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A Literature Review on Agribusiness Positioning, Resource Management, and Market Channel Strategies

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ABSTRACT

Agribusiness plays a vital role in the development of the economy, particularly within the emerging economies of the world. Through reviewing literature regarding agribusiness, three main areas of focus can be drawn: systemic, natural resource, and marketing channel strategies for agribusiness enterprises. Systemic approaches to agribusiness enable those enterprises to incorporate various objectives for their agribusinesses, whether those objectives relate to economic, environmental, or social aspects of those agribusinesses. Additionally, natural resource management relates to the importance of managing resources in efficient way, sustainable, and incorporates innovations to minimize the negative impact of agribusiness enterprises upon the environment. Finally, marketing channel strategies enable agribusiness enterprises to compete within the market in accordance with the objectives established for the agribusinesses through the implementation of digital technologies, consumer-centric strategies, and structural reforms to marketing channels. Through reviewing the various literature, it becomes clear that the success of agribusiness enterprises relates to the integration of each of these different strategies. The diversions of agribusiness can help to reveal some of the different ways in which agribusiness may need to develop different solutions to increase its successes. Overall, the agribusiness sector will experience the best success with the implementation of a framework that balances competitiveness, sustainability, and inclusivity within the rapidly developing agricultural markets of the world. Thus, through reviewing existing literature on the topic, the author can contribute to the existing literature regarding agribusiness by proposing a framework for the future development of agribusinesses that incorporate each of these different dimensions of success.

INTRODUCTION

Agribusiness is the foundation of food security and economic development in various regions of the world. With the world increasingly moving toward globalization, as well as experiencing the impacts of climate change and shifting consumer demands, the sustainability of agribusiness as an industry is of critical interest to scholars and policymakers alike. Recent studies in the field of agribusiness highlight the impact of a variety of factors on the ability of agricultural producing enterprises to thrive within the industry (Oliinyk & Pererva, 2024; Bahorka & Abramovych, 2023; Duhan, Sindhu, & Gera, 2024). These factors relate to the systemic positioning of agribusiness within the industry, resource management within agribusiness, and the marketing channel strategies of those agribusinesses.

Each of these factors has been explored by scholars in attempts to understand how the agribusiness sector may best be developed and managed. Studies investigating the impact of systemic positioning within the agribusiness industry have found that integrating different perspectives on agribusiness as a sector and industry enables those within the agribusiness to adapt to both external market fluctuations and challenges within the industry itself (Bahorka, Yakubenko, & Aleksandrov, 2024; Ustik, 2024). Investigations into the management of agricultural

resources by agribusinesses indicate that managing land, water, and biodiversity resources with efficiency and implementing technological innovations into those management strategies is linked with sustainability in the agribusiness sector (Reshetnikova, 2023; Mushtai, 2024). Finally, studies investigating the marketing channels of agribusinesses reveal that establishing efficient and effective channels through which agricultural products can be distributed to consumers is associated with increased competitiveness and profitability of agribusinesses in general (Lee, Liu, & Chang, 2020; Deng, 2024). Furthermore, as digital technologies have developed in the past few decades, the use of those technologies to develop marketing channels for agribusinesses has also been recognized as critical to the success of those agribusinesses (Farias, Missio, & Seifert, 2024; Riabchyk & Polovynchenko, 2025).

Despite the growing body of literature on agribusiness, many studies continue to examine systemic positioning, natural resource management, and marketing channel strategies as separate dimensions of agribusiness development. While numerous studies provide valuable insights into these individual themes, limited scholarly attention has been devoted to exploring how these interrelated dimensions collectively influence sustainable agribusiness competitiveness and resilience. As such,

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a comprehensive review of the existing literature is necessary to synthesize these interconnected perspectives and to develop a more integrated understanding of agribusiness systems.

Furthermore, as agricultural and agribusiness sectors increasingly face challenges related to climate change, resource scarcity, supply chain disruptions, market volatility, and sustainability demands, the need for an integrative and multidimensional review becomes both timely and necessary. Existing literature highlights the importance of sustainability, innovation, and market adaptability; however, the relationships among strategic positioning, ecological stewardship, and marketing systems remain fragmented across different scholarly perspectives and contexts.

