

# Strategic Management in Agribusiness: A Comprehensive Review of Industry Dynamics, Competitive Forces, and Evolving Market Trends

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**ABSTRACT:** *The agribusiness sector is experiencing rapid transformation driven by technological innovation, global competition, and evolving consumer demands. In this context, strategic management has become a critical foundation for achieving competitiveness, sustainability, and resilience. This study systematically reviews recent literature (2015–2025) on strategic management practices in agribusiness, emphasizing value chain integration, digital transformation, and the Resource-Based View (RBV) framework. Using a thematic analysis of peer-reviewed sources from databases such as Scopus, ScienceDirect, and Google Scholar, the review synthesizes findings on how firms leverage internal capabilities and respond to dynamic industry forces to achieve sustainable competitive advantage. Results indicate that strategic value chain management, technology adoption, and collaborative partnerships significantly enhance agribusiness productivity and innovation. The integration of Industry 4.0 technologies—such as artificial intelligence, blockchain, and precision agriculture—improves operational efficiency, decision-making, and sustainability outcomes. However, persistent challenges including climate change, financial limitations, and unequal policy support constrain smallholder participation and competitiveness. Empirical evidence from cases such as Suguna Foods illustrates how aligning internal resources with market opportunities drives growth and inclusivity within agrifood systems. The review concludes that strategic management is not only an operational imperative but also a driver of long-term economic resilience, food security, and sustainable development. Agribusinesses that effectively align internal capabilities with external opportunities, adopt innovation-driven strategies, and engage in stakeholder collaboration are better positioned to navigate global challenges and build resilient, sustainable food systems.*

**KEYWORDS** - *Strategic Management, Agribusiness, Competitiveness, Value Chain Integration, Sustainability*

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## I. INTRODUCTION

The agribusiness sector is undergoing profound transformation, driven by evolving consumer preferences, technological disruption, and intensifying global competition. Strategic management in this context is no longer optional but fundamental to sustaining organizational effectiveness, competitiveness and resilience. The growth of value-chain integration, the rise of digital agricultural technologies and the increasing imperative of sustainable development have all reshaped how firms in agribusiness configure their strategies (Lee et al., 2016; Mohammadi et al., 2021). In this dynamic environment, firms must not only respond to external pressures but actively craft strategic choices that build enduring competitive advantage.

Industry dynamics in agribusiness reflect both macro- and micro-level change. On the macro side, globalization, trade liberalization and changing regulatory regimes are re-defining market boundaries and competitive opportunities (Rothaermel, 2011). At the micro level, firms are faced with forces such as supplier power, buyer pressure, threat of new entrants and substitutes—elements captured in Porter's Five Forces framework—and which apply as strongly to agribusiness as to manufacturing or services (Wanyonyi, 2021). Understanding these dynamics enables agribusiness managers to better assess the attractiveness of markets and to position their organisations advantageously.

Competitive forces in agribusiness also call for strategic frameworks that go beyond industry structure. The Resource-Based View (RBV) emphasises internal resources, capabilities and innovative competencies as the basis for sustainable advantage. Research on Brazilian agribusiness firms, for example, has shown that innovation capabilities—including transaction, management and development resources—significantly improve

performance in value-chain contexts (Leo et al., 2021). Thus, firms that proactively invest in internal capabilities and link them to external market opportunities tend to outperform their peers.

Market trends in agribusiness are rapidly shifting. The growing demand for sustainability-certified products, traceability in food systems, and digital platforms for agricultural commerce are redefining competitive arenas (Valdes et al., 2023). Meanwhile, the digital revolution—incorporating sensors, big data, AI and other precision-farming tools—is rewriting the rules of productivity and cost-competition in the sector (Jafari-Sadeghi et al., 2021). These trends not only raise the bar for performance but also generate new strategic imperatives around stakeholder collaboration, agile value chains and systemic innovation.

Against this backdrop, the need for purposeful strategic management in agribusiness is evident. This review seeks to synthesize research on industry dynamics, competitive forces and market trends within the agribusiness domain, with particular attention to how firms create and sustain competitive advantage through value-chain integration, technology adoption and strategic collaboration. By more deeply understanding how the external environment and internal capabilities interact, agribusiness practitioners and scholars alike can better navigate complexity, foster innovation, and contribute to resilient, sustainable food systems.

