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MANAGEMENT OF BUSINESS ECOSYSTEM DEVELOPMENT IN THE FORMATION OF ORGANIZED COMMODITY MARKETS

Modern business tends to cooperate and collaborate as the conditions of its functioning become increasingly complex and require new approaches to strategies, especially in wartime. These relationships align with the concept of business ecosystem management, which has attracted significant attention from researchers in recent years. In such interdependent structures, ways can be found to optimize performance, increase sustainability, and develop innovation, which is critical for the effective management and prosperity of business entities in today's unstable environment. The study focuses on elaborating the authors' opinions on the essence of the concepts of "business ecosystem" and "commodity market". Scholars have drawn attention to the different understandings of the "business ecosystem" concept. The authors also present their vision of the concept of "entrepreneurial business ecosystems", which is that they are diverse and interconnected dynamic groups of entrepreneurs based on the talents and skills of employees, long-term leadership, fair competition, and success in new ventures for greater mobility, growth of commodity markets and the ability to transform new ideas into innovations. The methodology for conducting a SWOT analysis of the impact of the business ecosystem on the formation of organized commodity markets is revealed. The strengths and weaknesses of the business ecosystem are identified and characterized, which positively or negatively affect their performance. For each component of the business ecosystem, the opportunities and threats that can both facilitate and impede their development in wartime are identified. An expert assessment of the interaction of strengths and weaknesses, as well as opportunities and threats to the functioning of business ecosystems in the formation of organized commodity markets, is carried out. A SWOT analysis matrix of the strategy for organizing a business ecosystem in forming organized commodity markets is derived on this basis. Obtained results can be used to determine the strategic priorities for developing the business ecosystem and formulate directions for developing commodity markets.

Keywords: business entities, business ecosystem, management, SWOT analysis, commodity markets.

JEL Classification: G10, L22, P40

Statement of the problem. The institutional basis for developing business ecosystems is to consider the interests and interactions of their participants, identify threats and weaknesses, and identify strengths and possible strategies for creating added value. Analyzing threats and weaknesses contributes to forming a more comprehensive system that covers all aspects of the ecosystem organization. This emphasizes the importance of developing cooperatives and networks of consortia, science parks, incubators focused on ecosystem development, entrepreneurs, private investors, and academics who can explore the creation of new ecosystems and access to new markets, encourage entrepreneurial initiatives, and open up more opportunities to raise awareness and knowledge about entrepreneurial innovation.

For business ecosystem development management to be effective, it should cover all sectors of the economy

and their structure, remain sensitive to the sustainability of technology transfer growth, develop a local network to establish links between academic research groups and startups, and provide advice to promote a culture of idea entrepreneurship and entrepreneurial thinking. The research topic emphasizes the importance of considering entrepreneurship as an element of the business ecosystem.

Analysis of recent research and publications. In the scientific literature, the concept of ecosystem began to emerge in the 1990s. De Groot substantiated a model for balancing the economic needs of society with the ability of the environment to meet their needs (Groot, 1992) [1]. A group of researchers led by R. Costanza argues that ecosystem services and functions do not necessarily have a one-to-one correspondence, as sometimes one ecosystem service is the product of two or more ecosystem functions, while in other cases, one ecosystem function contributes to

two or more ecosystem services (Costanza et al., 1997) [2]. Daily G.C. points out that the value of ecosystems can be divided into consumptive (valued directly based on market prices) and non-consumptive (recognizing the existence of the ecosystem and conserving the soil) uses (Daily, 1997) [3]. J.F. Moore pioneered the definition of a "business ecosystem" as its biological counterpart, which aims to smoothly reformat from an unforeseen composition of elements to a more organized community [4]. Business ecosystems usually tend to change and transform.

The gradual development of entrepreneurial ecosystems can also be viewed from a capitalist perspective (with the inherent competition that is the basis of evolution in the economy), and therefore, ecosystems that cannot develop effectively or compete with each other have been observed. The ecosystem as a part of innovative agribusiness entrepreneurship, which turns into a robust system of interaction between agribusiness enterprises, consumers of agricultural products, and specialized organizations for servicing agribusiness enterprises, is considered in the work of O. Sadovnyk [5].

