

The agribusiness has been influenced by the considerations of the borders, expansion, as well as market-oriented strategies and thus has been changed into a multidimensional system which is no longer concerned with its traditional production-oriented strategies. This review presents the current literature that summarizes the findings on the relations between technological innovation, sustainability imperatives, and regulatory frameworks and how these factors affect the future of the agriculture sector to the extent that they influence the current consumer preferences. This review sums up the present level of agricultural performance rethink on a transnational and local level through the compilation of perspectives concerning border drivers, expansion machineries, and the transfer towards a market-oriented leanings. According to evidence, the scope of operation of agribusiness enterprises is expanding with the development of value chains, the digital transformation, the model of the circular economy, and the inclusive integration of markets. Meanwhile, they are revising their strategies to lean towards a consumer-oriented strategy where emphasis is laid on branding, certification and assurance of quality. To be successful, agribusinesses must become capable of managing their limits, utilizing expansion opportunities, and adapting their operations to address the shifting expectations of society and customers. This paper has concluded that agriculture in the current world, which is globally interdependent, plays a critical role in ensuring sustainability, equity, and resiliency besides encouraging economic growth.

INTRODUCTION

Over the past few decades, agribusiness has transformed radically to what it was an alternative toward a more production-oriented model so that the industry is more affected by augmented global interconnection, novel technologies and emerging consumer demands. Agribusiness is not merely a commodity-changing and producing system that has evolved into a complex network of shipping, processing, retailing, and related enterprises (Reardon, 2015; Qaim, 2017). As Fiorillo et al. (2023) argue, wider global megatrends are presenting firms with new opportunities and complex challenges that encompass political, economic, social, technological, legal, and environmental factors. In order to understand the role that the agriculture sector can play in remaining competitive, inclusive, and resilient, it is important to study the limits of the sector and their expanding boundaries. Research indicates that there are various issues that determine the constraints of agriculture. Among them are regulation changes, increased consumer awareness, emerging technologies, and the necessity to focus on sustainability (Romero Vargas et al., 2020; Rushchitskava et al., 2024). The forces affect the corporate strategy, market integration, and value generation and do not work independently but interrelate with each other. Indicatively, as Sierov (2024) demonstrates, eco-innovation and the concept of a circular economy are essential tools that enable companies to address resource and environmental limitations while remaining competitive. In the meantime, consumers are increasing their pressure on a company

to adopt new approaches to branding, certification, and quality assurance, which severely affects businesses by compelling them to integrate sustainability-sourced, high-quality, and safe products into their system (Hukker *et al.*, 2024; Oliinyk & Pererva, 2024). The process of transformation in agribusiness is systematic and global in scope, as multiple factors have converged.

What is also vital are the factors that are leading the agribusiness to expand reiterating that the industry is no longer limited to the farming occupation. According to Barrett et al. (2022) and Shen (2023), some of the value chain development, global integration, and supportive governmental structures contribute factors that help firms to access broader horizons. Due to the process of institutional reforms, market liberalisation, and investment in infrastructure, the agriculture sector of most developing countries is no longer focused on the local markets but is designed to create complex supply chains that involve global links (Reardon, 2015; Blackie, 2017). These advances, which increase productivity and competitiveness, can lead to the necessity of developing strategies that would create a balance between growth and responsibility, yet raise critical issues regarding inclusiveness, equity, or environmental sustainability.

The nature of competition is undergoing a transformation on the basis of consumer habits, brand familiarity, and quality control as it is demonstrated on the basis of market-oriented agribusiness. Qualified studies (Usmonova, 2024; Deng, 2024) state that such effective marketing techniques as online advertisements, segmentation, and

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sustainability certificates can guide businesses toward securing the top positions in the market and enhancing their integration into the global system. With this shift of focus out of supply driven manufacturing and towards demand driven responsiveness, market orientation verifies the development of value as it is understood by the consumer. This transformation describes the value that consumer trust, contentment and ethical sourcing practices hold in shaping the future of agribusiness (Ikegami, 2019). It implies that agribusinesses are not competing on efficiency, but also on the levels to which they satisfy the expectations of the society and consumers. In light of these findings, this literature review is necessary to obtain a holistic view of agribusiness transformation. Previous research has examined boundary drivers, factors affecting expansion, or market-centered orientations individually. However, little work has been done to encompass them in one holistic view. This review fills this void by relating these three themes in order to better understand how they interactively affect the evolution of the agribusiness sector. The core objective of this review is to identify the major boundary drivers of agribusiness transformation, identify and analyze the factors which are responsible for the expansion of agribusiness boundaries, and also examine the new trend of transforming toward market-centered agribusiness and the implications this has for competitiveness, sustainability and inclusivity. Thus, the review contributes to academic and policymaking by providing understanding to how agribusiness can continue to develop and thrive in a rapidly changing global environment.

