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NOMOS - Multidisciplinary Scientific Journal
Knowledge. ISSN: 2675-9128. São Paulo-SP.

Year VII, v.2 2026 | Submission: 04/09/2026 | Accepted: 07/09/2026 | Publication: 10/09/2026

Economic planning, productive diversification, and risk management in rural enterprises.

Economic planning, productive diversification and risk management in rural enterprises
Economic planning, production diversification and risk management in rural companies

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Summary

Rural enterprises combine biological cycles, financial decisions, natural resources, and markets subject to different forms of uncertainty. This narrative review articulates rural management, costs, cash flow, aquaculture, agricultural production, compliance, and continuity to examine how these elements can be coordinated. The rural enterprise is discussed as an economic and biological system in which shared resources create complementarities and conflicts. The analysis demonstrates that diversification only strengthens resilience when it remains compatible with market, managerial capacity, financial availability, and environmental constraints.
Keywords: rural administration; productive diversification; risk; fish farming; costs; planning

Abstract

This article analyzes economic planning, productive diversification and integrated risk management in rural enterprises. The narrative review connects farm management, costs, cash flow, aquaculture, agricultural production, compliance and continuity. It discusses the rural enterprise as an economic and biological system in which shared resources create complementarities and conflicts. A conceptual control framework is presented without normative intent or empirical validation. It concludes that diversification strengthens resilience only when compatible with resources, markets, managerial capacity and environmental limits.

Keywords: farm management; productive diversification; risk; fish farming; costs; planning

Introduction

Rural businesses face uncertainties related to climate, biological factors, finance, and commercial aspects.

Production has cycles that require outlay before revenue and may suffer irreversible losses.

Management transforms technical knowledge into investment choices, scale, timing, and

market.

Diversification is often mentioned as a risk reduction strategy, but its effectiveness depends on...

from the correlation between activities and the ability to coordinate them. New productions can expand

revenue and utilize idle resources, or increase complexity, debt, and environmental exposure.

Aquaculture illustrates this combination. Its global growth expands opportunities, while

Water quality, food, sanitation, energy, and the market require continuous monitoring. Production

Agriculture has distinct constraints, but it shares cash, land, infrastructure, and governance.

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The objective is to examine conditions for economic planning and integrated risk management in rural portfolios.
The guiding question is: how to combine activities without confusing diversity with resilience?
The text emphasizes analysis of resources, costs, scenarios, compliance, and learning.

Methodology

A narrative and critical literature review was conducted on rural administration, costs, diversification,
Aquaculture, agricultural production, risk, and sustainability. Academic books and articles were prioritized.
Peer-reviewed and reported by recognized organizations.
The descriptors included farm management, rural diversification, aquaculture economics, fish.
Farming, agricultural risk, cash flow, sustainability, and compliance. The sources were examined.
according to method, scope and traceability.
The findings were grouped by decision-making function: production system, budget, portfolio,
Fish farming, agricultural production, and continuity. The table organizes questions and evidence, but does not
This constitutes a certified protocol or a model of proven effectiveness.
The limitations stem from the diversity of species, regions, scales, and legal regimes. The article does not
Estimates return, productivity, or risk for a specific project. Technical recommendations.
Legal and regulatory guidelines must be adapted by qualified professionals.

1. Rural enterprise as an economic and biological system

Rural administration integrates biological cycles, natural resources, capital, and the market. Unlike
In a purely transactional operation, a significant portion of the result depends on processes that are not...
They can be interrupted or accelerated without technical consequence. Planting, animal growth,
Water quality and seasonality impose their own rhythms. Planning must adapt these.
rhythms in cash flow needs, labor, inputs and marketing capacity (KAY;
EDWARDS; DUFFY, 2016).1
The unit of analysis should not be just the isolated activity. Land, water, machines, people, credit.
Sales channels are shared resources. A decision in one component modifies...
availability and risk of others. The systemic approach identifies complementarities and conflicts,
preventing the maximization of production from compromising liquidity, compliance, or resilience of the
undertaking.

1Economic cost includes own resources and opportunity costs, even if they do not produce an outlay in the period analyzed.