The theory of management of the development of modern entrepreneurial business ecosystems is devoted to the work of well-known scientists, and in particular the issue of business ecosystem, in terms of: natural resource potential and the practical component of the system of sustainable finance – revealed by I. Bystriakov and D. Klinovyi [6]; the basis for the creative development of human resources – substantiated by O. Shpykuliak [7] and Cheremisina S., Rossokha V., Petrychenko O., Fedoryshyna L., & Dobrianska N. [8]; the mechanism of formation of internal economic development of entrepreneurial structures was proposed by I. Balaniuk, I. Kozak, D. Shelenko [9]; socio-economic mechanisms of functioning of farms in the institutional environment of the market, including the commodity market, are described in the works [10-12]. In the managerial context, an ecosystem is understood as a business model that should have a specific product as an output, i.e., it is the model that producers accept as the most acceptable and most realistic for implementation in the context of military operations [13].

The mechanism of business ecosystem development based on a consistent management cycle of sustainable development of commodity markets provides a comprehensive approach to the integration and coordination of activities of all market participants. This approach not only helps to increase the efficiency and competitiveness of individual business entities but also creates conditions for sustainable economic growth and innovative development of the entire market segment. Thanks to a consistent management cycle, business ecosystems can adapt to changing market conditions, minimize risks, and maximize the use of available resources, which are key factors for ensuring their sustainability and long-term success in commodity markets.

The issue of commodity markets became widespread with the intensification of European integration processes in Ukraine after the signing of the Association Agreement with the European Union in 2014, and on July 1, 2021, the Law of Ukraine "On Capital Markets and Organized Commodity Markets" came into force [14].

The trends in the development of commodity markets in the pre-war and war periods are revealed in the mon-

ograph by B.V. Burkinsky and a team of scientists [15], who outline the mechanisms of selective regulation of the development of commodity markets by state authorities, as well as a strategic vision of multi-subjective regulation of commodity markets with justification of their respective functions and regulatory mechanisms to ensure the sustainability of commodity markets in the post-war period. That is, the imbalance between production and consumption affects the behavior of the commodity market, where trade business ecosystems are trying to find the most profitable niche with the introduction of marketing moves and with the forecasting of their competitiveness [16]. Thus, there is a reasonably clear position that the pre-war and war periods of commodity markets have undergone significant changes, which required selective regulation by public authorities. At that time, imbalances between production and consumption significantly affected commodity markets' behavior. To ensure the sustainable functioning of markets in the postwar period, it is necessary to introduce mechanisms of selective regulation that include the active participation of various market participants and the state. This requires justification of appropriate functions and regulatory mechanisms for each participant in the regulatory process. Such an approach should ensure the stability of markets, minimize imbalances between supply and demand, and support stable economic development.

Objectives of the article. The article aims to substantiate the directions of business ecosystem management in forming organized commodity markets by analyzing the advantages and disadvantages, opportunities and threats. The author outlines the main directions for developing the entrepreneurship business ecosystem caused by the consequences of military aggression.

To define the goal and understand the business ecosystem's impact on business entities' functioning, the following research methods were used: the monographic method, the ecosystem approach, generalization, and comparison.

Summary of the main research material. A well-organized business ecosystem is a distinctive incubator for the individual and collective development of a business and a group of leaders. The business ecosystem can also acquire intellectual potential, ensuring its continuous growth, as it can use the resource potential effectively. The availability of resource potential will allow organizing a feedback loop. On the one hand, it stimulates innovation and economic development, but on the other hand, it can also lead to serious problems, such as the decline of the business ecosystem, unemployment, inequality and social exclusion.

The authors' views on the essence of the "business ecosystem" concept are summarized in Table 1.

After analyzing the definitions of various scholars, we will offer our own vision of the concept of "entrepreneurial business ecosystems" – these are diverse and interconnected dynamic groups of entrepreneurs based on the talents and skills of employees, long-term leadership, fair competition, and success in new ventures for greater mobility, growth of product markets, and the ability to turn new ideas into innovations.

