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ADAPTIVE MANAGEMENT MECHANISM BASED ON A RESILIENT VALUE CHAIN FOR THE STRATEGIC SUSTAINABLE DEVELOPMENT OF AGROCLUSTER ACTIVITIES

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Abstract: This article examines the essence and significance of an adaptive management mechanism based on a resilient value chain for the strategically sustainable development of agroclusters. It analyzes ways to enhance agroclusters' adaptability to climate change, market fluctuations, resource shortages, and logistics disruptions. The study also substantiates key directions for strengthening integration among value chain participants, ensuring the early identification of risks, introducing digital monitoring, and promptly coordinating management decisions. Based on the research findings, scientific and practical recommendations are proposed to improve agroclusters' resilience to external shocks, resource-use efficiency, and long-term competitiveness.

Keywords: agrocluster, strategic sustainable development, resilient value chain, adaptive management mechanism, external shocks, climate change, market fluctuations, resource shortages, logistics disruptions, risk management, digital monitoring, stakeholder integration, adaptability, resource-use efficiency, long-term.

Аннотация: В статье раскрываются сущность и значение механизма адаптивного управления, основанного на резилиентной цепочке создания стоимости, для стратегически устойчивого развития деятельности агрокластеров. Проанализированы вопросы повышения способности агрокластеров адаптироваться к изменению климата, рыночным колебаниям, дефициту ресурсов и логистическим сбоям. Обоснованы направления укрепления интеграции между участниками цепочки создания стоимости, раннего выявления рисков, внедрения цифрового мониторинга и оперативной координации управленческих решений. По результатам исследования разработаны научно-практические предложения, направленные на повышение устойчивости агрокластеров к внешним шокам, эффективности использования ресурсов и долгосрочной конкурентоспособности.

Ключевые слова: агрокластер, стратегическое устойчивое развитие, резилиентная цепочка создания стоимости, механизм адаптивного управления, внешние шоки, изменение климата, рыночные колебания, дефицит ресурсов, логистические сбои, управление рисками, цифровой мониторинг, интеграция участников, адаптивность, эффективность использования ресурсов, долгосрочная конкурентоспособность.

INTRODUCTION

Under current conditions, climate change, global market instability, resource scarcity, logistics disruptions, and price fluctuations necessitate the development of new management mechanisms for the strategic sustainable development of agrocluster activities. Traditional management approaches are not sufficiently effective in promptly identifying internal and external risks, mitigating their adverse consequences, and ensuring the continuity of production processes.

In this context, the formation of resilient value chains within agroclusters is of particular importance. Such value chains ensure that production, processing, storage, logistics, and marketing processes are resistant to external shocks, capable of rapidly adapting to changing conditions, and able to recover within a short period. Their effective functioning depends on strengthening integration among value chain participants, diversifying resources, conducting proactive risk assessments, and using digital monitoring tools.

An adaptive management mechanism based on a resilient value chain enables the continuous monitoring of changes in agrocluster activities, the development of alternative management decisions, and the rapid reallocation of available resources to priority areas. The purpose of this study is to examine the theoretical and methodological foundations of this mechanism and to develop scientific and practical recommendations aimed at enhancing the resilience, adaptability, and long-term competitiveness of agroclusters.

Unlike traditional approaches, an adaptive management mechanism based on a resilient value chain for the strategic sustainable development of agroclusters focuses not only on increasing production volumes, expanding export potential, and improving economic efficiency, but also on strengthening agroclusters' resilience to internal and external shocks, enhancing their adaptability to changing environmental conditions, and maintaining their long-term strategic sustainability.

Therefore, within this mechanism, resilience is regarded as a key strategic criterion for agrocluster development and a prerequisite for ensuring their competitiveness and sustainable operation. Under this approach, the performance of agroclusters is assessed by their adaptability to a changing external environment, ability to maintain core functions amid instability, capacity for rapid recovery, and level of preparedness for future risks.

REVIEW OF LITERATURE ON THE SUBJECT

International experience and contemporary scientific approaches served as an important theoretical foundation for this study. In particular, within the concept of agricultural value chain resilience developed by R. Vroegindewey and J. Hodbod¹, the ability of a value chain to prepare for external shocks, respond to them effectively, and recover within a short period is substantiated as the principal component of resilience.

Furthermore, the strategy proposed by K. Otsuka and M. Ali² for transforming agro-based clusters into agro-industrial clusters highlights the decisive importance of collective action among participants, innovative activity, and institutional support mechanisms provided by the government. In addition, the experience of Romania's "AgroTransilvania" cluster confirms that strengthening cooperation among value chain participants and expanding mutual trust and strategic planning mechanisms are important factors in ensuring the competitiveness and sustainability of agroclusters.