Therefore, this review aims not only to provide an overview of the current scholarly literature on agribusiness, but also to synthesize these findings into a proposed framework for sustainable agribusiness competitiveness. In doing so, the study seeks to contribute to existing scholarly discourse while also providing practical insights for policymakers, practitioners, and stakeholders involved in agribusiness development and sustainability.

LITERATURE REVIEW

Systemic Positioning

The systemic positioning of agribusiness is a critical area of scholarly inquiry due to the interconnected nature of the subsystems within the agribusiness. While the traditional view of agribusiness focused on the creation of the products that are subsequently sold, current scholars recognize the multidimensional nature of agribusiness and the need for integrated strategies to enhance its sustainability and competitiveness. From Latin America to Africa, Europe, and Asia, scholars have identified the need for a systemic positioning of agribusiness to increase its sustainability, innovation, competitiveness, and to incorporate aspects of sustainability within the agribusiness model. However, there is no consensus among scholars regarding the interaction between the various subsystems of agribusiness and the need for a balance between the economic and sustainability of agribusiness.

A number of studies have utilized the concept of systemic thinking to solve the issues of sustainability and competitiveness in the agribusiness sector. Barros *et al.* (2025) applied Luhmann's Systemic Theory to indicate that for agribusiness to be competitive within the agricultural sector, it must integrate subsystems related to the law, the economy, and the management of the agribusiness to ensure that the technological innovations, environmental preservation, and implementation of ESG practices are all performed in a way that maximizes sustainability. Similar to Barros *et al.* (2025), Banson *et al.* (2015) utilized a Ghanaian perspective on the agribusiness sector to determine that a systemic approach to agribusiness was critical to overcoming the short-term and often unsustainable fixes that were applied

to agribusiness problems. Systems that were developed for facilitating learning among the various stakeholders in the agribusiness included the Evolutionary Learning Laboratory (ELLab). Banson *et al.* (2015) determined that the technologies used within agribusiness, from the concept of Agriculture 4.0 to biotechnologies and precision agriculture play a pivotal role in the positioning of agribusiness as a systemic model. However, while Barros *et al.* (2025) determined that technological integration is essential to the systemic functioning of agribusiness, Banson *et al.* (2015) determined that the management and governance of agribusinesses also play a critical role in their systemic positioning.

Camacho Carrasco *et al.* (2022) also analyzed the impact of human and technological factors on the competitiveness of the family agribusiness located in Mexico. The researchers utilized a participatory action research model to determine that for agribusiness to be competitive, it must focus on the factors related to human resources within the agribusiness. Tymchenko (2023) determined that the innovation of management systems within agribusinesses was the cornerstone of the systemic positioning of agribusiness. Both studies indicated that the human and managerial factor related to agribusiness is critical for its systemic positioning. However, while Camacho Carrasco *et al.* (2022) determined that the focus on human resources could enable agribusinesses to develop a sense of resilience within their management teams and the management of the agribusiness as a whole, Tymchenko (2023) determined that the implementation of management innovations enabled agribusiness to outcompete others in the same industry.

Other studies have focused on the positioning of agribusiness on a much more macro level. Nannini (2022) discussed the ways in which agribusiness has established a hegemony within the Brazilian economy and enabled it to gain dominance within the agricultural sector of that country. This hegemony is enabled through the privileges that are provided to the agribusiness, as well as through the way that its goals are represented within the media and the country's macroeconomic policies. Similarly, Bečvářová (2005) determined that the impact of globalization and the changes to the agricultural and agribusiness sectors that have occurred globally have enabled agribusiness to become dominant within the global agricultural and food sectors by a few giant agribusiness companies. These companies dictate the demands on the agricultural and agribusiness sectors of other countries and enable them to have a hegemony over the small producers within those countries. On the other hand, Yakovlev and Stepanova (2020) determined that, on a national level, the positioning of agribusiness within countries like Russia enabled the agribusiness to become a critical factor in the nation's modernization, the management of its resources, and its safety related to food, energy, and the environment. The comparison between these three studies reveals some of the different aspects of the positioning of agribusiness within the

economies and nations within which it functions. In each case, agribusiness has been determined to be a critical component of the functioning of the economies and nations in which it is established. However, in some cases, such a critical component also creates significant inequalities within those economies and nations.