Effective entrepreneurial business ecosystems need to overcome barriers and obstacles to the free flow of knowledge, resources and capital, and this will shape the acquisition of new skills to manage, reward and socially

Table 1 – The essence of the concept of business ecosystem

| Authors. | The business ecosystem is: | Interpretations from the point of view of |
|---|---|--|
| Pidun U., Reeves M., Schüssler M. [17] | a dynamic group of mostly independent economic players that create products or services that together form a complete solution. | ecosystem as a group of leaders with different roles |
| Moore J.F. [18] | "an economic community consisting of a set of interdependent organizations and individuals". | |
| Shestopalov B. [13] | a dynamic group of independent players that produce goods or services with significantly higher added value, and it is one of the tools for each participant to receive additional income and maximize the results of their work within an organized ecosystem. | |
| Reeves M., Pidun U. [19] | is a dynamic group of mostly independent economic players that jointly create products and produce coordinated management decisions. | |
| Spigel, [20] | a community of entrepreneurs and support structures within a particular region that work together to build and grow the resource potential of new businesses. | |
| Kortelainen S., Järvi K. [21] | a joint structure of multilateral arrangements that relate to the relationship between partners based on interaction with each other to develop new products and commercialize them, realizing a focused value proposition. | |
| Shen L., Shi Q., Parida V., Jovanovic M. [22] | ecosystem as a framework that considers ecosystems as configurations of activities defined by a value proposition that, together with independent heterogeneous partners, seek to materialize a common value proposition. | ecosystem as belonging |
| G. Sarafin [23] | a business agreement between two or more ecosystem participants to create and share value and to recruit customers together, with their own brands present in the value proposition. | |
| Pidun U., Reeves M., Schüssler M. [17]. | a solution to a business problem and a way of organizing to realize a specific value proposition | |
| Hayes A. [24] | a network of organizations involved in the supply of products or services through competition and cooperation, i.e. each ecosystem player influences and is influenced by others. | |
| Esposito M., Terence T., Groth O. [25] | provides authentic support for innovative entrepreneurs, organizing actors into a vibrant and fluid set of flows within which stakeholders can exchange knowledge, intellectual property, capital, talent, and trust. | ecosystem as a service |

Source: compiled from [17-26]

recognize their behavior that combines external and internal innovation within the business ecosystem. Within the business ecosystem, it is also necessary to form working groups responsible for developing and generating knowledge and initiatives in various fields to strengthen talent groups that can operate effectively in the new conditions of the convergence process.

Thus, understanding the essence of the business ecosystem should not limit the optimization of its exogenous and endogenous functions and negative environmental impact. To this end, it would be appropriate to develop a policy of revival and development of business ecosystems involved in the formation of organized commodity markets.

In today's world, commodity markets are becoming more critical, as their main characteristic is their internal essence and good design, which is based on the number of goods and optimal use of available resources that are subject to regulation, as well as the use of financial mechanisms of institutional coordination. Biloshapka Y.M. [26] identifies the following key functions of the commodity market infrastructure: distribution function (allocation of resources between market participants); logistics function (accumulation and movement of goods); communication function (effective exchange of information on supply and demand in the market) and regulatory function (maintaining the balance of supply and demand). These functions are the basis for defining the essence of the concept of "commodity market" (Table 2).

The ecosystem also contributes to the provision of services in the commodity market. Ecosystem services are formed from the flows of materials, energy and information from natural capital stocks, which are combined with the assistance of industrial and human services to further human well-being, and when there are changes in the quality or quantity of ecosystem services, they will be of value because they either change the benefits associated with human activities or change the costs of these activities [2].

The organization of the business ecosystem is functional in nature, including such elements as production, supply and distribution, forming systems of product and service flows, thus striving for optimal use of infrastructure, cooperation and collaboration. Investments in the organization of the business ecosystem will contribute to its recovery and development. Synergies can be achieved by aligning the business ecosystem with the participants' goals, ensuring consistency in activities related to improved data management.