## **METHODOLOGY**

This study systematically analyzed existing research on strategic management within the agricultural industry by employing a rigorous literature review methodology. A comprehensive search was conducted across reputable academic databases, including Scopus, ScienceDirect, and Google Scholar, to identify peer-reviewed journal articles, books, and conference proceedings relevant to the study. Particular emphasis was placed on works published between 2015 and 2025, ensuring that the review captured recent advancements, contemporary practices, and emerging trends in agribusiness strategic management. The selection criteria prioritized studies that addressed market behavior, competitive strategies, industry dynamics, technological innovation, and the impact of the digital revolution on agricultural enterprises, thereby focusing on the most influential factors shaping the sector.

Each source was carefully examined to identify recurring themes, conceptual frameworks, and empirical evidence related to strategic management practices in agribusiness. Special attention was given to studies that integrated theoretical and practical insights, highlighting how strategic choices influence organizational performance, resilience, and competitiveness. The review process involved systematically extracting relevant information and critically assessing the validity, reliability, and applicability of the findings to ensure a robust synthesis of knowledge.

To organize and interpret the data, thematic analysis was employed, categorizing findings under key constructs such as value chain management, competitiveness, innovation, sustainability, and strategic collaboration. This approach enabled a structured understanding of the multifaceted relationships between strategic management practices and agribusiness outcomes. By integrating diverse perspectives from both empirical and theoretical studies, this qualitative synthesis provided a comprehensive overview of how strategic management contributes to organizational effectiveness, long-term sustainability, and alignment with broader development goals in the agricultural sector. The methodology thus ensured a balanced and evidence-based evaluation of contemporary practices and future directions for strategic management in agribusiness.

## **II. LITERATURE REVIEW**

### **The Concept and Importance of Strategic Management in Agribusiness**

Strategic management represents a fundamental aspect of organizational governance, encompassing the formulation and implementation of strategies to achieve defined objectives and sustain competitive advantage (Gupta, 2020). Within the agricultural sector, strategic management practices significantly influence industry productivity through structured approaches such as strategic collaboration, value chain integration, and technological innovation. Among these, technology transfer has shown a particularly strong relationship with improved organizational performance and efficiency (Vutseme et al., 2025). According to Bandera and Macaumbao (2025), strategic financial practices—including budgeting, cost control, and investment evaluation—serve as critical components of management frameworks that determine operational effectiveness and profitability in dynamic industries. This assertion extends to agribusiness, where inherent market volatility and environmental uncertainty demand proactive strategic control mechanisms. Agribusiness thus holds strategic significance in national economic development, contributing to GDP formation, employment generation, trade expansion, regional development, food security, and environmental sustainability (Feni et al., 2024). Achieving these outcomes requires targeted economic growth initiatives and collaboration across interrelated sectors such as forestry, fisheries, animal husbandry, and plantations.

As Alfahira et al. (2023) emphasize, the effective execution of strategic management depends on the active participation of stakeholders across all levels of the value chain, ensuring that agribusiness firms can

maximize opportunities while mitigating risks. Nevertheless, the empirical relationship between strategic management practices and agricultural productivity remains an area requiring deeper investigation. Bedek et al. (2016) define strategic management in agribusiness as the process of developing, implementing, and evaluating cross-functional decisions that enable firms to establish a competitive advantage through clear organizational vision, mission, and long-term goals. Through mechanisms such as strategic partnerships, value chain management, and technology adoption, strategic management directly enhances productivity and competitiveness in the agribusiness sector (Vutseme et al., 2025).

Contemporary global challenges—including market globalization, climate change, trade liberalization, and technological breakthroughs in biotechnology and nanotechnology—further underscore the importance of strategic management in modern agribusiness systems (Bedek et al., 2016). Agribusiness remains a cornerstone of economic development by fostering employment, contributing to GDP growth, and ensuring food security (Feni et al., 2024). Strategic management, therefore, functions as both a theoretical and practical framework that enables agricultural enterprises to achieve organizational efficiency and adaptability in increasingly complex environments (Gupta, 2020).