Beyond these individual studies, a number of bibliometric and systematic reviews of the literature on systemic positioning of agribusiness exist. For instance, Romero Vargas *et al.* (2020) performed a review of the literature on agribusiness to determine that the direction of agribusiness research in recent years has been towards emphasizing innovation, cooperation, and sustainability within agribusiness. Additionally, Sánchez and Betancur (2016) performed a review of the literature on agribusiness within Latin America to determine that the focus of most agribusiness research in the region has been upon the models of the agribusinesses and the management of knowledge within them. Furthermore, Rodríguez Orozco *et al.* (2021) performed a review that determined that the focus of agribusiness research in the last few years has shifted from the economic and financial models of agribusiness to its focus upon sustainability, the socio-environmental responsibilities of agribusiness, and the role of technology within the sector.

Relatedly, other studies have investigated the role of innovation in agribusiness. Oliveira *et al.* (2023) determined that agribusiness is not limited to the large companies and that small and family farming operations can become agribusinesses if they adopt the practices that are required to compete in the markets for agricultural products. Similarly, Vertakova *et al.* (2024) determined that the redefinition of agribusiness has been related to the incorporation of digital technologies into the agribusiness, as those technologies have enabled the increase in the amount of knowledge that is available to those in the agribusiness industry and the development of platforms that enable the sharing of that knowledge. Additionally, Shafirov *et al.* (2021) conducted a survey of small agribusinesses in Russia to determine that the implementation of technological and organizational innovations in these small farms, as enabled by the support of the government, was critical for their successful positioning within the agribusiness sector of the country. These studies differ in some respects, but each of them recognized that innovation in agribusiness is critical for its positioning within the agricultural sector of the country in which they exist.

Relatedly, other studies have investigated the role of marketing in agribusiness. Baropka (2023) determined that the positioning of agribusinesses within the agricultural economy required the integration of the various elements of the marketing mix into a systemic model of agricultural marketing. Duhan *et al.* (2024) determined that successful management of the marketing activities of agribusinesses was critical to the competitiveness of the agribusiness, especially if those marketing activities were developed with digital technologies and sustainability considerations

in mind. Relatedly, while Bečvářová (2018) determined that agribusinesses have become increasingly reliant upon the demands of consumers within the development of the agricultural and agribusiness sectors of the countries in which they are established, the study by Baropka (2023) and Duhan *et al.* (2024) provided more specific details regarding the strategies for enabling those agribusinesses to successfully respond to those consumer demands.

Relatedly, other studies have examined the positioning of agribusiness within specific regions of the world. For instance, Leavy and Dewes (2022) performed a case study of the agribusiness that is established in the Pampas region of Argentina to determine how it is both embedded into the agricultural trade with the remainder of the world, as well as how the integration of international agribusiness companies into the region has led to changes in the structure and development of the agribusiness sector within the region. Relatedly, the discussion by Barros *et al.* (2025) of the need for the agribusiness of Argentina to integrate both international technological trends with its local subsystems is another example of the relationship between the local and global aspects of agribusiness in different regions. The insights from these two studies indicate that the agribusinesses of different regions of the world are navigating the balance between their local agribusiness dynamics, their regional structures, and the demands and influences of the remainder of the global agribusiness sector.

In each of these studies, whether in examining the subsystems of agribusiness, its technological and organizational innovations, its management of marketing activities, or the positioning of those agribusinesses within specific regions of the world and in relation to the remainder of the world's agribusiness companies, scholars have recognized that agribusiness is a dynamic sector that has numerous dimensions to its operations. While each study has emphasized different factors related to the positioning of agribusiness, such as the need for the integration of technological innovations into agribusiness (Barros *et al.*, 2025; Oliveira *et al.*, 2023), the management and human resources within agribusiness (Camacho Carrasco *et al.*, 2022; Tymchenko, 2023), the influence of agribusiness on the structure and development of the economies of the countries in which they are established (Nannini, 2022; Bečvářová, 2018), or the integration of marketing models and strategies into the agribusiness companies (Baropka, 2023; Duhan *et al.* 2024), a common understanding of the positioning of agribusiness has emerged: that the systemic positioning of agribusiness enables it to gain resilience and competitiveness in the industry. Furthermore, the systematic literature review of the development and impact of agribusiness over the last few years indicates that the primary focus of agribusiness management is on the innovations and sustainability of the agribusiness, as well as the cooperation of the agribusiness with the other components of the agricultural and economic systems within which it exists. Thus, the future of agribusiness is not just as an economic sector of

the countries in which they are established, but as a factor in the sustainability of food, energy, and environmental systems that are necessary to sustain the 21st century and beyond. However, there are also tensions between the hegemonic aspects of agribusiness and its impact on the environment, small-scale agriculture, and its sustainability. Addressing these tensions will be critical in positioning agribusiness as a sustainable source of development within the 21st century.