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Economic objectives must coexist with environmental and social constraints. Physical productivity.
High margins do not guarantee a good return when costs, mortality rates, prices, or logistics deteriorate.
Measurement should combine volume, yield, unit cost, quality, and financial result.
Indicators without context can encourage intensification beyond the carrying capacity or reduction.
of essential expenses.
The asset and process registry forms the basis of management. Areas, nurseries, equipment, contracts,
Licenses and water sources must have identification and history. Records allow for comparison of cycles.
and to support decisions. The absence of data transfers administration to memory and perception,
making it difficult to obtain credit, insurance, compliance, and investment assessment.
Proportional governance defines who decides, executes, records, and verifies. Even in a structure
Whether family-run or lean, limits on purchases, sales, hiring, and financing reduce ambiguity.
Regular meetings should address production, cash flow, and risk. Formalization does not eliminate the need for formalization.
Flexibility; it preserves continuity when responsibilities change.

2. Production planning, costs and cash flow

The rural budget should be built by activity and consolidated across the enterprise. Costs
Variable costs are linked to production, while fixed costs persist at different levels of use.
Depreciation, capital remuneration, and owner's labor should not be excluded from the analysis.
simply because they do not generate immediate payment. The distinction between disbursement, economic cost and
Investing avoids artificial conclusions about profitability.

Cash flow reflects the discrepancies between expenses and revenue. Crops and livestock farming require outlays.
before commercialization, which increases dependence on equity or credit. Projections
Monthly plans reveal peak needs and allow for negotiating deadlines before the emergency arises. Scenarios should
Consider price, productivity, delays, and financial cost, avoiding a single estimate being the deciding factor.
treated as a certainty.

Gross margin supports comparison between alternatives when fixed resources are shared, but
This does not replace a complete evaluation. Activities with a positive margin may compete for land, water,
Work or cash flow is critical during this period. The decision should consider contribution from a limiting resource.
The use of cost per hectare, per kilogram, or per cycle needs to preserve unity and assumptions.
consistent.

Investments require incremental analysis. Implementing nurseries, irrigation, storage, or...
Mechanization alters revenue, cost, risk, and flexibility. Net present value, internal rate of return.
Recovery time and factors help compare cash flows, but they depend on assumptions. Price sensitivity,

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Production, interest rates, and useful life should track the core result. Adequate financing does not
It transforms a fragile project into a viable one.

Post-processing completes the cycle. Budgeted and actual figures should be compared by quantity and price.
and efficiency. A higher cost may result from increased input, unit value, or loss of
Productivity. Without decomposition, the response tends to be generic. Corrected history improves...
New budgets and strengthened negotiations with banks and suppliers.

3. Productive diversification and portfolio management

Diversification can distribute revenue streams, use resources at different times, and reduce
dependence on a market. However, it also increases technical, administrative and
commercial. Ellis (2000) treats diversification as a component of livelihood strategies,
while Barrett, Reardon and Webb (2001) show that their effects depend on assets and
Opportunities. There is no automatic benefit.2

The correlation between results is more important than the number of activities. Two productions on display.
In the same climate, a buyer or input can fail simultaneously. The analysis must identify
Common and specific factors. Different schedules can smooth out the process, but require coordination.
of labor and capital. Diversifying without managerial capacity can spread resources and reduce
quality.

Portfolio selection begins with technical aptitude and market considerations. Soil, water, climate, knowledge,
Infrastructure, regulation, and logistics determine the alternatives. Then, investment is evaluated.
Margin, payback period, and risk. Criteria need to be weighed according to objectives. One
A financially attractive activity may be unsuitable if it compromises a critical natural resource or
depend on a non-existent channel.

Productive integrations should be evaluated through physical and sanitary assessments. Waste from an activity
They can serve as input for another project only when safety, legislation, and feasibility are met.
proven. The circular economy does not allow the transfer of contaminants or overloading.
Environmental monitoring and traceability are essential to validate benefits and detect effects.
unwanted.

Portfolio reviews should occur at defined milestones. Maintain activity solely for investment purposes.
The past characterizes sunk costs. Closing or resizing requires considering contracts.

2Productive diversification should not be confused with simply increasing the number of activities, as risks may remain correlated.

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Environmental recovery, specific assets, and accumulated knowledge. The discipline consists of
Update assumptions without reacting impulsively to a single harvest or price.

