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### **THE DYNAMICS AND FEATURES OF THE MEAT INDUSTRY MANAGEMENT: THE PROSPECTS FOR THE SUCCESSFUL IMPLEMENTATION OF POTENTIAL OPPORTUNITIES**

The article examines the dynamics and specific features of meat industry management in Ukraine and reveals the prospects for the successful implementation of its potential opportunities under current economic and institutional conditions. The meat industry is identified as a strategically important component of the agro-industrial complex, playing a crucial role in ensuring national food security, economic stability, employment, rural development, and export potential. The study highlights the high relevance of improving management mechanisms in the meat industry due to its importance for food independence, competitiveness, and socio-economic development. It emphasizes the lack of comprehensive research integrating economic, managerial, and institutional aspects, as well as the absence of systemic crisis-adapted management models at both state and enterprise levels. A significant part of the research focuses on the state-administrative dimension of meat industry management. This dimension includes institutional, regulatory, economic, and supervisory mechanisms implemented by central and regional authorities. The system involves strategic planning, regulatory harmonization with EU standards, economic support instruments (subsidies, tax incentives, credit programs), veterinary and sanitary control, export regulation, and anti-crisis management measures. The paper underlines the necessity of transitioning from an administrative-control model toward a strategic, partnership-based, and institutionally capable governance model grounded in transparency, digitalization, and public-private cooperation. The research proposes strategic directions for sector development, including preferential state lending, tariff and customs regulation, stimulation of innovation in breeding and veterinary medicine, technological modernization, and targeted marketing policies. In conclusion, the paper asserts that strengthening management mechanisms, improving institutional coordination, enhancing state support instruments, and implementing marketing-oriented competitiveness strategies are key prerequisites for sustainable development of the meat industry. Ensuring food security, national economic resilience, and successful European integration largely depends on the effectiveness of public administration and enterprise-level management in this sector.

**Keywords:** meat industry, agro-industrial complex of the state, public administration of livestock production, state regulation of the meat industry, state food policy, food security, competitiveness, innovation in meat production, sustainable development, veterinary and sanitary control.

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## ДИНАМІКА ТА ОСОБЛИВОСТІ УПРАВЛІННЯ М'ЯСНОЮ ПРОМИСЛОВІСТЮ: ПЕРСПЕКТИВИ УСПІШНОЇ РЕАЛІЗАЦІЇ ПОТЕНЦІЙНИХ МОЖЛИВОСТЕЙ

У статті досліджено динаміку та специфічні особливості управління м'ясною галуззю в Україні та розкрито перспективи успішної реалізації її потенційних можливостей в умовах сучасних економічних та інституційних трансформацій. М'ясна галузь визначена як стратегічно важлива складова агропромислового комплексу, що відіграє ключову роль у забезпеченні національної продовольчої безпеки, економічної стабільності, зайнятості населення, розвитку сільських територій та формуванні експортного потенціалу. У дослідженні підкреслено високу актуальність удосконалення механізмів управління м'ясною галуззю з огляду на її значення для продовольчої незалежності, конкурентоспроможності та соціально-економічного розвитку держави. Наголошено на недостатності комплексних наукових досліджень, що інтегрують економічні, управлінські та інституційні аспекти, а також на відсутності системних моделей управління, адаптованих до кризових умов, як на державному, так і на рівні підприємств. Значну увагу приділено державно-адміністративному виміру управління м'ясною галуззю. Він охоплює інституційні, нормативно-правові, економічні та контрольні механізми, що реалізуються центральними та регіональними органами влади. Система управління включає стратегічне планування, гармонізацію законодавства з нормами ЄС, інструменти економічної підтримки (субсидії, податкові пільги, кредитні програми), ветеринарно-санітарний контроль, регулювання експорту та заходи антикризового управління. У роботі обґрунтовано необхідність переходу від адміністративно-контрольної моделі до стратегічної, партнерської та інституційно спроможної моделі врядування, що базується на принципах прозорості, цифровізації та державно-приватного партнерства. Запропоновано стратегічні напрями розвитку галузі, зокрема пільгове державне кредитування, тарифно-митне регулювання, стимулювання інновацій у селекції та ветеринарній медицині, технологічну модернізацію та впровадження цільової маркетингової політики. У висновках обґрунтовано, що посилення управлінських механізмів, удосконалення інституційної координації, підвищення ефективності інструментів державної підтримки та реалізація конкурентоспроможних маркетингово орієнтованих стратегій є ключовими передумовами сталого розвитку м'ясної галузі. Забезпечення продовольчої безпеки, економічної стійкості держави та успішної європейської інтеграції значною мірою залежить від ефективності публічного управління та менеджменту підприємств у цій сфері.