Natural resource Management for Sustainable Agribusiness

Natural resource management (NRM) plays a critical role in the concept of sustainable agribusiness. As one of the major contributing factors to the current environmental crises on the planet, natural resources are both necessary and essential to agriculture and agribusiness activities. The need for sustainable NRM has become evident as a result of climate change, biodiversity loss, soil degradation, and water scarcity, among others. While most scholars agree that agribusiness must become both a user and steward of natural resources, there are some who focus on different strategies or technologies to accomplish this goal of sustainability for the industry.

It is well known that ecological integration is essential to the concept of NRM for sustainable agribusiness. Authors such as Nalluri (2023) have illustrated the importance and benefits of implementing nature-based solutions (NBS) for the agricultural sector. Methods such as applying biochar to the soil, rotating crops, and restoring watersheds have been demonstrated to offer superior alternatives to conventional agriculture methods in relation to sustainability and biodiversity conservation. Authors such as Barla and Upasani (2018) have also researched the importance of adopting practices like zero tillage, mulching agricultural plots, and utilizing crop diversification to enhance soil fertility and ecological balance, and to ensure that agricultural practices lead to long-term productivity. In both of these studies, The studies consistently indicate that the integration of ecological practices is beneficial for the agribusiness. However, Nalluri (2023) discusses NBS as a means of improving the adaptation of agricultural systems to climate change impacts, while Barla and Upasani (2018) state that the purpose of these practices is to provide a more efficient system of utilizing agricultural resources to provide for future food demands for the planet's population. However, Ecological Wisdom for Natural Resource Management and Sustainability (2022) go a step further and advocate for shifting the perspective of agribusiness from using the land for human consumption to an ecosystem-based system in which farming practices are integrated within the functioning of ecosystems. Thus, while most scholars agree that integrating ecological practices is beneficial to agribusiness, there are differences within the recommendations of these authors regarding why such integration is to be utilized and for what purpose by the industry.

The role of the integration of different agricultural systems is also recognized by some authors as crucial to the concept of sustainable management of natural resources within agribusiness. Authors such as Mishra (2025) argue for the integration of dual production systems into farms to enable the best management of natural resources. Such a system would require the growth of crops and livestock on the same properties to simultaneously optimize their use of resources. Additionally, Sustainable Agriculture Systems and Technologies (2022) also discuss the benefits of techniques such as mixed farming, crop rotation, and the practice of regenerative agriculture. However, Mishra (2025) argues for the need to implement regulatory oversight on these practices due to the potential threat of overgrazing of agricultural lands. Authors such as Sani *et al.* (2024), however, claim that the integration of technology into agriculture, such as artificial intelligence, biotechnology, and big data analytics, will allow agribusiness to overcome these resource challenges and lead to an increase in efficiency in the sector. Thus, these authors call for the integration of agricultural systems to improve the efficiency of resource use in agriculture, though they differ in their suggestions regarding the specific ways of integrating these systems and the role of technology within those integrations.

Another critical point made by a variety of authors is the need for governance and policy in the management of natural resources for agribusiness to be sustainable. Authors such as Bruckmeier (2020) call for the use of more ecosystem-based governance of agriculture, forestry, and fishing practices to resolve the conflicts that emerge within these sectors over the ownership and preservation of natural resources. Other authors, such as Bachev (2013), discuss how a variety of governance systems within agriculture, including private, collective, market, and public stewardship systems, must interact to create the most efficient systems of managing resources. Other authors, such as Zhang and Zhang (2025) call for the use of participatory policymaking by the government, non-profit organizations, indigenous communities, and the agribusiness itself. Authors such as Kumar *et al.* (2024) also state that legal frameworks and guidelines will allow the agribusiness sector to better manage its environmental impact on the planet. Thus, these authors all agree that governance and policy structures are crucial to sustainable agribusiness but suggest slightly different systems of governance and policy.