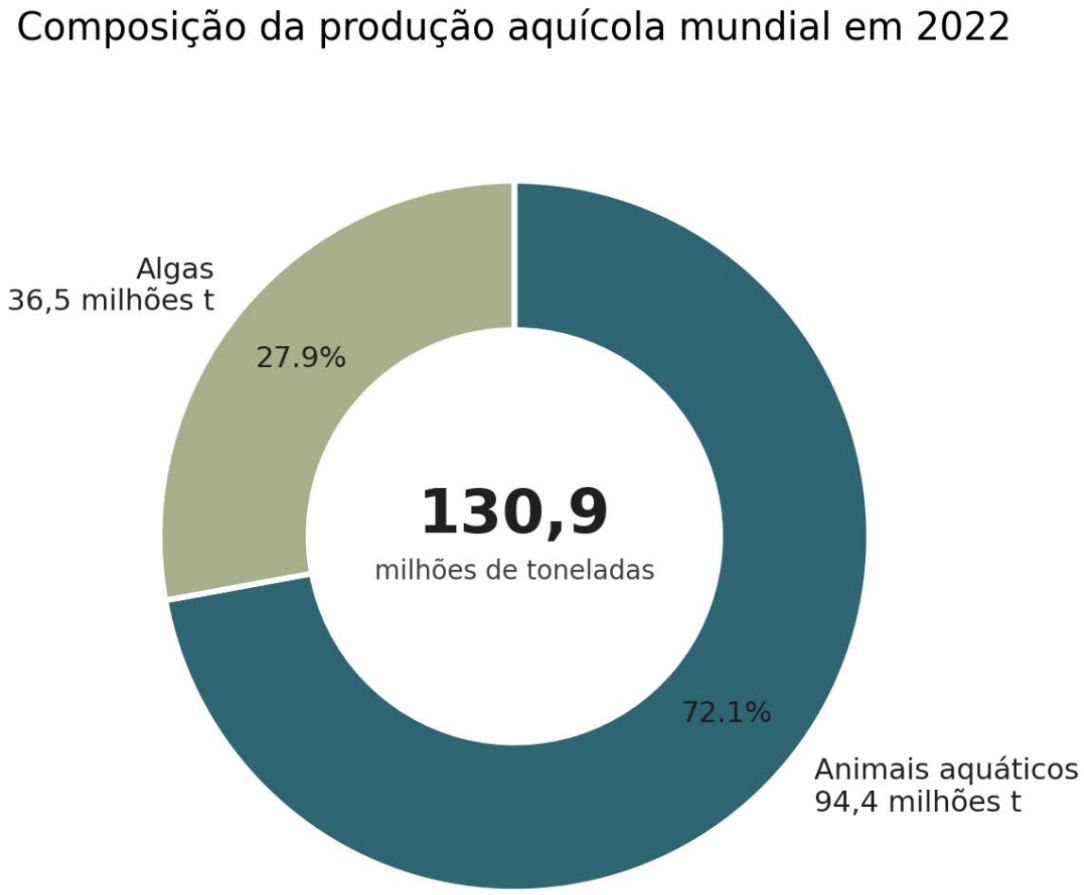

Figure 1. Composition of world aquaculture production in 2022. Source: FAO (2024).

4. Fish farming, water quality and economic decision-making.

Aquaculture reached 130.9 million tons in 2022, including 94.4 million tons of
Aquatic animals. For the first time, aquaculture production of animals surpassed capture fisheries.
According to the FAO (2024), the global scale highlights opportunity and responsibility, but not...
local viability is determined by factors such as species, market, water, food, sanitation, and regulation.
project.3

3. Total aquaculture production of 130.9 million tons includes aquatic animals and algae. A comparison with capture fisheries...
This refers to the 94.4 million tons of aquatic animals.

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In fish farming, water quality is a productive and economic variable. Dissolved oxygen,
Temperature, pH, ammonia, and transparency influence consumption, growth, and mortality.
Monitoring needs to have frequency and response limits. Measuring without an action protocol creates...
Recording, not control. Aeration, renewal, and management capacity must be sized for
biomass and critical conditions.
Feed typically represents a significant portion of operational costs. Feed conversion,
Estimated biomass, frequency, and feed storage need to be controlled. Excessive supply
Increased costs and water deterioration; insufficient supply reduces performance. Periodic sampling.
They support adjustment, but introduce error. Decisions should consider the range of uncertainty and the quality of the data.
procedure.
The planning of stocking and harvesting should be based on market and capacity.
Concentrated production without proper channeling, ice, transportation, or processing reduces both price and quality.
Contracts and sales alternatives need to be discussed before the peak biomass production. The analysis
Financial data should include mortality, grading, loss, and cycle time, not just final weight.
Biosecurity and compliance protect production and the environment. Origin of fingerlings, control of
Entry, mortality management, and sanitary records reduce risk. Licensing and water use.
They vary by jurisdiction. Boyd et al. (2020) highlight that aquaculture sustainability depends on
Efficiency, governance, and impact reduction. Responsible expansion requires evidence, not just...
increase in area.