**Ключові слова:** м'ясна галузь, агропромисловий комплекс держави, публічне управління тваринництвом, державне регулювання м'ясною галуззю, державна продовольча політика, продовольча безпека, конкурентоспроможність, інновації у виробництві м'яса, сталий розвиток, ветеринарно-санітарний контроль.

**General statement of the problem and its connection with important scientific and practical tasks.** The meat industry is one of the key components of the national food system. Ensuring a stable supply of meat is critically important in the context of population growth, fluctuations in world markets, threats to food independence (war, logistical restrictions). Effective management of the industry contributes to reducing dependence on imports and increasing food self-sufficiency.

The meat industry is also an important component of the agro-industrial complex, which makes a significant contribution to GDP, provides jobs, is a source of foreign exchange earnings (through product exports). Management decisions directly affect the investment attractiveness of the industry and the competitiveness of products in domestic and foreign markets.

Generally, good governance includes standards for food safety, veterinary control, certification and compliance with international requirements. Poor governance can lead to risks to public health, loss of export markets and reputational damage for producers. The industry is

currently experiencing new challenges, such as the impact of war on logistics, farms, feedstock; the energy crisis and rising production costs; changing consumer priorities (increasing demand for ethical production, organic products, meat substitutes); ensuring environmental sustainability (emissions, water use, waste). These challenges reinforce the need to improve management mechanisms in the industry.

At the policy level the relevant reforms and government regulation presuppose adaptation of legislation to EU standards, integration into international trade chains, supporting producers through subsidy and credit programs, combating shadow schemes. All this forms a new management paradigm. Practical management decisions today are determined by both the economic and political realities of Ukraine.

The relevance of research on the management of meat production is high due to the important role of this sector for food security and the economy, the need to adapt to current trends (war, market, standards), lack of thoroughness of essential management mechanisms. The research of this area can become the basis for effective government policy, increasing the competitiveness of producers and reducing the cost of living of the population taking into consideration several aspects.

***Analysis of recent studies and publications that have initiated the solution of this problem and on which the authors rely.*** Despite the significant role of the industry, there is a lack of comprehensive scientific research combining economic, managerial and institutional aspects. There are no systemic management models adapted to crisis conditions. There is a lack of practical recommendations for effective planning at the state and enterprise levels. The works of Ukrainian scientists consider the features of the functioning and trends in the development of the meat and meat products market in Ukraine (Kushnir V., Mamchur L. and others), present a study of the state of development of the meat processing industry, and identify negative trends in the development of livestock (Ye. Bolshakkova and others). In the works of Vlasenko I. and Semko T. the institutional foundations of the formation of the meat and meat products market were considered, methodological approaches to assessing the meat market were formulated, and a model of prospective development of the meat market was developed. Dynamic changes in the meat processing industry require constant monitoring of unresolved problems, taking into account political, financial, innovative and other aspects that are not sufficiently covered in scientific works. Therefore, it is relevant to study the dynamics and features of the development of the meat industry, which will help to outline the prospects for the successful implementation of potential opportunities and expansion of production.

***Formulation of the article's objectives (setting the task).*** The aim of the paper is to reveal the dynamics and features of the meat industry management regarding the prospects for the successful implementation of potential opportunities.

***Presentation of the main research material with full justification of the scientific results obtained.*** The meat industry is a leading agricultural economy in many countries of the world. Meat and meat products of all kinds are traditional in the diet of the population of many nations [7]. However, analyzing the total volume of beef and pork production using the example of Ukraine, they were decreasing from year to year. That negatively affected (and still continues to affect) the development of the industry, which loses the opportunity to develop, create new jobs, and enter the international market.

The existing mechanisms for managing the meat industry do not fully meet modern economic, social and institutional conditions, which complicates the formation of sustainable production and sales chains and reduces the industry's adaptability to crisis phenomena. Thus, there is an objective need for theoretical substantiation and development of effective mechanisms for managing the meat industry, aimed at increasing its sustainability, competitiveness and integration into the European economic space.

The functioning of the meat and meat products market is based on the formation of production and economic relations between all its participants - business entities: from animal

breeding to the manufacture of finished products and their sale [2, p. 21]. The basis for ensuring the economic balance of such relations is the consistency of supply and demand for meat raw materials and products of its processing. In this context, two groups of market participants are distinguished, which form the supply: meat producers and meat product producers (processors) [4].