A third major point made by authors is the importance of the knowledge and innovations that can be used within agribusiness to enable the best outcomes in relation to the sustainability of the sector. Authors such as Kountios *et al.* (2024) state that the implementation of Agricultural Knowledge and Innovation Systems (AKIS) will enable agribusiness to become more sustainable. However, they also state that current attempts to implement these systems have often been implemented ineffectively, leading to the continuation of unsustainable agricultural practices. Authors such as Nyangoma *et al.* (2023) also call for the

implementation of systemic models for agribusiness, such as the Triple Bottom Line and Circular Economy models. However, they also state that the implementation of these models into agribusiness operations has been resisted by the sector to date, and that implementing policies such as offering financial incentives and training programs for agribusiness workers will encourage their implementation. Additionally, authors such as Priya (2024) have made suggestions for incorporating digital technologies into agricultural systems, such as internet of things (IoT) sensors, data analytics, and precision agriculture technologies. Authors such as Tkachuk *et al.* (2023), however, argue for the need to also consider factors outside of agribusiness operations, such as financial models, management of natural resources, and governmental regulations of the agricultural sector. Thus, authors all agree that implementing innovations within the management of natural resources for agribusiness is crucial but suggest different innovations and management systems.

An additional point made by a variety of authors is in relation to the management of specific agribusiness commodities and the role that their sustainability is crucial to the long-term success of the entire agribusiness sector. Strategic Management of Sustainable Agribusiness for Maize Commodity on Sumbawa Island (2025) argue for the importance of managing specific commodities, such as maize, and enabling their agribusiness to become more sustainable through methods like using organic fertilizers, diversifying the products that they produce, and increasing the number of stakeholders involved in the agribusiness. In contrast, broader sustainability approaches have been proposed for the agricultural sector as a whole. According to Sani *et al.* (2024), sustainable agriculture can be promoted through the adoption of modern agricultural practices, technological innovations, and environmentally responsible management strategies. Similarly, Kumar *et al.* (2024) emphasize the importance of optimizing natural resource utilization while balancing economic and environmental objectives. These perspectives suggest that, beyond commodity-specific interventions, sector-wide strategies such as technological innovation, sustainable resource management, and environmental stewardship contribute to the long-term sustainability of agribusiness.

Finally, there are some debates within the literature regarding ecological sustainability versus economic imperatives of agribusiness. Authors such as Priya (2024) and Nyangoma *et al.* (2023) state that the adoption of sustainable practices will enable agribusiness to become more competitive and generate more value in its markets. Authors such as Bruckmeier (2020) and Nalluri (2023), however, state that the sustainability of the agribusiness in relation to its natural resources is a necessity that must not be compromised for economic efficiency. Authors such as Sani *et al.* (2024) and Mishra (2025) suggest a middle ground in that both ecological and economic sustainability can be achieved through the

development of innovative agribusiness farming systems and technologies. Thus, authors differ in the relative importance that they place upon ecological sustainability and economic sustainability.

In synthesizing the various comments and suggestions made by authors related to the management of natural resources for sustainable agribusiness, it is clear that most of them agree that the best method of integrating a variety of strategies, technologies, policies, and knowledge systems will enable agribusiness to achieve sustainability as a sector. For instance, authors suggest that the integration of ecological agriculture practices, sustainable natural resource management techniques, and the use of technology will enable agribusiness to succeed in creating a sustainable system. However, the authors differ slightly in their suggestions regarding which of these components should be prioritized over the others. Thus, the management of natural resources for agribusiness to be sustainable is recognized by the authors as a systemic issue that requires the consideration of a variety of factors to overcome, but with a focus on the integration of these various components to solve the sustainability challenges that the industry faces today.

Marketing Channel Strategies in Agribusiness

Marketing channel strategies in agribusiness encompass a fundamental pillar that determines the success of agribusiness. Most marketing channel strategies in the agribusiness industry feature aspects of both traditional and digital marketing channels with a principle that focuses on the customer and sustainability. However, scholars have presented various perspectives on the best marketing channel strategies for agribusiness.