To properly assess the impact of the business ecosystem on the formation of organized commodity markets, we formulated a list of criteria (factors) that were included in the SWOT analysis, including internal and external factors, such as stakeholders' opinions (participants of business ecosystems and commodity markets); state of business ecosystem resources; trends in the commodity market; economic stability in the country; state of business ecosystems operating in Ukraine; current risks caused by the mil-

Table 2 – Essence of the concept of "commodity market"

| Authors | The commodity market is: | Interpretations from the point of view of |
|---|---|---|
| Law of Ukraine "On Protection of Economic Competition" [27] | the sphere of turnover of goods (interchangeable goods) for which there is demand and supply over time and within a certain territory | the sphere of commodity exchange |
| Nromova T. M. [16] | the sphere of commodity exchange through the purchase and sale of goods, buyers' demand and market price are formed, but the main parameters are the sellers' offer | |
| Bossa.pl [28] | a segment of financial markets where physical goods or products are traded (metals, food, raw materials, energy) | market segment |
| Nromova T. M. [16] | a place that allows the seller to sell goods and the buyer to satisfy his or her need by purchasing these goods. | place of commodity exchange |

Source: compiled from [16; 28; 29]

Table 3 – SWOT analysis of the impact of the business ecosystem on the formation of organized commodity markets

| Strengths | Weaknesses |
|--|--|
| <ol style="list-style-type: none"> 1. Flexibility and resilience of the business ecosystem. 2. Cooperation, collaboration and partnership. 3. Balanced cooperation of business ecosystem participants. 4. Innovative approach aimed at introducing new products and services. 5. Attracting new investors and sources of financing. 6. Availability of resources. 7. Opportunity to participate in grants. 8. Government support programs. 9. Integration of enterprises into foreign economic production and trade systems and institutions. | <ol style="list-style-type: none"> 1. Difficulties in resolving conflicts and making effective management decisions. 2. Lack of qualified specialists in economic sectors. 3. Problems with the efficiency and safety of operations. 4. Insufficient funding for new initiatives and startups. 5. Social isolation of participants in the business ecosystem and commodity markets. 6. Complete dependence of business ecosystem participants. 7. High competition in commodity markets. 8. Low level of organization of commodity markets. 9. Insufficient flexibility of traditional educational systems for training management personnel and management's focus on creative solutions. 10. Mismatch of social capital with the needs and capacities to reconcile the interests of ecosystem participants and the commodity market. |
| Features | Threats |
| <ol style="list-style-type: none"> 1. Increase access to digital infrastructure and reliable data management structures. 2. A large number of participants who can join the ecosystem. 3. Communication. 4. Diversification processes to introduce new products and services that meet market needs. 5. Expanding the ecosystem to new markets and regions. 6. Relations within the business ecosystem are based on cooperation, not ownership. 7. Changing the structure, scale and balance of production. 8. Improving the mechanism for forming a customer base to reduce transaction costs of exchange in commodity markets. | <ol style="list-style-type: none"> 1. Potential, financial, strategic and legal risks for ecosystem participants. 2. Military operations and economic instability. 3. Reduced investment in ecosystems. 4. Unemployment. 5. The likelihood of risks and problems of integration of different participants. 6. Lack of reliable multi-level governance mechanisms to support a coherent policy for the development of business ecosystems. 7. Hacker attacks, lack of understanding of the need for economic security of the business, and problems with electricity. 8. Lack of coordination between independent economic players – participants of the business ecosystem in making management decisions. 9. Inconsistency between the institutional status of the business ecosystem and the nature of its functioning. |

Source: compiled by the authors based on the analysis of practices and methodological generalizations

itary conflict; technological capabilities and competitive environment (Table 3).

The identified shortcomings (Table 3) emphasize the need for proper ecosystem planning, coordination, and management to ensure its successful functioning and sustainability. When studying the specifics of the functioning of ecosystem participants, new threats will also emerge, such as regional inequality in their economic performance (territories where hostilities are taking place, climatic conditions and geographic diversity, demographic change and globalization, welfare, environmental sustainability, etc.)

U. Pidun, M. Reeves, M. Schüssler [17] identified the advantages and disadvantages of an organization in the business ecosystem. In particular, the advantages include: access to a wide range of opportunities; the ability to scale quickly; flexibility and sustainability; and balance. The disadvantages were identified in the following areas: independent economic players who agree to cooperate, which implies only limited control over the system as a whole by each participant; some limited control; value capture; ecosystems can fail [17]; high stakes; traditional management education does not prepare us well for success in ecosystems, and experience with traditional business models can

be misleading; when ecosystems fail, destroying a lot of value along the way; the consequences of many external circumstances and internal decisions; wrong ecosystem configuration; wrong governance choices; finding the right level of openness; weak launch strategy; weak defense [29].