The theoretical foundations of the resilient strategic management concept have been shaped by various scientific schools and approaches. In particular, C. S. Holling,³ through the theory of ecological resilience, substantiated the ability of systems to maintain their functions following external disturbances. C. A. Lengnick-Hall and T. E. Beck⁴ developed the concept of organizational resilience and emphasized the importance of human capital and organizational capabilities. G. Hamel and L. Välikangas⁵ advanced the idea of strategic

1 Vroegindewey, R., & Hodbod, J. (2018). Resilience of agricultural value chains in developing country contexts: A framework and assessment approach. *Sustainability*, 10(4), Article 916. <https://doi.org/10.3390/su10040916>

2 Otsuka, K., & Ali, M. (2020). Strategy for the development of agro-based clusters. *World Development Perspectives*, 20, Article 100257. <https://doi.org/10.1016/j.wdp.2020.100257>

3 Holling, C. S. (1973). Resilience and stability of ecological systems. *Annual Review of Ecology and Systematics*, 4, 1–23. <https://doi.org/10.1146/annurev.es.04.110173.000245>

4 Lengnick-Hall, C. A., & Beck, T. E. (2005). Adaptive fit versus robust transformation: How organizations respond to environmental change. *Journal of Management*, 31(6), 738–757. <https://doi.org/10.1177/0149206305279367>

5 Hamel, G., & Välikangas, L. (2003). The quest for resilience. *Harvard Business Review*, 81(9), 52–63.

resilience, highlighting the need for organizations to reassess their business models in a timely manner. S. Duchek,⁶ in turn, interpreted resilience as an organization's dynamic capability to anticipate potential threats, cope with adverse events, and ensure subsequent recovery. At the same time, international organizations such as the OECD and FAO recognize strengthening the resilience of agri-food systems as one of the priority areas of agricultural policy and strategic management.

RESEARCH METHODOLOGY

This study employed a comprehensive methodological approach aimed at developing an adaptive management mechanism based on a resilient value chain for the strategic sustainable development of agroclusters and assessing its effectiveness. The theoretical and methodological framework of the research comprised systemic, institutional, process-based, strategic management, and value chain approaches. An agrocluster was examined as an integrated economic system in which the stages of production, processing, storage, logistics, and marketing are interconnected.

The study employed scientific abstraction, analysis and synthesis, induction and deduction, monographic observation, comparative analysis, statistical grouping, expert assessment, and graphical methods. Value chain analysis was used to identify its key links, economic relationships among participants, resource and information flows, value-added creation processes, and potential points of disruption.

The resilience of the agrocluster value chain was assessed using a system of indicators, including resistance to external shocks, adaptability to changing conditions, continuity of production, speed of recovery, diversification of supply sources, and availability of reserve capacity. The effectiveness of adaptive management was evaluated in terms of the early identification of risks, the speed of managerial decision-making, the level of digital monitoring, coordination among participants, and the capacity to reallocate resources.

ANALYSIS AND RESULTS

Based on the research findings, we argue that the long-term development of agroclusters depends not only on economic efficiency but also on their resilience and adaptive capacity.

This approach has emerged in response to factors observed in recent years, including climate change, water scarcity, pandemics, geopolitical crises, global market price volatility, and disruptions in logistics chains. These factors have significantly affected the sustainability of agroclusters and demonstrated that traditional management models focused exclusively on economic efficiency cannot fully address contemporary risks. Therefore, the introduction of adaptive mechanisms that enable the early assessment of risks, rapid adjustment to a changing environment, and systematic recovery during crises has become an objective necessity in strategic management.

Applying this mechanism to cotton-textile, fruit and vegetable, livestock, and other specialized agroclusters in Uzbekistan would enhance their resilience to climatic and market changes. It would also strengthen information exchange and cooperation among value chain participants, improve institutional coordination, and accelerate the adoption of innovative and digital technologies. Consequently, the stability of export-oriented production would be strengthened, thereby increasing the competitiveness of agroclusters in domestic and international markets.

As an outcome of the study, the development of an "Agrocluster Strategic Sustainability Index" based on the proposed mechanism is recommended to facilitate a comprehensive assessment of agrocluster development. This index would make it possible to evaluate the strategic sustainability of agroclusters, identify their strengths and weaknesses, analyze their resilience to risks, and formulate prospective development scenarios through 2030.

Thus, the adaptive management mechanism based on a resilient value chain represents a contemporary theoretical and methodological approach to the strategic sustainable development of agroclusters. Within this framework, resilience and adaptability are recognized as priority elements of strategic management (Figure 1).