A study by Oliynyk and Pererva (2024) presented innovative sales systems to improve the competitiveness of agribusiness enterprises in the Ukrainian market. Their findings demonstrated that the integration of digital technologies into the marketing channel of agribusiness significantly enhanced the efficiency and sustainability of the sales of agribusiness products. Furthermore, Duhan *et al.* (2024) discovered that the distribution of agribusiness products and the implementation of digital marketing technologies were essential to overcoming the various challenges faced by the agriculture industry. Duhan *et al.* also discovered that integrating digital technologies enhanced the competitiveness of agribusinesses, but they also focused on the importance of sustainability in the agriculture industry.

Bahorka and Abramovych (2023) studied the challenges of the marketing channels used by agribusiness in Eastern Europe. Their findings demonstrated that horizontal channels used by farmers to enhance their collective selling power were better for enhancing their bargaining power with agribusinesses. In contrast, vertical marketing channels used by agribusiness companies to enhance their selling efficiency resulted in the marginalization of farmers. However, Bahorka and Abramovych also found that the challenges of these systems included

poor infrastructure within Eastern European countries and a shortage of labor for the farming activities of these countries. In contrast to the focus of Oliinyk and Pererva on innovation, Bahorka and Abramovych found that innovative strategies to the marketing channels for agribusiness would fail without a system and infrastructure that could support these innovations.

Bahorka *et al.* (2024) also investigated the various functions of marketing channels in the agribusiness industry. Unlike other studies that have focused on the sales of agribusiness products, this study found that the marketing channels for agribusiness enterprises would be better integrated with the strategic management of the agribusiness to enhance their competitiveness. The authors propose that integrating strategies for flexibility, diversification, and the use of innovative technology into the strategic management of the agribusiness will significantly enhance their competitive advantage in the markets in which they operate. This finding builds upon the findings of Oliinyk and Pererva (2024) and suggests that the long-term competitiveness of agribusiness depends on aligning its marketing channels with strategic management goals.

A study by Lee *et al.* (2020) studied the profitability of various types of farms in Taiwan. Their findings demonstrated that the wholesale markets that these farms entered were the most profitable for the larger farms. This finding contrasts with the recommendations of most national policies of Taiwan, which advocate for the use of Direct-to-consumer (DTC) outlets by agribusinesses to enhance the sustainability of their products. However, the researchers also discovered that the type of farming practices used would have a significant impact on the profitability of these DTC farms. Deng (2024) discovered that integrating marketing channels that are focused on enhancing consumer trust and satisfaction into the management of agribusinesses would significantly increase the turnover of the farms and the satisfaction of the consumers of the agribusiness products.

A comparison of the marketing channels of small versus large agribusinesses presents another perspective on the best channel strategies. Reshetnikova (2023) discovered that small agribusinesses have been forced to use channels such as farm stores, fairs, and retail partners as their main channels to sell their agricultural products. However, these channels are also the most vulnerable to external pressures on the agricultural and retail industries. However, small agribusiness owners rely on the government for support in the form of purchasing opportunities for their products. In contrast, Ustik (2024) presented a perspective that centered on the agribusiness enterprises themselves, finding that their marketing channels should incorporate systems that enhance strategic planning, resource planning, and risk management in the agriculture industry.

The use of digital technologies has been investigated in various studies. Farias *et al.* (2024) surveyed the use of digital marketing and social media platforms to enhance

the visibility of the brands of the agribusinesses in Brazil. Furthermore, the researchers also discovered that the integration of these platforms into the supply chain of agribusinesses enhanced the trust of these supply chains in the delivery of the goods. Furthermore, Mushtai (2024) also investigated the use of both traditional and digital marketing strategies in the supply chains of agribusinesses in Asia. The researcher determined that although diversification, pricing, and distribution are important elements in the supply chains, the digital strategies that agribusinesses use to enhance their market position are also significant and indispensable components of their supply chains. Furthermore, Mushtai also found a lack of digital marketing knowledge among the agribusiness executives and recommended higher-level digital marketing strategies. However, both of these studies have a similar focus on the importance of digital technologies in the management of supply chains, similar to that of Deng (2024).

The importance of marketing communications channels was presented by Riabchyk and Polovynchenko (2025). The researchers investigated the various communication tools that agribusiness companies use in both traditional and digital marketing communications. The tools that they employed to enhance the visibility of their products and the power of their brands to reach their target markets proved to be the most competitive element of their marketing communications. This finding is in alignment with Oliinyk and Pererva (2024) and Duhan *et al.* (2024) in that the effectiveness of the various aspects of the marketing channels is essential to determine the success of their products.