Moreover, the pursuit of sustainability and productivity in agriculture necessitates the integration of strategic management principles into value chain coordination, technology utilization, and stakeholder collaboration (Vutseme et al., 2025). Sustainable agribusiness development requires comprehensive strategies that combine robust institutional frameworks, eco-efficient technologies, and resilient supply chains. As Novita et al. (2024) highlight, enhancing farmer cooperatives strengthens market participation and financial stability, while precision agricultural practices—such as drip irrigation and integrated pest management—improve productivity and conserve natural resources.

Finally, increasing competitiveness within agricultural enterprises depends heavily on the strategic management of resource potential, particularly through efficient capital allocation and operational optimization. Ulyanchenko et al. (2021) argue that systematic application of efficiency, consistency, and complexity principles underpins sustainable agribusiness performance. Collectively, these findings affirm that strategic management plays an indispensable role in linking agricultural productivity, sustainability, and long-term economic resilience.

### **Industry Dynamics in Agribusiness Systems**

Research on the dynamics of agribusiness value chains reveals the complex structural and behavioral factors that influence both industry performance and social inclusion. German et al. (2020) identify seven typologies of agricultural value chains and demonstrate how structural determinants—such as crop characteristics, market behavior, and policy environments—profoundly affect inclusivity and participation. Their findings highlight a global trend toward increasingly exclusive agribusiness models driven by declining government support for smallholders and heightened market entry barriers. Complementing this perspective, Mac Clay and Feeny (2019) provide methodological frameworks for analyzing agricultural value chains, tracing the evolution of value chain concepts and outlining common analytical techniques used in empirical research. Meanwhile, Olajumoke and Igbekele (2025) emphasize the importance of gender diversity in improving coordination, innovation, and trust among chain actors, ultimately enhancing performance in emerging agricultural economies. In a related context, Setiawan et al. (2022) investigate industrial concentration and technical inefficiency in Indonesia's food and beverage sector, shedding light on the structural-performance linkages that shape agribusiness competitiveness.

The advent of Industry 4.0 technologies has further accelerated transformation within agricultural systems, fundamentally altering production, logistics, and supply chain management. Breakthroughs in robotics, artificial intelligence (AI), blockchain, the Internet of Things (IoT), and precision agriculture are redefining the operational landscape of modern agribusiness (Singh et al., 2024; Pletsch et al., 2024). Bandera and Macaumbao (2025) argue that technological integration enhances decision-making accuracy, resource utilization, and operational efficiency, aligning closely with ongoing digitalization efforts in agri-food systems. These innovations not only promote productivity and sustainability but also address critical challenges in global food security (Singh et al., 2024; Hassoun et al., 2023). The COVID-19 pandemic further underscored the strategic role of digital transformation in maintaining resilient food supply chains (Hassoun et al., 2023). Nonetheless, adoption in regions such as Africa remains uneven, constrained by institutional, social, and economic barriers (Arthur et al., 2024). Despite these challenges, digital transformation remains essential for improving resource efficiency, strengthening market competitiveness, and modernizing agribusiness operations worldwide (Pletsch et al., 2024).

Government policy continues to exert a decisive influence on the structure and performance of the agricultural sector. In Indonesia, agribusiness serves as a critical driver of GDP growth, employment, and food security, yet implementation challenges persist due to fragmented coordination among agricultural subsectors (Feni et al., 2024). Fertilizer subsidy programs, while vital for production support, are often hindered by bureaucratic inefficiencies, misallocation of resources, and unintended consequences for smallholder farmers (Fatimah & Muhafidin, 2024). In Nepal, the evolution of agricultural policy over seven decades illustrates how

domestic political shifts and international structural adjustments shape national agricultural priorities; however, inadequate focus on supply chain development continues to constrain private sector engagement and modernization (Mishra & Paudel, 2023). On a global scale, falling commodity prices since 2006 have prompted renewed state intervention through subsidies and protectionist trade measures—policies that disproportionately benefit larger economies and risk distorting fair competition (Bellmann & Hepburn, 2017).