Innovation, sustainability, and ethical considerations drive a revolutionary meat processing and preservation shift. The business is exploring alternate sources, such as cultured meat, and implementing cutting-edge processing technology to meet the demands of a changing global landscape. Notable advancements influencing the future include precise biology, nanotechnology, and biodegradable polymers [8, p. 342].

Meat industry encompasses a system of institutions, mechanisms, tools and procedures by which the state forms, implements and controls public policy in the field of production, processing and circulation of meat products. This is not only about market regulation, but also about the comprehensive influence of the state on: food security, economic stability of the industry, sanitary and epidemiological safety, international trade, development of rural areas.

The state-administrative dimension is implemented through a system of public administration entities. At the central level there are Ministry of Agrarian Policy and Food of Ukraine (formation of agrarian policy, support programs, strategic development of the industry), State Service of Ukraine for Food Safety and Consumer Protection (veterinary control, supervision of product safety), Ministry of Economy of Ukraine (regulation of export-import operations, trade policy). At the regional and local level there are oblast military administrations, local self-government bodies, territorial bodies of regulatory services. This level is responsible for policy implementation, support for producers, and local infrastructure development.

State-administrative influence is manifested through the following functions: regulatory and legal regulation focused on setting quality standards, veterinary and sanitary requirements, harmonization of legislation with EU law; strategic planning directed towards development of sectoral strategies, integration of the meat industry into the food security strategy, planning for recovery in wartime; economic regulation operating with state subsidies, tax incentives, credit programs, support for small and medium-sized producers [5]; control and supervision consisting of veterinary control, product certification, audit of production facilities, export control [3]; anti-crisis management including response to epizootics, market stabilization in conditions of war risks, support for affected regions.

Public management of the meat production sector is carried out at the intersection of state agricultural policy, food security policy, European integration policy, regional rural development policy. In the context of acquiring the status of candidate for EU membership, the public and administrative dimension provides for implementation of EU norms on food safety, adaptation to the requirements of the common agricultural market, strengthening the institutional capacity of control bodies, digitalization of certification procedures and product traceability. In this context it faces the challenges of a state-administrative nature, in particular, insufficient coordination between authorities, fragmentation of support policy, limited financial resources, high level of shadowing of certain market segments, impact of military risks on the management system. At the same time, the main state-administrative challenge is the transition from an administrative-control model to a strategic, partnership and institutionally capable model of industry management. This involves implementation of good governance principles, strengthening transparency and accountability, development of public-private partnership, digitalization of management processes.

Ensuring economic growth, increasing the competitiveness of producers and increasing sales volumes in the meat market is possible only if internal capabilities are used and reserves for the development of this industry are sought, which is associated with the need to develop a targeted marketing policy.

Competition in a broad sense is a rivalry between partners with the aim of establishing effective meat business interactions on mutually beneficial terms aimed at maximizing profits. The

competitive potential of a modern meat industry is considered to be the prospect of its capabilities in terms of the ability to form long-term competitive advantages. On the one hand, it is responsible for ensuring the effective implementation of competitive strategies, which is necessary to maintain or increase market share and, consequently, increases the competitiveness of companies, and on the other hand, it stimulates the creation of conditions for the development and improvement of the competitive position of the meat industry and influences the sustainability of competitive advantages. The high level of competitiveness of meat industry is evidenced by customer satisfaction and their willingness to purchase the meat products more than once (customers return, but the goods do not); the absence of complaints from shareholders and partners; high staff morale and the desire of specialists. Competition ensures an equal position of participants in economic relations - sellers and buyers; creates one of the main conditions necessary for the effective performance of price coordinating functions, since free pricing is the main element of the market mechanism; acts as a control system for the effectiveness of private entrepreneurship; competition creates an interest in improving economic resources, their production combinations, reducing costs per unit of output, and scientific and technological modernization of production.

The development of a strategy to improve the competitiveness of meat industry in the meat market based on a marketing approach is a topical issue of scientific research on the study of the characteristics of consumer marketing in the meat market and the formation of a strategy for the development of the meat market in a country. Meat producers need to understand and take into account the requirements of international market integration. In addition to technical re-equipment, it is necessary to organize the development of a regulatory framework and ensure that domestic meat farming meets international requirements.

It is definitely worth noting that, despite various changes in consumer preferences, production volumes of various types of meat products are not declining, but rather significantly increasing. Consumer demand for all types of meat products in the meat market remains quite high.