While most of the studies presented have included various viewpoints on the best strategies for the marketing channels of agribusiness companies, some of the most prominent convergences in the literature are in the discussions of the role of digital technologies in the supply chain management of agribusiness companies (Oliinyk & Pererva, 2024; Farias *et al.*, 2024; Mushtai, 2024). Other convergences include the integration of marketing channel strategies with the strategic management of the agribusiness companies (Bahorka *et al.*, 2024; Ustik, 2024) and the focus on enhancing the value of the consumers and their experience with the agribusinesses (Deng, 2024; Duhan *et al.*, 2024). However, the most prominent divergences between scholars of agribusiness marketing channels include the discussions on profitability of agribusiness channels (Lee *et al.*, 2020; Deng, 2024). Furthermore, other areas of divergence include the focus of most researchers on the use of digital technologies to enhance the consumer experience in agribusiness supply chains (Farias *et al.*, 2024) versus enhancing the management and decision-making processes of managers in those supply chains (Mushtai, 2024).

A synthesis of these research studies demonstrates that there are various aspects to consider in the formulation of marketing channel strategies for agribusinesses. The strategies for these channels must account for the digital

transformation of the supply chains of agribusiness companies (Oliinyk & Pererva, 2024; Farias *et al.*, 2024; Mushtai, 2024). Additionally, these marketing channels must be integrated with the strategic management of the agribusiness companies to improve the competitiveness of their products (Bahorka *et al.*, 2024; Ustik, 2024). Finally, the strategies for the marketing channels of agribusiness enterprises must focus on enhancing the value of the customers that use those channels (Deng, 2024; Duhan *et al.*, 2024). A comprehensive strategy for the marketing channels of agribusiness companies will require the integration of these various aspects to ensure the profitability, sustainability, and competitiveness of the agribusiness enterprises.

MATERIALS AND METHODS

In determining how the literature review should be conducted on the topics of agribusiness positioning, resource management in agriculture, and marketing channel strategies, several methodological principles can be applied to ensure the comprehensiveness, relevance, and reliability of the review's findings. The main methods of locating relevant literature involved the use of electronic databases that contain academic articles and publications, such as Scopus, Web of Science, ScienceDirect, and Google Scholar. Within these databases, articles related to the topics of agribusiness positioning, resource management in agriculture, and marketing channel strategies can be located using various keywords associated with each topic. More specifically, only those articles published as scholarly articles in peer-reviewed scientific and professional journals, conference proceedings, and institutional reports between 2015 and 2025 were included (although some seminal articles published prior to 2015 were included if closely related to the topics of the review).

In selecting the articles to be included in the research, various inclusion and exclusion criteria were applied. Inclusion criteria for the articles were that they must provide evidence or insights related to the concepts of agribusiness positioning, resource management in agriculture, or marketing channel strategies. Excluded were articles that discussed agriculture in technical or biological contexts (rather than those related to management or strategy), and articles that were not accessible in the published databases from which the articles were obtained. As a result of applying these criteria, 42 articles were selected for inclusion in the literature review.

In analyzing these articles, methods for grouping the articles according to the major themes within the topics were utilized. These themes include agribusiness positioning, resource management in agriculture, and marketing channel strategies. Such theme-based analysis allows for the articles to be grouped according to the major ideas related to each topic. Furthermore, the analyses of each of these groups of related articles can be performed via methods like constant comparison

to determine how each relates to the other related articles within that group. Additionally, further analyses of how certain concepts relate to others (such as how marketing channels may differ between developed and developing countries, or how agribusiness positioning may relate to natural resource management) and how the methodologies of the individual articles may relate to each other can provide additional insight into the articles and their related knowledge.

The synthesis of these different analyses grouped according to the three themes within the study can lead to the development of a framework regarding agribusiness and agriculture more generally. The use of these methods ensures the validity of the study, its replicability, and the general academic rigor that should be applied to scholarly articles published in international scientific or professional journals.

RESULTS AND DISCUSSION

Integrated framework for sustainable agribusiness competitiveness

Based on the synthesis of the literature on the topic, the framework of agribusiness sustainability emerges from the interrelationship among the three key dimensions of that framework that actually contribute to the development of sustainable and competitive agribusiness systems. Three interconnected aspects of agribusiness sustainability can be identified within the literature: systemic positioning, natural resource management, and marketing channel strategies.