### **Analysis of Competitive Forces in Agribusiness**

Technological innovations, climatic variability, and economic disruptions have intensified competitive pressures within the agricultural sector, underscoring the need for a deeper understanding of firm-level competitiveness in agribusiness (Sachitra & Chong, 2016). Much of the existing literature remains focused on marketing perspectives and export orientation, often lacking robust explanatory models and inferential statistical analyses. This gap reflects the limitations of prevailing competitiveness frameworks in fully capturing the complexity of the modern agricultural landscape (Worku et al., 2024). Among the most frequently utilized analytical models are the Revealed Comparative Advantage (RCA), Porter's Diamond Model, and the Relative Trade Advantage (RTA), although each presents notable methodological limitations (Worku et al., 2024). For instance, the application of Porter's Five Forces framework in Kenya's aquaculture industry revealed that capital-intensive input supply chains constitute the greatest barriers to entry, while fish marketing presents comparatively lower entry constraints (Ndanga et al., 2015). Broader analyses across African agribusinesses further suggest that enhancing competitive intensity is vital for increasing agricultural productivity and capitalizing on the growing global demand for high-value food commodities (Babu & Shishodia, 2017).

Firm-level competitiveness in agribusiness is further shaped by complex structural and behavioral barriers embedded within value chains. In agro-processing industries, entry and success often depend on integration into established networks typically controlled by dominant lead firms (Ncube et al., 2016). Studies in the poultry, milling, and dairy subsectors emphasize the importance of identifying sector-specific challenges and recognizing the strategic behaviors of incumbent firms at different stages of the chain to mitigate entry constraints (Ncube et al., 2016). Persistent barriers to competitiveness—such as limited financial access, high post-harvest losses, gender disparities, non-climate-smart policies, and weak institutional frameworks—continue to impede sustainable agribusiness development (Brenya et al., 2022). Particularly in African contexts, enhancing agribusiness competitiveness remains essential to improving productivity, achieving food security, and facilitating agricultural transformation (Babu & Shishodia, 2017).

Recent scholarship on agribusiness competition also highlights the pronounced power asymmetries across food value chains. The concentration of market power among multinational corporations in input supply and processing sectors often results in pricing dominance that disadvantages smallholder farmers, generating structural conflicts and inequitable value distribution (Solano-Gaviño & Siche, 2024). Contract farming and cooperative arrangements have emerged as potential mechanisms to alleviate these imbalances by fostering collective negotiation and improving transaction equity. Responding to these challenges, agricultural economists have increasingly sought analytical models that move beyond traditional competitiveness frameworks to focus on power relations and governance structures within agrifood systems (Bonanno et al., 2018).

However, significant empirical gaps persist. While existing research offers substantial evidence on retailer conduct, limited attention has been paid to the purchasing power of food processing companies or the vertical contractual dynamics between processors and agribusiness firms (Sheldon, 2016). Moreover, the evolving complexity of global food systems—with interlinked relationships among farmers, processors, suppliers, traders, and retailers—demands a reevaluation of competition policies and governance frameworks. Lianos (2018) argues that an effective understanding of global food value chains must integrate insights from both sociology and technology studies, recognizing that modern competition law should address not only market concentration but also the social and technological forces that shape competitive behavior across agrifood networks.

### **Strategic Positioning and Resource-Based View**

The Resource-Based View (RBV) is a widely recognized theoretical framework in strategic management that emphasizes the role of organizational resources in building core capabilities and sustaining competitive advantage (Salsabila et al., 2022). It underscores the strategic evaluation of both tangible and intangible assets—such as human, organizational, and physical resources—to guide managerial decisions regarding competitive positioning (Salsabila et al., 2022; Sukma, 2018). By identifying and leveraging unique strengths while mitigating weaknesses, firms can optimize their core competencies and enhance their strategic advantage (Sukma, 2018; Dasuki, 2021). According to Assensoh-Kodua (2019), RBV is instrumental in helping firms develop and maintain a durable competitive edge by fostering an understanding of the collective resources necessary for success in global markets. The framework further supports strategic management by promoting efficient resource utilization, particularly through knowledge creation, sharing, and application by skilled human capital. Through

comprehensive internal analysis, RBV enables organizations to identify opportunities and mitigate potential risks within dynamic business environments (Dasuki, 2021).