LITERATURE REVIEW Boundary Drivers of Agribusiness

There are numerous boundary drivers that influence the agribusiness industry forming its development and dynamics of functioning in general. The scholars concur that these forces are caused by global megatrends, which impact technical, regulatory, commercial, social, and environmental factors. Wong et al. (2023) note that agribusiness companies are compelled to change their ways to embrace new models of governance, effective production practices, and efficiency-focused strategies. Such forces are climate change, technological innovation, consumer awareness, globalization, shifting demographics, and political and regulatory changes. Their opinion is also consistent with the study by Ben Amara and Chen (2021), who discussed the influence of eco-innovation strategies on agri-food businesses in Tunisia. The study found that regulatory pressure, competitive pressure, and technological competence were the most significant factors, compared to customer demand and efficiency. This is in line with the Porter hypothesis, which holds that well-designed environmental prohibitions can both help to restrain business activity and, at the same time, promote new modes of competition and advancement. In a similar field of study, the need to have sustainable and inclusive development as ultimate outcomes is highlighted.

With interventions between commercial, state, and social interests achieved by investments in projects that build balance between profitability, sustainability, and welfare, the inclusive development framework (2023) demonstrates that agriculture can be an even more productive sector in reducing poverty as compared to other sectors. Similarly, to Teng and Oliveros (2016) we need specialized frameworks to circumvent structural barriers but legislative and institutional facilitators, specifically in the ASEAN, are driving drivers of smallholder participation. Although sustainability is a top priority, these findings contradict the message of Rodríguez Orozco et al. (2021) who believe that institutional structures such as property rights regimes and land access are some of the factors that may drive the concentration of power in the hands of the agrocorporations and marginalize other players. Economic factors as well as technological factors are simultaneously increasing agribusiness revolution and are not independent of each other. Wong et al. (2023) focus on digital agriculture, biotechnology and automation as a way to attain sustainable intensification but the intersection between technological adoption, pricing mechanisms and corporate concentration are prioritized by Rodriguez Orozco et al. (2021). Conversion technologies, joint research and development, and waste management policies would enable the creation of circle models (Donner et al., 2021). It is essential to note that successful adaptations require the involvement of local stakeholders. In terms of packing production structures and setting long-term goals of development, econometric modeling and forecasting play a vital role (Gusmanov et al., 2023). At the same time, Xavier and Periera (2023) focus on firm-level responses, showing that the process of innovation in the business model is a reaction to the demands of efficiency, customer value creation, and risk management despite internal resistance and the lack of resources, whereas Curmally et al. (2015) highlight the impact of macro-economic and demographic pressures, which are urbanization, an increase in the consumer classes, and a risk with food insecurity, which changes demand. This can be justified by the claims of Bachev (2016), who believes that rationality in decision-making in governance and transactions are rather important in making contractual decisions and making organizations viable.

The researchers suggest that entrepreneurs are the key drivers of the border not only in economics and technology, but also in social, environmental, and knowledge-related factors. The authors Wong et al. (2023) and Braun et al. (2023) both touch upon the ability of local food systems to enhance fruitful cooperation, knowledge integration, and devising common strategies with the help of the boundary work, and on the shift of the attention of consumers towards organic and traceable products. Similarly, Zhao et al. (2022) define the following categories of supply chain knowledge gaps: syntactic, semantic, and pragmatic and suggest practices, discourses, and objects that can be used to address the gaps. Research studies



consistently highlight the necessity of environmental sustainability, particularly the development of resilient crops and adaptive strategies in response to climate change (Wong et al., 2023). Circular transitions are supported by waste management innovations and bio-based processes (Donner et al., 2021), while regulatory measures continue to drive eco-innovation (Ben Amara & Chen, 2021).. Rodriguez Orozco et al. (2021) add to this perspective and show how the issue of sustainability transforms property rights and business strategies regimes, which shows the intersection of environmental and institutional influences.