B. Shestopalov [13] considers the advantages to be the entry of enterprises into foreign markets or the creation of new products in the context of concentration, but (Pidun et al., 2019) [17] emphasizes the disadvantages of access to a wide range of activities, rapid scaling, flexibility and resilience, and a balanced ecosystem, but according to (Shevchenko, 2021) [30], the positive directions of the business ecosystem also include an increase in customers, an increase in the range of goods and services, the use of shared infrastructure and customer base, the exchange of business information, best practices and know-how, and better customer satisfaction.

Considering both positive and negative consequences, the interviewed business ecosystem participants assessed their further development as a significant investment, i.e., considering the business ecosystem itself as an investment that revitalizes and contributes to the development of the state.

In Table 4, we will analyze the mutual influence of strengths, weaknesses, opportunities, and threats. This SWOT matrix method assesses the mutual influence of the organization's impact on the business ecosystem from the current state to future events.

To summarize, the expert assessment of the interplay of strengths, weaknesses, opportunities, and threats to the

functioning of business ecosystems shows that the opportunities available are limited by a number of barriers that impede the freedom of their activities. The most important of these include the unsatisfactory state of infrastructure (which was significantly affected by the war), difficult access to investment financing, and increased competition. It is worth emphasizing that some obstacles can be relatively easily removed or even helped to reduce.

The matrix of SWOT analysis of the strategy development of the business ecosystem organization strategy (Table 5) allows us to highlight that the economic aspect of the business ecosystem organization in the formation of organized commodity markets, provides convenience of use of place, time and conditions for the client and depends on environmental and social factors.

Let's look at the areas of ecosystem development:

- can also be successfully integrated through common strategies to: maximize their synergies [31]; balance and trade-offs; increase the production of public goods; achieve economies of scale; and create new economic and social opportunities;

- intensify cooperation with local communities and stakeholders to collect and jointly identify ecosystem needs and utilize their specific benefits, and create a chain of cooperation between ecosystem participants;

- transition to a greener environment, a course towards environmental innovation and investment, and the development of opinions on climate and biodiversity challenges;

- promoting innovation, cooperation, and flexibility in new investment solutions and management practices, fore-

Table 4 – Expert assessment of the interplay of strengths, weaknesses, opportunities and threats to the functioning of business ecosystems in the formation of organized commodity markets