In strategic human resource management (SHRM), RBV has become one of the dominant paradigms for explaining how firms translate internal capabilities into sustainable competitive performance (Salsabila et al., 2022; Shaw, 2021). It provides a foundation for understanding how distinctive resources—such as firm-specific human capital, managerial expertise, and organizational culture—serve as key drivers of strategic advantage (Salsabila et al., 2022). While RBV has significantly influenced SHRM literature, debates persist regarding its operationalization, particularly in terms of resource inimitability and implementation feasibility (Gerhart & Feng, 2021). Central to these discussions are issues related to labor mobility, value capture versus creation, and the measurement of firm-specific human capital (Gerhart & Feng, 2021). Despite these challenges, RBV remains a powerful tool for analyzing how the uniqueness of organizational resources contributes to capability development and strategic decision-making (Salsabila et al., 2022).

Scholars have continuously refined and extended Barney's (1991) original formulation of the RBV, broadening its application across diverse strategic management contexts, including agribusiness (Shaw, 2021). Recent empirical studies affirm that RBV-based strategic planning serves as a critical success factor for firms striving to produce high-quality outputs, attract and retain customers, and utilize resources effectively (Jamal Ahmed Al-Doori & Areiqat, 2019). By aligning internal strengths with market opportunities, RBV allows firms to maintain competitiveness even amid rapid technological and structural changes in the global economy.

An illustrative example of RBV in practice can be seen in Suguna Foods, which transformed from a small broiler enterprise with 200 birds in 1984 into India's leading poultry company through innovative contract farming and efficient resource allocation (S. A. et al., 2023). This case highlights how resource-based strategies—particularly those that integrate human capital and supply chain partnerships—can foster scalability and long-term sustainability in agribusiness. Similarly, the ASEAN region demonstrates the importance of strategically positioning smallholder farmers across value chains to enhance market participation and capacity building, reinforcing RBV's relevance to inclusive agribusiness development (Teng & Oliveros, 2016).

The Resource-Based View provides a robust analytical lens for understanding how agribusinesses leverage their internal resources to sustain competitiveness amid evolving market dynamics. By linking firm-level capabilities with broader developmental goals, RBV contributes to both theoretical and practical insights into the role of strategic management in advancing agricultural transformation and sustainability.

### **Market Trends and Consumer Behavior in Agribusiness**

Recent research indicates that the growing Muslim population and evolving consumer preferences are driving significant market shifts toward halal-certified agricultural products. Despite persistent challenges such as supply chain inefficiencies and the limited technological adoption among small enterprises, the RICE strategy—Reinforcement, Influence, Collaboration, and Evolution—illustrates how green marketing initiatives and stakeholder partnerships can strengthen sustainable halal agri-food systems (Dwiyani et al., 2024). Studies further reveal that religiosity, ethical values, and the perceived authenticity of halal certification are primary determinants of Islamic consumer behavior, with social responsibility emerging as an increasingly influential factor in purchasing decisions (Wibowo, 2023). While halal certification presents considerable opportunities for agricultural export commodities, particularly organic products, distribution-related contamination risks and procedural complexities remain critical barriers to broader implementation (Budiyoko et al., 2022). A bibliometric review of halal food purchasing behavior highlights religious commitment, trust in certification bodies, and perceived product quality as the most significant predictors of consumer choice. Moreover, the rising demand for halal food beyond Muslim communities demonstrates its growing association with safety, ethical integrity, and quality assurance (Aneesh & Siddiq, 2024).

Within the broader agribusiness landscape, globalization continues to create both opportunities and structural challenges, particularly in emerging economies. While global market integration provides potential access to larger consumer bases and technological innovations, agribusiness sectors across Africa and Asia often struggle to capitalize on these advantages due to several systemic gaps. These include limited youth engagement, low female participation, insufficient technological innovation, and deficits in entrepreneurial and managerial competencies (Bannor & Arthura, 2024). Comparative regional analyses indicate that certain agricultural subsectors exhibit differing competitive strengths; for instance, crop production in Vojvodina has demonstrated greater competitiveness than livestock farming, underscoring how emerging markets may strategically leverage specific comparative advantages (Matkovski et al., 2021).

Consumer behavior in emerging economies also diverges markedly from that of developed markets due to varying contextual influences on need recognition, product selection, and purchasing decisions (Castaño & Flores, 2018). Globalization has not only diversified dietary preferences and expanded access to international cuisines but also contributed to the proliferation of fast-food culture and the homogenization of consumption patterns (Singh et al., 2024). At the same time, counter-movements advocating for locally sourced and sustainable

products have gained traction, reflecting a growing consciousness toward environmental responsibility and cultural preservation.