These results suggest that agribusiness border drivers are not isolated in their work, but they engage with each other, producing possibilities and constraints. The forces of the market, societal forecast, and the danger of environmental norms remodel competitiveness conditions, whereas technological and regulatory elements often become the most evident external forces. The knowledge flows and organizational strength determine how well businesses would adjust to these challenges by innovating, resisting and growing together with all. There are studies such as Wong et al. (2023) with broad assessments but are useful as they present a picture of global megatrends as a whole, whereas high-context studies such as Ben Amara and Chen (2021), Xavier and Pereira (2023), and Braun et al. (2023) reveal the manifestation of the drivers at the local level and prove that context is a critical factor in adaptation. An efficient, innovative, and sustainable industry is possible with a regulated business, and a worse inequality, exclusion and environment problem are possible with an unregulated one. This is a theme that is echoed in the literature.

Factors Expanding Agribusiness Boundaries

The development of agribusiness is determined by numerous factors such as the use of technical innovation, altering the value chain, the incorporation of enabling industries, and globalization. Due to these factors, it is now possible to consider agribusiness as well as not only primary production, but also processing, logistics, retail, finance, and IT as well. Although such multifaceted expansion enhances food systems, it puts new governance, equity and sustainability questions on the table. Curmally et al. (2015) argue that this growth would not have been possible without the involvement of private equity, particularly with the poor economic development, as it has integrated sustainability in its investment strategy. According to them, sustainable agribusiness generates value in numerous aspects, among others, it enhances market access, expands customer base, deepens relationship with communities and regulators, reduces costs and boosts efficiency. More importantly, their study warns against export-oriented farming to also address food insecurity and inequality, and focus on the fact that opening borders without everyone involved exposes one to the risk of creating more of the same problems.

Fiorillo et al. (2023) elaborate on the global dynamics

that drive the emergence of agribusiness by enumerating the following megatrends which they consider to have influence: political, economic, social, technological, legal, and environmental. These megatrends have opportunities and threats that either intensify them or eliminate them depending on shifting regulatory environments, scarcity of resources, global warming, shift in consumer value, and others. Technological solutions to these problems can be proposed in terms of digitalisation in the agricultural sector, managing resources sustainably, and creating robust supply chains, which are perceived as a key reaction mechanism. Therefore, agribusiness expansion holds much more than the move to new markets; it concerns also how to work more deeply together to attain the global level of sustainability, such as possessing the security of our foodstuffs and saving our environment. This theory concurs with the bibliometric analysis of agribusiness developed by Romero Vargas et al. (2020) since three clusters are important in the development of agribusiness. Without joint organizational approaches and styles and innovation of new technologies, they say that firms can expand, compete, and survive in the current globalized markets.

The factors that extend the boundaries of agribusiness activities include the integration of agro-industrial complexes into global economic activities and also facilitating governmental structures. Integrated solutions minimize waste, enhance resource efficiency and produce socio-economic benefits, and they make organizations more competitive and resilient. Rounding off this perspective, Shen (2023) contextualizes the boundary expansion in the context of the developing agricultural value chains of developing economies, as these have developed over time and gone through the stages of more primitive village marketplaces to more refined supply chains. He argues that this change is caused by the increasing living standards, the integration of social and environmental systems, and government solutions that encourage dynamic and competitive markets. In ensuring that extending the value chain does not affect the sustainability or equity, the research illustrates the requirement for cost-benefit analysis and modeling techniques involving social and environmental externalities.

The other drivers which continue to trend interconnectedly are the globalization and technological advancement. As Wang *et al.* (2024) have identified, the factors are the primary force behind the agribusiness boundary expansion through the transportation, processing, input, and retail integration which, in turn, enhances the SDG alignment. Similarly, Sierov (2024) emphasizes that ecoinnovations are necessary, and collaboration across sectors and the introduction of technology that would use fewer resources is one of the resources that should be central to ensuring sustainability and competitiveness. In more developmental sense, Blackie (2017) believes that to grow sustainably, an individual must possess effective production lines, reliable agricultural businesses, and