5. Agricultural production, market and climate risk

Crops like sugarcane combine a production cycle, logistics, and an industrial market.
Planning should consider variety, season, expected productivity, harvest, distance, and criteria.
Quality. Logistics costs can alter the outcome even with good agricultural yields.
Contracts need to clearly define measurement, discounts, deadlines, and responsibility for the operation.
Climate risk affects production and schedule. Local history, zoning, and forecasts support the decision.
but they do not eliminate uncertainty. Strategies include varietal selection, soil conservation,
Scaling, insurance, and financial reserves. Each measure has a cost and a limit. Management must
Compare exposure reduction with necessary resources, avoiding generic solutions.
Soil and water conservation has long-term economic consequences. Compaction, erosion
Loss of organic matter reduces productive capacity and increases dependence on inputs.
Practices should be selected according to diagnosis and monitored. Benefits may occur beyond that.
of a cycle, therefore financial analysis needs to recognize a compatible time horizon.

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Agricultural markets exhibit volatility and information asymmetry. Public references to
Price and production help, but local contracts have specific characteristics. Buyer concentration.
This increases the risk of negotiation. Diversifying channels, improving quality, and preserving documentation can...
Expanding alternatives, although not every producer can access higher-value markets without scale.
and coordination.
The OECD and FAO Agricultural Outlook 2024 to 2033 projects changes in production, consumption and
Trade under macroeconomic and climate uncertainties. Projections are conditional scenarios, not...
Guarantees. At the enterprise level, they should serve to test consistency, while decisions
They remain anchored in local data, contracts, and financial capacity.

6. Integrated risk, compliance and continuity

Risk management should integrate production, finance, market, environment, and people. ISO 31000:2018
It offers principles applicable to different contexts, but does not prescribe a single framework. Criteria
Probability and impact factors need to reflect objectives. Slow events, such as soil degradation,
They deserve attention even when they do not cause immediate loss.4
Environmental compliance should not be treated merely as a matter of documentation. Licenses, conditions,
Records and monitoring need to be aligned with operations. Changes in scale, species,
The requirements for capturing or the area may change. Document management should indicate validity, responsible party, and...
Evidence. Legal uncertainty demands qualified technical guidance, not replacement by templates.
generic.
Credit expands capacity, but adds fixed obligations. Debt servicing needs to be tested in
Adverse scenarios. Guarantees and indexers can transfer risk to other assets. Trading.
The person in charge presents the budget, schedule, and safety margins. Systematically refinance.
Financing with new debt may mask operational unfeasibility.
Continuity depends on prepared alternatives. Power failure, contamination, feed shortage,
Dry spells or buyer unavailability require different responses. Plans should define signals,
Responsibilities, contacts, and priorities. Desk simulations reveal gaps at low cost. Resources
Emergency measures need to be tested and maintained.
Mature rural management combines economic discipline with respect for biological limits.
A record without analysis becomes an archive; analysis without action becomes a diagnosis; action without verification leads to repetition.

4A ISO 31000:2018 allows for adaptation to context and does not prescribe universal criteria for probability or impact.

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error. The complete cycle connects objectives, data, decision, and learning. This logic strengthens
adaptation without promising to eliminate risks inherent in production.

Conclusion

The rural enterprise should be managed as an economic and biological system. Production, resources
Natural resources, market capitalization, and cash flow cannot be evaluated independently.
Budgets need to distinguish between disbursements, costs, and investments. Cash flows by activity and
Consolidated figures reveal financial needs and cross-effects.
Diversification does not guarantee resilience. Its benefit depends on the correlation between risks and...
availability of resources and the ability to manage complexity.
Fish farming requires that water, feed, biomass, health, and the market be treated as...
Uncontrolled physical expansion can amplify losses and impact.
Agricultural production needs to incorporate logistics, contracts, conservation, and climate risk.
Productivity alone does not represent the complete economic result.
Risk should be integrated into the decision-making process and reviewed throughout the cycle. Scenarios and continuity plans.
They reduce improvisation, but do not eliminate uncertainty.
Environmental and documentation compliance must keep pace with operational changes. Valid registration required.
It connects requirement, responsible party, evidence, and deadline.
It is concluded that consistent rural management combines economic analysis, technical knowledge,
Governance and respect for environmental limits. Resilience stems from verifiable coordination, not
from the simple multiplication of activities.

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