The digital transformation of agribusiness has further accelerated this shift. The rapid rise of digital marketing and e-commerce platforms has revolutionized consumer engagement, enhanced transparency, and expanded market accessibility for smallholder farmers (Morepje et al., 2024). These platforms facilitate direct interactions between producers and consumers, thereby reducing post-harvest losses, improving price efficiency, and fostering knowledge exchange that supports sustainable agricultural practices. Consumer purchasing behavior in digital marketplaces is strongly shaped by credibility factors, including advertising appeal, influencer authenticity, and customer review reliability, with credibility serving as a critical mediating variable between marketing efforts and purchase intent (Nurhayati & Madjid, 2025).

Moreover, digital technologies such as blockchain, data analytics, and precision agriculture are transforming traditional farming systems, enhancing productivity, and promoting sustainability through more efficient resource utilization (Singh et al., 2024). The adoption of digital marketing tools has become increasingly prevalent due to their affordability, accessibility, and effectiveness in promoting agricultural products (Hermawati et al., 2021). However, barriers such as limited digital literacy, inadequate rural infrastructure, and uneven access to technology continue to constrain the full realization of these benefits. Addressing these challenges through inclusive innovation, capacity building, and policy support remains crucial to achieving the equitable and sustainable digital transformation of agribusiness.

### **Challenges and Opportunities in Strategic Agribusiness Management**

Market volatility, supply chain disruptions, and the intensifying impacts of climate change represent major challenges to strategic agricultural management. Extreme weather events, altered precipitation patterns, and rising global temperatures pose serious threats to agricultural productivity and supply chain stability (Fu, 2025). In India, approximately one-third of fruits and vegetables are lost annually due to inefficient supply chain practices, highlighting the vulnerability of perishable agri-fresh products (Kumar & Agrawal, 2023). Environmental constraints—such as soil salinity, water scarcity, and the decline of arable land—further complicate agricultural operations (Elhabib, 2025). Nonetheless, emerging technologies such as precision agriculture, hydroponics, and vertical farming present new opportunities for mitigating these constraints (Elhabib, 2025). Strategic interventions including crop diversification, supply chain optimization, and continuous innovation are increasingly viewed as essential to building agricultural resilience. Likewise, the integration of predictive analytics, artificial intelligence, and big data offers viable pathways to address climate-related risks and enhance operational efficiency (Gupta et al., 2023). The effective implementation of government policies and strategic frameworks remains vital for ensuring sustainable agricultural development (Elhabib, 2025).

Financing, risk management, and adaptive capacity remain persistent concerns in agribusiness strategy across diverse contexts. The agricultural finance sector has undergone significant transformation, driven by new market entrants and the increasing complexity of funding requirements for farms and agribusiness ventures (Boehlje, 2019). However, the prevalence of short-term investment objectives, institutional risk aversion, and misaligned regulatory frameworks continues to hinder sustainable agribusiness, disproportionately affecting smallholder farmers in the Global South (Olajide et al., 2025). Despite ongoing challenges such as liquidity shortages, limited access to credit, and regulatory constraints, micro-agribusinesses have demonstrated strong awareness of risk typologies and the strategic importance of risk management practices for business continuity (Roma, 2023). In conflict-affected regions such as Ukraine, comprehensive crisis adaptation strategies—encompassing production diversification, technological integration, financial resilience, and logistics modernization—are essential to counter the dual pressures of economic instability and geopolitical uncertainty (Kozlovskiy, 2025).

Within modern agricultural systems, smallholders and cooperatives occupy a critical position in advancing inclusive and sustainable agribusiness models. Agroforestry, as a climate-smart approach, offers smallholders stable income opportunities while enhancing ecosystem services through resilient, low-emission land-use practices (Getahun Kassa, 2022). Nonetheless, traditional governance structures and outdated cooperative models remain significant impediments to effective management, underscoring the need for professionalization and modernization to balance social and economic objectives (Osmar de Paula Oliveira Júnior & Wander, 2022). Empirical evidence from oyster mushroom cooperatives demonstrates that value-added processing can generate substantial profitability—ranging from 14.61% to 45.42%—highlighting the potential of cooperative-based innovation and resource pooling (Djoko Soejono et al., 2024). Despite constraints in creativity and innovation capacity, collective action within cooperatives continues to serve as a fundamental driver of success, emphasizing the strategic role of value chain development, managerial expertise, and market positioning in empowering smallholders.