network among stakeholders. In his assertion, he adds that, to foster food security and balanced development, the expansion of the borders has to be done actively by engaging individuals who are faced with poverty and the marginalized group should not be excluded in the process. Market forces, technical, and social and ethical issues affect the continuation of boundary expansion. Ikegami (2019) states that the traditional methods of reducing poverty and hunger have not been enough and the issue of the neoliberal agriculture practices being the cause of the systemic inequality that permeates them. He claims that he has a major boundary-expanding process, the Fairtrade movement, which involves consumers, international corporations, and a legal framework to produce shared benefits. The consumer awareness, the pressure to go to ethical sourcing and the encouragement of civil societies organizations are pushing agribusiness beyond its conventional limits. According to this interpretation, which is at variance with more marketoriented ones, social equality and ethical responsibilities, are not incidental to sustainable expansion of borders. Reardon (2015) demonstrates that the middle agrifood system components have shifted, centralized procurement, and private standards have been employed to promote modern logistics and integrated value chains in poor countries. It is all due to the market liberalization and economic policies, where agribusiness borders become easier to change. Extending this argument, Barrett et al. (2022) describe approaches in both low and middle-income countries that are seeing manufacturing increasingly dependent upon processing, retail as well as urban consumer demand. These changes are leading to new work opportunities, more value added, and more integration of the market, which are driven by accelerating urbanization, rising incomes, FDI, technology transfer, and institutional regulations. The authors conclude that agriculture gains a new focus in which producers are giving way to consumers and firms in value chain populations. Qaim (2017) says that the agri-food systems are increasingly connected to the contemporary retailing systems and allied sectors such as finance and ICT, which is

The study viewed within a context reveals that globalization is subjecting the world to a combination of economic, technical, social and ethical factors, which are also precipitating the expansion of agricultural frontiers. Curmally *et al.* (2015), Fiorillo *et al.* (2023), and Rushchitskaya *et al.* (2024) demonstrate that it is the expansion of boundaries according to environmental objectives that brings the sustainability factor and associates it with long-run value creation. According to Reardon (2015), Barrett *et al.* (2022), and Shen (2023), government policy plays a major role in promoting the growth of the developing economies and that the value chains are undergoing a structural transformation.

contributing to the achievement of SDGs. This tendency

is predetermined by the influence of globalization that is also considered an important factor with the creation of

boundaries.

Ikegami (2019) offers a way to balance this through one of the critical aspects indicatives of a need to promote equitable growth: by emphasizing the risks of inequality and the significance of ethical consumer behavior and governmental regulation. This underscores that agribusiness is increasingly global, integrated, and multisectoral, requiring alignment across all perspectives. Well, considered strategic choices and effective governance structures will make it universal and durable though.

Market-Centered Agribusiness

The agricultural companies are facing a sea change where they are shifting towards agribusiness of market orientation rather than production based. This transformation is defined by its focus on consumer needs and demand, as well as branding and quality assurance, rather than on increased production. The driving force behind this change, first of all, is the recognition that in modern globalized markets, aligning products with emerging customer tastes, expectations, and values is considered just as important to agricultural success as the quantity produced. The result of this reorientation is that core operations should be adjusted to incorporate marketing insights, value-added processes, environmental considerations, according to scholars.

Usmonova (2024) suggests that the strategy behind the farming boundaries can be enlarged with the introduction of the strategic marketing strategy that will increase the potential of its export. This is more so in industries such as the production of grapes. By leveraging their understanding of consumer behavior, market segmentation, and global consumption patterns by using both digital and traditional media marketing channels, businesses may grow into new locations, become more competitive, and increase supply chain value. According to Usmonova, the four pillars that a perceived quality of a product and ability to set high prices is based on include sustainability certifications, innovative packaging and branding, and new product development. This plan does not just open up the possibility of expanding regionally, but also promotes a stronger connection to the global agribusiness networks. On the basis of this concept, Deng (2024) demonstrates that agriculture can only expand on the basis of their marketing strategies being founded on customers perception and desires of the value of such activities. Gaining a bigger share of the market, higher sales, long-term competitiveness are all the goals which agribusiness should pursue. These findings of Deng indicate that the traditional production-based marketing procedures are not that glorious as demand-oriented and customer-focused marketing practices to facilitate sustainability, and access to both local and international markets.