| | Mutual influence | | | | | | | | | | | | | | | | | |
|------------|------------------|----|----|----|----|----|----|----|----|---------|----|----|----|----|----|----|----|-----|
| | Features. | | | | | | | | | Threats | | | | | | | | |
| Strengths | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | |
| 1 | ++ | 0 | ++ | ++ | ++ | + | + | + | ++ | ++ | + | + | - | + | ++ | 0 | ++ | 21 |
| 2 | + | + | ++ | + | ++ | + | 0 | ++ | + | ++ | - | + | - | + | + | + | ++ | 17 |
| 3 | + | 0 | + | + | + | + | + | + | + | ++ | + | + | - | + | + | + | ++ | 16 |
| 4 | 0 | 0 | + | + | + | 0 | + | 0 | + | ++ | ++ | + | 0 | + | ++ | + | -- | 12 |
| 5 | + | + | ++ | + | + | + | ++ | + | + | ++ | ++ | + | + | + | + | 0 | + | 20 |
| 6 | 0 | - | + | ++ | 0 | 0 | ++ | - | + | ++ | ++ | 0 | 0 | + | + | - | + | 10 |
| 7 | + | + | + | - | 0 | 0 | - | - | - | ++ | 0 | 0 | 0 | + | - | - | + | 1 |
| 8 | + | + | ++ | 0 | + | - | 0 | - | 0 | + | + | - | 0 | - | + | - | - | 2 |
| 9 | 0 | + | + | + | ++ | + | + | ++ | ++ | ++ | + | - | + | - | + | 0 | 0 | 14 |
| Weaknesses | | | | | | | | | | | | | | | | | | |
| 1 | - | ++ | ++ | -- | 0 | ++ | 0 | 0 | ++ | ++ | 0 | - | + | ++ | 0 | 0 | + | 10 |
| 2 | -- | + | + | - | + | ++ | + | + | + | ++ | + | ++ | + | -- | - | ++ | - | 9 |
| 3 | ++ | + | ++ | + | + | + | + | + | + | ++ | ++ | + | + | + | ++ | 0 | + | 21 |
| 4 | + | + | + | 0 | 0 | + | 0 | 0 | + | ++ | 0 | 0 | + | -- | + | - | ++ | 8 |
| 5 | - | 0 | + | 0 | 0 | 0 | + | - | 0 | + | - | + | + | 0 | - | - | 0 | 0 |
| 6 | 0 | 0 | + | 0 | 0 | 0 | 0 | - | -- | + | - | - | + | 0 | - | + | -- | -4 |
| 7 | + | 0 | 0 | 0 | ++ | 0 | + | + | + | + | 0 | - | 0 | + | - | - | -- | 3 |
| 8 | + | 0 | + | 0 | 0 | 0 | + | + | + | + | - | -- | + | + | + | - | + | 6 |
| 9 | + | + | + | - | + | 0 | 0 | 0 | + | 0 | + | + | - | - | 0 | 0 | - | 3 |
| 10 | + | + | 0 | + | 0 | ++ | 0 | 0 | 0 | 0 | 0 | + | -- | - | - | ++ | + | 5 |
| | 10 | 11 | 23 | 6 | 15 | 12 | 12 | 6 | 14 | 29 | 10 | 4 | 3 | 4 | 8 | 1 | 6 | 174 |

Notes: expert assessment of mutual influence: ++ high mutual influence; + mutually influence; 0 neutral; - low mutual influence; -- no mutual influence

Source: compiled based on the results of the SWOT analysis

Table 5 – Matrix of SWOT analysis of the strategy of business ecosystem organization in the formation of organized commodity markets

| Opportunities and threats Strengths and weaknesses | OPPORTUNITIES 1. The ecosystem will continue to benefit from a well-developed infrastructure. 2. The ecosystem will ensure the crystallization of leadership. 3. The organization of the business ecosystem should be diversified from time to time to make it less sensitive to the weakness of individual market factors that may affect overall growth. | THREATS 1. The dependence of operations on technology, suppliers, and military operations may remain risky. 2. The financial sector should facilitate mobility and new instruments that promote the growth of innovative markets. |
|---|---|--|
| STRENGTHS | The flexibility and resilience of the business ecosystem allow us to respond effectively to changes and challenges. Balance is crucial, as it will help to avoid excessive concentration of risks in the hands of individual participants | A wide network of contacts and partners that helps in the rapid dissemination of information, resources and in overcoming risk situations. |
| WEAKNESSES | Mobilizing, connecting and increasing complementarities between traditional and innovative ecosystems | Constant competition among ecosystem participants can make it difficult for new entrants to enter the market or pose a threat to trade security. Changes in the political, economic, and regulatory environment may adversely affect or restrict ecosystem participants. |

Source: compiled by the authors

sight, perspective, and preparation for short-term and long-term changes;

- focus on international standards and international experience and on the production of high-quality products following international standards.

That is, coordinating this capacity should be organized precisely through the institutional framework for innovative and creative development of business ecosystems, as well as using the roadmap of the European Green Deal [32].

Ecosystems operate in different phases:

- in the first phase of creation, after the analysis, the participants find advantages for their further existence and decide on the directions of forming common values [13].

- in the second phase, the ecosystem begins to develop actively, attracting new participants and expanding its activities. It is important to build up resources, develop infrastructure, introduce new products and services, cooperate closely, share knowledge and experience, and increase innovation potential; new product markets and customer segments are developing;

- in the third phase, different businesses are combined based on cooperation, where co-competition will appear, and business entities are increasingly not operating in one specific industry, and sometimes in completely unrelated industries;

- in the fourth phase, which can be called renewal or transformation, the ecosystem faces problems adapting to new challenges and changing commodity market conditions, i.e. rethinking strategies, introducing new technologies, maintaining competitiveness and sustainable development.