### **Future Directions and Policy Implications**

Existing literature reveals both opportunities and constraints in understanding the role of strategic management in achieving the Sustainable Development Goals (SDGs) and ensuring global food security. Current SDG implementation frameworks often emphasize mapping and reporting rather than strategic integration, thus limiting their transformative potential (Grainger-Brown & Malekpour, 2019). Strategic management practices, when aligned with entrepreneurial innovation, can foster sustainability and equitable access to resources across sectors (Hamdan et al., 2025). Firms, as central agents of sustainable development, play a crucial role in operationalizing these strategies (Mio et al., 2020). In particular, achieving SDG 2—zero hunger—requires integrating environmental stewardship with sustainable production systems. Climate change has significantly reduced crop yields due to extreme weather events and pest proliferation, leaving an estimated 815 million people undernourished worldwide. Effective strategies demand multisectoral collaboration among governments, researchers, and communities to promote precision agriculture, efficient irrigation, and sustainable farming techniques supported by policy reforms (Arshad et al., 2025).

The digital transformation of agribusiness carries profound policy implications across the agricultural value chain. Digitalization, enabled by precision agriculture, data analytics, and blockchain technologies, offers significant opportunities for improving economic efficiency, sustainability, and production (Singh et al., 2024). However, implementation across Africa remains uneven, with most digital innovations funded by foreign donors rather than national governments—highlighting the need for stronger continental commitment to agricultural digitalization (Arthur et al., 2024). Structural policy challenges, including funding cuts and regulatory barriers, further constrain participation and inclusivity in agricultural value chains (German et al., 2020). Future policy frameworks should incorporate comprehensive valuation methodologies that integrate economic assessments with participatory approaches, ensuring that diverse stakeholder perspectives are reflected in decision-making processes (Satama-Bermeo et al., 2024).

Recent systematic reviews across disciplines highlight significant research gaps and offer pathways for policy innovation and analysis. For example, studies on public policy implementation during the COVID-19 pandemic identified five major clusters—crisis governance, frontline behavior, and trust dynamics—alongside thirty recommendations for future research (Novato et al., 2024). In food security literature, geographic disparities persist, with limited attention to managerial and governance aspects, necessitating both national and global policy interventions (Makhanova et al., 2024). Research on modular integrated construction and tourism policy also reveals deficiencies in cost-benefit analysis and theoretical grounding, underscoring the need for interdisciplinary frameworks that address institutional complexity, inclusion, and crisis resilience (Abdelmageed & Zayed, 2020; Aguinis et al., 2023). Collectively, these insights point to the necessity for more comprehensive, methodologically diverse, and context-sensitive approaches to policy design and implementation across the agribusiness and sustainable development domains.

## **III. RESULTS AND DISCUSSION**

The review of strategic management practices in agribusiness highlights their critical role in enhancing organizational performance, competitiveness, and sustainability. Firms that implement value chain integration, technological innovation, and strategic collaboration demonstrate higher productivity and resilience (Vutseme et al., 2025; Bandera & Macaumbao, 2025). Strategic financial management, including budgeting, cost control, and investment analysis, strengthens decision-making in volatile markets and aligns operations with broader goals such as food security, economic growth, and environmental sustainability (Feni et al., 2024; Alfahira et al., 2023). Despite these benefits, implementation challenges persist, particularly for resource-constrained smallholder farmers, indicating the need for context-specific management strategies.

These strategic practices are shaped by complex industry dynamics at both macro and micro levels. Globalization, trade liberalization, and evolving regulatory policies redefine market boundaries and competitive pressures, while factors such as supplier power, buyer bargaining, and threats from new entrants shape firm-level decision-making (Rothaermel, 2011; Wanyonyi, 2021; German et al., 2020). The rapid adoption of Industry 4.0 technologies—including robotics, AI, blockchain, IoT, and precision agriculture—enhances operational efficiency, decision-making accuracy, and sustainability outcomes (Singh et al., 2024; Pletsch et al., 2024). Digital transformation also strengthens value chain resilience during crises, although adoption is uneven due to economic, social, and institutional barriers (Arthur et al., 2024).