Alterations in the consumer demand are another major driver that is driving agriculture towards the market. On the one hand, increased wealth, urbanization, and shifts in dietary preference have changed the consumption behavior, especially regarding meat and animal products,



as related by Biryukova et al. (2021). Following such change in consumer demands, agricultural marketing is broadening operations by venturing past production into value added processing, shipping, marketing, and integration of retailing. These shifts provide new territories to agricultural operations; they demonstrate that consumer demand is the determinant of the pace of transformation and they redefine the boundaries between various segments of the industry. This trend of customer-centricity is credible by evidence of studies that give prominence to branding and labelling. According to Hukker et al. (2024), eco-labels, quality assurance, and the system of certification have direct effects on the level of consumer trust and buying decisions, but Munteanu (2024) argues that branding is the key to returning to the systems of production-driven production and demanddriven production. This research has shown that branding and certification are essential in the credibility, access to specialized markets and competitiveness.

The analysis shows that the way of accessing the markets will have to be altered to reflect this transition in the customer focus. The effective promotion and sale of agricultural products are increasingly being reliant on certification systems, export focus, and specialty marketing (Olinyk & Pererva, 2024). Similarly, Katerinets (2024) underlines the significance of marketing information in the transition to the models of agriculture based on customer demands, where specific attention is paid to customer preferences, branding, and quality management as the keys to success in a multitude of markets across the globe. To expand the scope of the discussed topic, Medvedeva et al. (2024) present the concept of sustainable marketing, that helps companies to regulate the cost of developing their products and better pricing approaches to eco-friendly goods due to engaging consumers into the value co-creation process. This is changing the expectations of the markets, the product direction, and the realization that customers are not only buyers is having an impact, and this sustainable orientation is mirrored in agribusiness.

Looking at the literature in totality, it can be possibly identified that, market-centered agribusiness is a flexible paradigm that re-invades the boundaries of the businesses by aligning production to consumer needs. The agribusiness is also being transformed in a fundamental occurrence of the supply-side becoming a demand-side approach, where things have been turned into focusing on customer preferences, product branding and quality assurance. This change is facilitated by strategies of accessing markets, be it through certification, niche markets, target shifting, or emphasis laid on exports. At the same time, sustainable marketing can introduce a new aspect perspective which is social and environmental responsibility coupled with marketing success. Agriculture organizations are faced by an ever-growing competitive world market. They should go beyond production levels and strengthen consumer relationships and trust building by concentrating on the ways of building resilience in the long-term and expanding their operating limits.

MATERIALS AND METHODS

This review utilized a qualitative literature review technique, explored boundary expansion strategies and the market-focused approach in the agribusiness. Appropriate publications between the years 2015 and 2025 have been acquired using databases such as Scopus, Web of Science, ScienceDirect, and Google Scholar. Some of the search terms included expansion, marketcentered models, and agricultural border drivers. The publication was limited exclusively to peer-reviewed articles that investigated the agribusiness business and management aspect, excluding only technical and purely biological studies, and all the results were divided into three main themes: border drivers, border expansion, and market-centered agribusiness (thematic synthesis method was used). This analysis was done to find commonalities, differences and interconnections between the themes. The major sources of the research were recent changes in sustainability, consumer behavior as well as technology. This approach assisted in illuminating how agricultural organizations react to both national and global crisis through broadening their outlooks.

RESULTS AND DISCUSSION

The agricultural sector is experiencing a shift from a model that holds production as its focus to models that are dynamic, more market-oriented, and borderoriented. The other key drivers that influence integration and competitiveness of agribusiness are the boundary drivers, such as technical innovation, globalization, legislative reforms, and sustainability imperatives. Agribusiness boundaries are increasingly regarded as digital infrastructures, global value chains, and knowledge networks (Deng, 2024), and no longer the physical space of production. This change is underscored by the fact that agribusiness is increasingly becoming an adaptive system that keep on redefining its boundaries with respect to market signals, environmental limitations, as well as technological shocks. With policies focusing on encouraging sustainable production, food security, and export competitiveness, business organizations are motivated to conform to the larger market structures and sustainability objectives (Biryukova et al., 2021; Usmonova, 2024), which is further supported by the interplay between institutional support and innovation in the private sector. This is an example of a paradigm shift to match today's modern agribusiness models, such as Value Chain Integration and Adaptive Systems Theory, where businesses see themselves as interconnected parts of the larger economic and environmental ecosystem rather than separate entities. The result has been for agribusinesses to increasingly engage in collaborative, multidisciplinary, innovative processes, breaking down the conventional boundaries between sectors; ultimately creating new types of competitive advantages.