Systemic positioning encompasses the various technological, economic, environmental, and social aspects of the agribusiness system as a whole. Studies in agribusiness indicate that agribusiness companies that have successfully integrated these aspects into their production and management systems have been able to become more competitive with agribusiness companies within their national and global markets.

Natural resource management relates to the ecological aspects of the agribusiness system and its components, such as the management of land, water, and agricultural biodiversity resources. By implementing strategies into agribusiness operations that manage these resources in ways that minimize their impact upon the environment, agribusiness companies are able to increase both their environmental and economic sustainability.

Finally, marketing channel strategies relate to the methods by which the agricultural products produced by agribusiness companies reach their consumers. The use of digital and consumer-oriented marketing strategies has been identified in the literature as a means of increasing the competitiveness of agribusiness companies and their ability to implement sustainable agribusiness practices.

These three aspects of agribusiness sustainability are interconnected with one another. For instance, agribusiness companies that are able to incorporate systemic positioning into their management practices are also able to enhance their natural resource management

and marketing channel strategies. Additionally, companies that implement strategies to enhance their natural resource management practices will typically find improvements in their market positioning and sustainability.

Finally, those that enhance their marketing channel strategies will experience improvements in their competitiveness, their incorporation of new technologies into the organization, and the sustainability of their

natural resource management practices. Thus, each of these aspects of agribusiness sustainability contributes to the achievement of agribusiness sustainability and competitiveness through their integration within the agribusiness company. Overall, then, these three aspects help to create a comprehensive perspective on the topic of sustainable agribusiness.

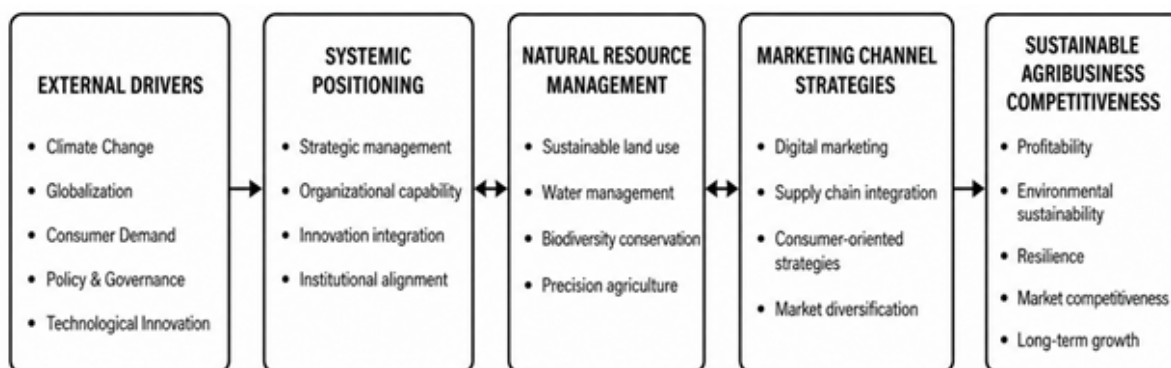


Figure 1: Conceptual framework

CONCLUSION

The reviewed literature demonstrates how the sustainability and competitiveness of agribusiness enterprises depend on systemic positioning, natural resource management, and the implementation of appropriate marketing channel strategies. The positioning of agribusiness as a systemic enterprise allows for the integration of various components that will enhance its sustainability. Additionally, the systemic nature of agribusiness allows for a focus on the prudent management of its natural resources to enhance its sustainability. Finally, the implementation of appropriate marketing channel strategies allows for the enhancement of the overall competitiveness of agribusiness as a sector. Through analyzing the literature and its various themes, it becomes evident that agribusiness enterprises should consider a holistic model for their operations that integrates systemic, environmental, and marketing channel strategy components into an efficient enterprise model. Although the literature discusses some of the diversions of agribusiness and marketing channels, the discussions of such topics help to highlight the dynamic nature of agribusiness and its strategies. Overall, the integration of each of these themes provides agribusiness with a holistic framework that can be utilized to enhance the sustainability and competitiveness of its individual enterprises. This framework will allow agribusiness to efficiently handle the demands of the current and future agricultural industry landscape.

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