Competitive pressures in agribusiness are intensified by technological change, climate variability, and global market integration (Sachitra & Chong, 2016; Worku et al., 2024). Application of the Resource-Based View (RBV) demonstrates that firms leveraging internal resources—including human capital, knowledge, and technological capabilities—achieve sustainable competitive advantage (Salsabila et al., 2022; Sukma, 2018; Assensoh-Kodua, 2019). Empirical cases, such as Suguna Foods in India, illustrate that effective resource allocation, contract farming, and strategic positioning along value chains enable both scalability and market competitiveness (S. A. et al., 2023). However, barriers such as inadequate funding, power asymmetries, and

institutional constraints limit participation and competitiveness, particularly for smallholders (Brenya et al., 2022; Solano-Gaviño & Siche, 2024).

Shifting consumer preferences and evolving market trends further influence strategic choices in agribusiness. The growing demand for halal-certified, organic, and sustainably produced goods, alongside digital marketing and e-commerce platforms, expands market opportunities and improves smallholder access (Dwiyani et al., 2024; Aneesh & Siddiq, 2024; Morepje et al., 2024). Digital technologies, including blockchain, data analytics, and precision agriculture, increase efficiency and sustainability, although challenges such as low digital literacy and infrastructure gaps continue to limit their full potential (Budiyoko et al., 2022; Nurhayati & Madjid, 2025; Singh et al., 2024).

Despite these opportunities, agribusinesses face persistent challenges from climate change, supply chain disruptions, financial limitations, and regulatory complexities (Fu, 2025; Elhabib, 2025; Boehlje, 2019). Innovations such as precision agriculture, agroforestry, hydroponics, and vertical farming offer strategies to enhance resilience and productivity, while supportive policies, stakeholder collaboration, and governance reforms facilitate the adoption of these innovations (Getahun Kassa, 2022; Arthur et al., 2024; Satama-Bermeo et al., 2024). The integration of strategic management with technology adoption and policy support enables agribusinesses to navigate complex markets, strengthen competitiveness, and contribute to sustainable development objectives. Overall, the literature underscores that strategic management is a vital driver of resilience, innovation, and long-term sustainability in the evolving global agribusiness sector.

#### **IV. CONCLUSION**

The review demonstrates that strategic management is central to the sustained growth, competitiveness, and resilience of agribusiness in an era of rapid technological change, shifting consumer preferences, and global market pressures. Firms that effectively integrate value chain management, adopt digital and precision agricultural technologies, and leverage strategic collaboration show superior productivity, operational efficiency, and long-term viability. At the same time, industry dynamics—including globalization, regulatory shifts, and competitive forces—require agribusinesses to continuously adapt their strategies and build internal capabilities to maintain a sustainable competitive advantage.

Application of the Resource-Based View (RBV) highlights that internal resources such as human capital, technological expertise, and knowledge management are critical for firms to innovate, scale, and remain competitive, particularly in complex and volatile environments. Real-world cases, including the successful expansion of Suguna Foods, illustrate that aligning internal capabilities with market opportunities enables firms to achieve both economic performance and inclusivity within value chains. Furthermore, evolving consumer trends, such as the rising demand for halal-certified, organic, and sustainably produced products, alongside digital marketing and e-commerce adoption, underscore the need for agile, market-responsive strategies.

Despite the opportunities afforded by technology and globalization, agribusinesses face persistent challenges, including climate change, supply chain disruptions, financial constraints, and uneven policy support. Addressing these challenges requires a holistic approach that combines technological innovation, strategic resource allocation, supportive governance, and stakeholder collaboration. Smallholders and cooperatives, in particular, benefit from targeted interventions such as capacity building, value chain integration, and climate-smart practices to enhance resilience and participation.

Ultimately, the evidence underscores that strategic management is not merely a tool for operational efficiency but a critical driver of sustainable development, food security, and inclusive economic growth. By aligning internal capabilities with external opportunities and challenges, agribusinesses can navigate complex market environments, capitalize on emerging trends, and contribute meaningfully to resilient, sustainable food systems globally.

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