Such strategy must meet requirements that ensure: focusing meat production on demand and market needs (in accordance with the needs of target consumers); a constant desire to improve production efficiency, streamline business operations, and achieve optimal financial results with reduced costs; economic independence and the absence of pressure in decision-making for business entities responsible for the final results of meat industry enterprises; flexibility, adaptability, readiness for change, and the ability to make ongoing adjustments to goals and programs depending on market conditions.

For meat management it is essential to provide such measures as: ensuring rational management and interconnection between labor, material, financial, and information flows of enterprises in the meat market; developing strict standards and requirements for product quality, transportation, storage, and sales; using modern information technologies to improve the production and marketing of meat products. Implementing market regulation mechanisms is a lengthy and difficult process [6].

So, it is necessary to develop a strategy for increasing the competitiveness of meat enterprises in the meat market, the basis of which is competitiveness, formed through indicators including effective, productive, innovative technologies for the production, processing and preparation for sale of meat products, taking into account the introduction and application of innovative marketing guidelines, the practical value of which will be aimed at formalizing the main objectives of the development of agro-industrial policy in territories in order to improve the quality of life of the population and ensure food security. It is by its successes or failures that one can largely judge not only the reliable provision of the population with affordable and high-quality domestic food, but also the successes or failures of the country. Only by solving the problem of food security can one ensure national security and enhance the country's prestige in the world.

In order to further implement and improve consumer marketing in the meat market and to formulate substantiated strategies for the development of the meat market, a number of factors

contributing to the activation and stimulation of meat production and the development of a strategy for increasing the competitiveness of the meat market based on a marketing approach.

Regarding Ukraine, according to experts, it is economically profitable to develop the specialization of the southern and central regions of the country in the direction of meat production (pig farming, poultry farming, cattle breeding, sheep breeding), because they are optimally located in relation to product sales markets [1, p. 265].

As a whole, the following areas of activity are proposed: state lending on preferential terms for the implementation of investment projects and simple acquisition of equipment, tariff and customs regulation and import quota, innovative developments in the field of selection, genetics, veterinary medicine, the attraction of new technologies through scientific research.

At the enterprise level, the implementation of innovative technologies in breeding, production, processing, logistics, and marketing is required. A market-oriented strategy should focus on consumer demand, quality assurance, cost optimization, and long-term competitive advantages. The integration of production and processing chains, effective management of material, financial, and information flows, and the use of modern digital tools are essential conditions for sustainable growth. The state policy should concentrate on the development of coordinated state support instruments, including preferential lending, targeted subsidies, innovation incentives, and customs-tariff regulation aimed at protecting domestic producers while encouraging modernization. Regional specialization, especially in economically advantageous areas, can further strengthen production efficiency and market positioning. Ultimately, the effectiveness of meat industry management directly influences not only sectoral performance but also national economic resilience and food independence. Ensuring sustainable development of the industry requires a comprehensive management model that combines economic efficiency, institutional stability, social responsibility, environmental sustainability, and European integration priorities.

The successful implementation of potential opportunities in the meat sector depends on the systemic alignment of state policy, market mechanisms, and enterprise-level strategic management. Thus, strengthening governance capacity and competitiveness in the meat industry is not solely an economic objective but a strategic component of Ukraine's long-term national security and post-war recovery framework.

***Conclusions from this study and prospects for further research in this area.*** The meat industry represents a fundamental component of Ukraine's agro-industrial complex and performs a strategically important function in ensuring national food security, macroeconomic stability, rural employment, and export potential. In the context of structural economic transformation, military challenges, energy instability, and European integration processes, the sector is undergoing significant dynamic changes that require a reassessment of existing management approaches.

The current system of meat industry management does not fully correspond to modern economic, institutional, and geopolitical realities. Fragmented regulatory mechanisms, insufficient coordination between market participants and public authorities, limited financial support instruments, technological backwardness of certain enterprises, and the impact of wartime risks significantly reduce the adaptive capacity and competitiveness of the industry. At the same time, the sector possesses substantial internal reserves and development potential that can be realized through systematic modernization and strategic governance reform.

It is necessary to transform the state-administrative model of management from a predominantly control-oriented framework into a strategic, partnership-based and institutionally coherent system. Such transformation should be grounded in the principles of good governance, transparency, accountability, interagency coordination, and digitalization of administrative procedures. Strengthening institutional capacity, harmonizing national legislation with EU standards, and implementing modern food safety and traceability systems are critical for successful integration into European markets.

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