One of the primary forces in the development of a





boundary of agribusiness systems is the integration of marketing and technological innovations in enhancing supply chain coordination and market access, as demonstrated in the synthesis. The digital platform, blockchain traceability, and precision agriculture have created new opportunities to engage in the market and create value, thereby increasing the scope of activity (Medvedeva et al., 2024). These advancements enhance efficiency, make more parts of the agricultural climate more transparent, and strengthen producer-consumer connections in all parts of the agricultural ecosystem. In addition, certifications, eco-labels, and branding strategies are also gaining prominence, according to Hukker et al. (2024) and Oliinyk and Pererva (2024). This consumerist trend in expansion of the border is marked by the fact that competition demands trust is a major factor, as well as quality and sustainability. The research results demonstrate an important synergy between marketoriented agribusiness theory and innovation diffusion theories, in that both technology adoption and consumer value added are key drivers of sectoral economic development. The study also shows that successful agricultural enterprises will likely utilize cross-industry growth by forming collaboration networks with farmers, processors, marketers, and other stakeholders, as well as regulatory agencies.

In light of the findings, it is observed that marketcentered agribusiness is all about refocusing on the most important: the consumer, innovation, and sustainability. The integration of a multi-faceted system due to the convergence of policy, marketing, and technological interplay allows agribusinesses to operate as adaptive market systems as opposed to simply being a production entity. The shift enhances agri-food value chain sustainability, inclusivity, and resilience, especially in developing countries such as the Philippines. The global opportunities and meeting the local socioeconomic needs can be achieved by agribusiness enterprises through which market intelligence, branding, and sustainability are incorporated into a major strategy. All said and done, the findings substantiate the fact that the world of agribusiness is being driven by two inseparable trends, to wit, namely, the border extension and the emphasis on markets. Furthermore, from a policy and practice perspective, the synthesis reveals a pronounced need for the institutionalisation of digital transformation, sustainability standards, and inclusive market access in agribusiness systems. Policymakers should create incentives around eco-certification, data-driven farming, and public-private innovation hubs to affirm adaptive capacity. In terms of practitioners, the embedding of consumer trust mechanisms such as transparent traceability systems and sustainability branding is vital for long-term competitive edge and social legitimacy. Collectively, the findings demonstrate that boundary expansion and market orientation provide interdependent forces for agribusiness to pursue inclusive, resilient, and innovation-led global models.

CONCLUSIONS

The review shows that agribusiness is transforming, both inwardly and outwardly, as boundaries are continually expanded by consumer taste and preference, technological advancements, and changing global markets. The three factors currently driving the competitiveness of today's agribusiness are innovation, sustainability, and market orientation. When taken together, these drivers transform agribusiness from simply being a production-focused sector to a highly adaptive system operating across digital networks, global supply chains, and ecosystems centered around consumers. The fact that boundaries are becoming increasingly fluid demonstrates that the process of producing, marketing, and forming policies for agribusiness is now a dynamic interaction, and the resultant new forms of competitiveness depend on the ability of institutions and technology to extend those boundaries and the adoption of a market-orientation to support businesses responding to changes in customer preferences and global sustainability requirements. The dynamic nature of this integration illustrates the need for innovation to be integrated into governance reform and sustainability framework design to ensure long-term competitiveness and inclusiveness. Collaboration among governmental agencies, businesses, and communities is required to promote the potential for growth while ensuring that growth is inclusive and sustainable. Agribusiness entities, particularly those in developing countries such as the Philippines, should recognize that innovation-led growth should not lead to further marginalization of small holders, but rather should strengthen their involvement in the agri-food value chain through increased access to technology, knowledge, and markets. The ultimate determinant of the future success of the agribusiness sector will be the extent to which innovation, inclusion, and sustainability are successfully integrated into the expanding boundaries of the sector. Success in achieving a balance between economic progress and social-environmental responsibility will enable agribusiness to create value and build resilience, and contribute to achieving sustainable rural development, food security, and meeting global sustainability goals.

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