6 Duchek, S. (2020). Organizational resilience: A capability-based conceptualization. *Business Research*, 13(1), 215–246. <https://doi.org/10.1007/s40685-019-0085-7>

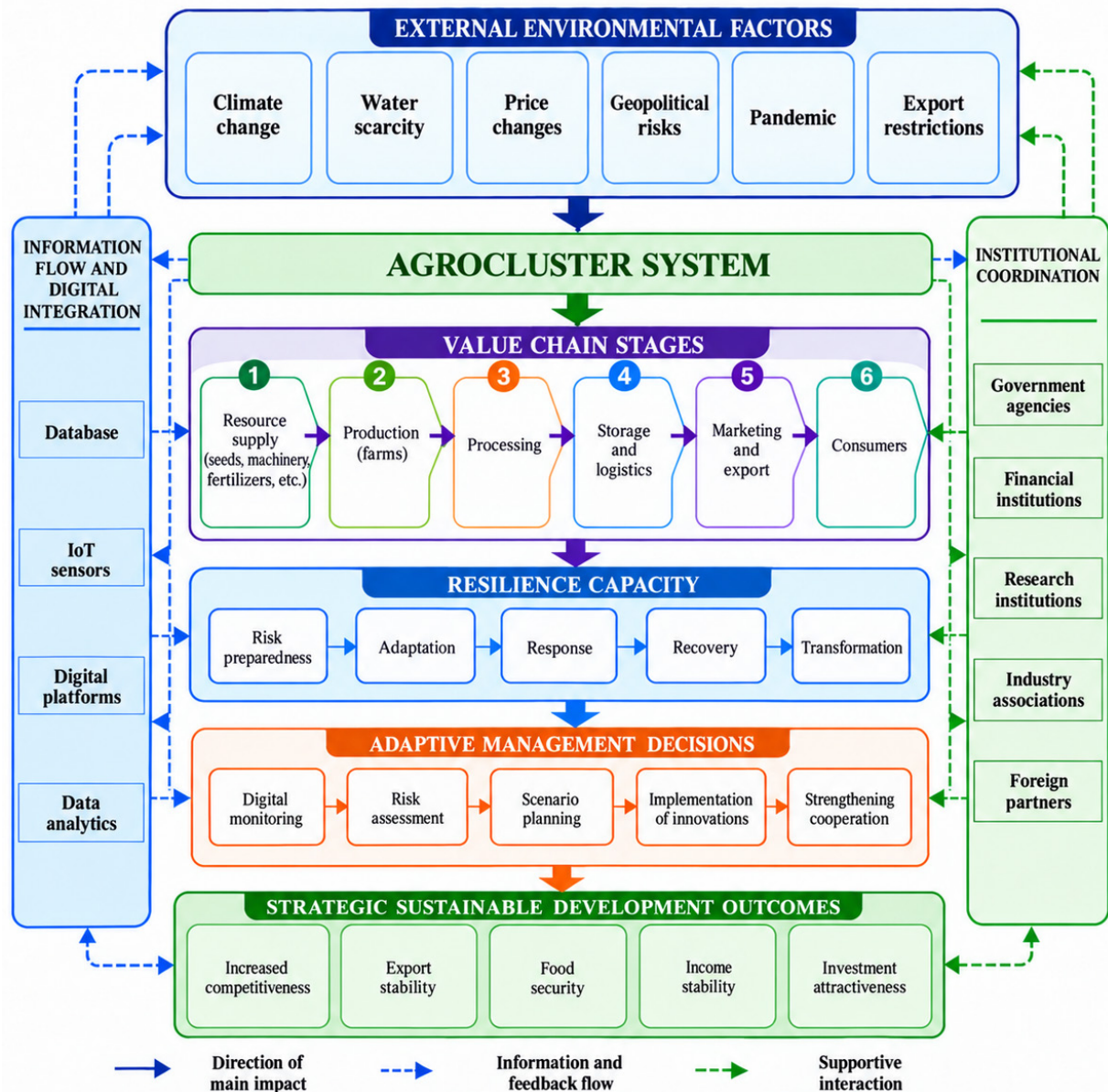


Figure 1. Adaptive Management Mechanism for Agroclusters Based on a Resilient Value Chain⁷

The proposed adaptive management mechanism based on a resilient value chain is a modern management framework designed to ensure the strategic sustainable development of agroclusters. It aims to preserve their competitiveness, facilitate rapid recovery, and enhance their adaptability under external and internal shocks, uncertainties, and long-term stress factors. This approach is founded on strengthening interconnections among value chain participants, integrating resilience principles into the management system, and introducing adaptive decision-making processes.

The first structural component of the adaptive management mechanism based on a resilient value chain is value chain integration. Within this component, an agrocluster is regarded as an integrated system encompassing farms, processing enterprises, logistics providers, exporters, research institutions, financial institutions, and public administration bodies. The primary emphasis is placed not on the performance of individual participants but on ensuring their interconnectedness and coordinated cooperation.

The second component of the mechanism is the agrocluster resilience life cycle, which comprises the stages of preparedness, adaptation, response, recovery, and transformation. These stages facilitate the proactive assessment of risks, prompt responses to crises, the mitigation of losses, and the technological and institutional improvement of the system.