Each phase may require significant changes in the ecosystem's structure and functioning, but it also opens up new opportunities for growth and development.

Business ecosystems go through four key phases, each of which plays an important role in their development and long-term sustainability. The first phase of creation

is characterized by the formation of a strategic vision and an initial network of cooperation between participants [33]; the second phase is characterized by active expansion, attracting new participants and building up resources [34]; in the third phase, the ecosystem achieves stability and high productivity, focusing on process optimization and quality improvement; the renewal or transformation phase involves adaptation to new challenges and changes in the market, which opens up new opportunities for further development. This cyclical process ensures continuous improvement and maintains the competitiveness of the business ecosystem.

Conclusions. The development of the business ecosystem in the formation of organized commodity markets takes place in the context of an imbalance between production and consumption, and participants seek to find the most profitable niches in the market. To do this, they use different marketing strategies and forecast their competitiveness. This approach allows them to adapt to changes in the market environment and contribute to the overall sustainability of commodity markets, particularly in the post-war period, which is worth noting in the management model of Ukraine, the national economy, and the economy of the agricultural sector in particular.

The SWOT analysis conducted in the study allowed us to identify key factors that contribute to the successful development of a business ecosystem in the formation of organized commodity markets. The following steps have been identified as critical components of a successful business ecosystem organization that are relevant to the concept of the role of commodity markets in entrepreneurial ecosystems: financing (public and private financing, startup financing), marketing and logistics components (strategic location near industry), entrepreneurial orientation, infrastructure, specialization, technology, communication component, intellectual property policy, management directions, and capital allocation.

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УПРАВЛІННЯ РОЗВИТКОМ БІЗНЕС-ЕКОСИСТЕМИ В УМОВАХ ФОРМУВАННЯ ОРГАНІЗОВАНИХ ТОВАРНИХ РИНКІВ

Сучасний бізнес демонструє тенденцію до кооперації та співпраці, оскільки умови його функціонування стають дедалі складнішими і вимагають нових підходів до стратегій, особливо в умовах воєнного часу. Ці взаємовідносини відповідають концепції управління бізнес-екосистемами, яка останніми роками привернула значну увагу науковців. Саме в таких взаємозалежних структурах можна знайти шляхи для оптимізації діяльності, підвищення стійкості та розвитку інновацій, що є критично важливими для ефективного господарювання та процвітання суб'єктів підприємництва у сучасному нестабільному середовищі. Дослідження зосереджене на опрацюванні думок авторів, щодо суті поняття «бізнес-екосистема» та «товарний ринок». Звернено увагу на різні розуміння науковцями поняття «бізнес-екосистема», а також подано власне бачення поняття «підприємницькі бізнес-екосистеми», яке полягає у тому, що вони є різноманітними та взаємопов'язаними динамічними групами підприємців, в основу діяльності яких покладено таланти і вміння працівників, довгострокове лідерство, добросовісна конкуренція і успіх у нових починаннях задля більшої мобільності, зростання товарних ринків та здатності перетворювати нові ідеї на інновації. Розкрито методику проведення SWOT-аналізу впливу бізнес-екосистеми на формування організованих товарних ринків. Визначено і охарактеризовано сильні та слабкі сторони бізнес-екосистеми, що, відповідно, позитивно чи негативно впливають на їх результативну діяльність. Для кожної складової бізнес-екосистеми визначено можливості та загрози, що можуть як сприяти, так і перешкоджати їхньому розвитку в умовах воєнного часу. Здійснено експертне оцінювання взаємовпливу сильних та слабких сторін, можливостей та загроз на функціонування бізнес-екосистем у формуванні організованих товарних ринків та на основі цього виведено матрицю SWOT-аналізу стратегії організації бізнес-екосистеми у формуванні організованих товарних ринків. Отримані результати можуть бути використані для окреслення стратегічних пріоритетів розвитку бізнес-екосистеми та формування напрямків розвитку товарних ринків.

Ключові слова: суб'єкти підприємництва, бізнес-екосистема, управління, SWOT-аналіз, товарні ринки.