⁷ Source: Author's own work.

As the central element of the model, the adaptive management mechanism encompasses continuous monitoring, risk assessment, the development of alternative scenarios, decision-making, and the evaluation of results. The systematic improvement of management decisions based on the findings enables agroclusters to adapt rapidly and effectively to changes in the external environment.

Implementing this mechanism in the practice of Uzbekistan's agroclusters has considerable scientific and practical significance. In particular, the strategic sustainability and resilience of cotton-textile agroclusters can be strengthened by assessing water-scarcity risks, diversifying export markets, and introducing digital monitoring systems. In fruit and vegetable agroclusters, this can be achieved by developing cold-storage infrastructure, establishing logistics reserves, and increasing the share of processing. In livestock agroclusters, strategic sustainability and resilience can be enhanced by creating feed reserves, strengthening veterinary control, and adopting innovative technologies.

While traditional value chains primarily focus on reducing costs and increasing value added, resilient value chains involve managing risks and ensuring continuity across all stages—from resource supply to production, processing, storage, logistics, trade, and export. They are characterized by preparedness, adaptability, shock-absorption capacity, recovery, and transformation, thereby enabling the system to assess risks proactively, adapt rapidly, and undertake strategic renewal.

Thus, the adaptive management mechanism based on a resilient value chain constitutes a comprehensive theoretical, methodological, and practical management model designed to enhance agroclusters' resistance to external and internal shocks, maintain their long-term competitiveness, and ensure their strategic sustainable development.

Resilient strategic management can be defined as a management system that enables an organization or economic system to withstand uncertainties, risks, and changes in its external and internal environments while pursuing long-term objectives, rapidly adapt to such changes, recover effectively from crises, and create opportunities for development under new conditions. This approach enriches conventional strategic management theory with new conceptual dimensions. Alongside efficiency, it recognizes resilience, adaptability, and the capacity to adjust to and recover from changing external and internal conditions as key priorities of strategic development.

Based on this approach, the following author's definition is proposed within the framework of the dissertation: resilient strategic management is a system that ensures the long-term sustainable development and competitiveness of an agrocluster by proactively identifying and assessing external and internal risks, making adaptive decisions under uncertainty, maintaining core functions when exposed to risks, minimizing losses, recovering within a short period, and improving the management system based on accumulated experience.

The theoretical essence of resilient strategic management is based on the idea that organizational success should be assessed not only by the achievement of planned outcomes but also by the ability to preserve strategic objectives amid unexpected changes, withstand external shocks, and develop by taking advantage of emerging opportunities. In this respect, it differs from traditional strategic management in its orientation toward uncertain and rapidly changing environments, its integration of efficiency with resilience, its use of scenario-based and adaptive planning instead of rigid planning, and its reliance on continuous monitoring and prompt revision mechanisms. Within this framework, a crisis is regarded not as an exceptional event but as an inherent component of the management system.

The application of resilient strategic management to agrocluster activities is of particular importance. First, it involves ensuring environmental resilience through climate-risk management, the development of drought scenarios, and the introduction of water-saving technologies. At the same time, reducing market risks by diversifying export markets and increasing the share of the domestic market, as well as strengthening financial resilience through the development of reserve funds and agricultural insurance mechanisms, are essential. While digital monitoring systems and precision agriculture technologies enhance technological resilience, stronger cooperation among agrocluster participants and the development of public-private partnership mechanisms contribute to institutional resilience.

CONCLUSIONS AND SUGGESTIONS

Thus, resilient strategic management represents an important theoretical and methodological approach that contributes to strengthening agroclusters' resilience to external and internal risks, enhancing their adaptability to changing environments, and ensuring long-term competitiveness and strategic sustainable development.

The study also examined international practices comparable to the adaptive management mechanism based on a resilient value chain. The findings indicate that, although this concept has not been formally introduced under this specific name in the agricultural policy of any country, its key components—resilient

value chains, adaptive management, multi-stakeholder governance, and collaborative networks—are widely applied in several countries.

In particular, within the framework of the “Resilient Agri-Food Clusters Development Project,” implemented in the Kyrgyz Republic since 2024, measures are being undertaken to strengthen the resilience of dairy and horticultural agroclusters to climate change and market risks, improve integration among value chain participants, and enhance adaptive management mechanisms. This project may be regarded as the closest practical example of the proposed concept.

In Ethiopia, institutional cooperation among farmers, processors, and market participants has been established by integrating value chain and agrocluster development approaches. This contributes to value chain sustainability and institutional resilience. In certain regions of China, integrated adaptive agri-food systems have been developed by connecting farmers, local communities, and market participants through vegetable value chains. Agroclusters in the Netherlands, meanwhile, are distinguished by their high levels of innovation-driven cooperation, multi-stakeholder governance, and network-based collaboration.

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