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**ECONOMIC EFFICIENCY AND ADAPTABILITY OF THE
DEVELOPMENT OF ENTREPRENEURIAL ENTITIES ENGAGED IN
GRAPE PRODUCTION IN TIMES OF WAR**

**ЕКОНОМІЧНА РЕЗУЛЬТАТИВНІСТЬ ТА АДАПТИВНІСТЬ
РОЗВИТКУ СУБ'ЄКТІВ ПІДПРИЄМНИЦТВА З ВИРОБНИЦТВА
ВИНОГРАДУ В УМОВАХ ВОЄННОГО ЧАСУ**

Summary. *Introduction. In order to strengthen the socio-economic potential of the agricultural economy and ensure food security in the country, it is extremely important to intensify processes aimed at improving the economic performance and*

adaptability of the mechanism for developing entrepreneurial structures in grape production.

Purpose. The purpose of this article is to assess and substantiate, from a systemic approach, the peculiarities of economic efficiency and adaptability of the development of grape production enterprises in wartime conditions.

Materials and methods. The research materials include works by scientists on the development of entrepreneurial structures in crop production and official statistical data on the state and trends in the development of agricultural entrepreneurs. The methodological basis of the study was provided by the provisions of institutional economic theory, systemic-situational and functional analysis. Approaches to abstraction and generalisation of results, logical, graphical and monographic methods were used.

Results. It has been established that the adaptability of entrepreneurial structures in grape production is one of the parameters of the socio-economic mechanism of adaptation of business entities (integrity of forms and methods of survival) to a crisis situation. It has been revealed that the area of industrial grape plantations is shrinking, and the productivity of vineyards and the volume of processed (own-produced and purchased) grapes for wine materials are decreasing. It has been established that small businesses are the most adaptable and active, but in wartime conditions, the main performance indicators of existing small businesses engaged in grape growing tend to decrease in terms of output (-05.81%), sales (-08.09%), and net profit (-43.19%). The financial indicators and performance results of individual grape-growing businesses in the Odesa, Zakarpattia, and Mykolaiv regions in the period 2023-2024 are characterised. The priority areas for the post-war reconstruction of the country's regions and viticulture remain the development of family farming, private peasant farms, and individual entrepreneurs.

Further research in this area. In further systematic research, adjustments and clarifications should be made regarding the strategic directions of organisational, economic, administrative, managerial, and socio-economic adaptation of entrepreneurial structures for the production of crop products by family farms, private peasant farms and individual entrepreneurs in the context of post-war socio-economic transformations and the reconstruction of the country's regional economies.

Key words: *business entity, entrepreneurial structures, production, economic performance, socio-economic mechanism, adaptability of development, crisis.*

Анотація. *Вступ. Для зміцнення соціально-економічного потенціалу аграрної економіки та забезпечення продовольчої безпеки країни активізація процесів підвищення економічної результативності та адаптивності механізму розвитку підприємницьких структур з виробництва винограду є надзвичайно важливим.*

Мета. *Мета написання статті – оцінити та обґрунтувати з позицій системного підходу особливості економічної результативності та адаптивності розвитку суб'єктів підприємництва з виробництва винограду в умовах воєнного часу.*

Матеріали і методи. *Матеріалами дослідження є праці науковців з проблем розвитку підприємницьких структур з виробництва продукції рослинництва та офіційні статистичні матеріали стосовно стану та тенденцій розвитку сільськогосподарських підприємств. За методологічну основу дослідження слугували положення інституціональної економічної теорії, системно-ситуаційного та функціонального аналізу. Використано підходи абстрагування та узагальнення результатів, логічні, графічні та монографічні методи.*

Результати. Встановлено, що адаптивність розвитку підприємницьких структур з виробництва винограду є однією з параметрів соціально-економічного механізму адаптації суб'єктів підприємництва (цілісності форм і методів виживання) до кризового стану. Виявлено, що площі індустриальних насаджень винограду скорочуються, а продуктивність виноградників та обсяги переробленого (власно виробленого та купленого) винограду на виноматеріали зменшуються. Встановлено, що найбільш адаптованими і активно діючими є суб'єкти малого підприємництва, але в умовах воєнного часу основні показники діяльності діючих суб'єктів малого підприємництва з вирощування винограду мають тенденцію до зменшення обсягів виробленої продукції (-05,81%), реалізованої продукції (-08,09%), чистого прибутку (-43,19%). Охарактеризовано фінансові індикатори та результати діяльності окремих суб'єктів підприємництва з вирощування винограду Одеської, Закарпатської, Миколаївської областей в період 2023-2024 рр. Пріоритетними напрямками післявоєнної відбудови економіки регіонів країни та виноградарства залишаються розвиток сімейного фермерства, особистих селянських господарств, фізичних осіб-підприємців.

Перспективи. В подальших системних дослідженнях слід внести корективи та уточнення щодо стратегічних напрямків організаційно-економічної, адміністративно-управлінської, соціально-економічної адаптації підприємницьких структур з виробництва продукції рослинництва сімейними фермерськими господарствами, особистими селянськими господарствами та фізичними особами-підприємствами в умовах післявоєнних соціально-економічних трансформацій та відбудови економіки регіонів країни.

Ключові слова: суб'єкт підприємництва, підприємницькі структури, виробництво продукції, економічна результативність, соціально-економічний механізм, адаптивність розвитку, криза.

Statement of the problem. Thirty years ago, the total area of vineyards in Ukraine was 175,500 hectares, but by 2024 it will be approximately 39,900 hectares. In 2025, more than 200 grape varieties are grown in Ukrainian vineyards, but the total area of plantations is already about 30 thousand hectares (temporarily occupied territories are not counted) [24]. In the extreme conditions of Ukraine's economic life, grape growers operate according to special market rules. In addition, on 2 September 2024, Law of Ukraine No. 3869-IX of 17 July 2024 came into force [5]. With the aim of introducing a unified state system for registering grape producers and expanding the possibilities for state support for viticulture, Law of Ukraine No. 3928-IX [6] was adopted on 22 August 2024, but it will only come into force at the beginning of January 2026.

Analysis of recent research and publications. In applied and theoretical-methodological studies of the processes of socio-economic adaptation of entrepreneurial structures in crop production to extreme operating conditions, scientists focus on the need to: develop industrial vineyards; increasing the competitiveness of products; reducing production costs and expenses; introducing organic production systems, precision farming, digital transformation, etc. For example, by promoting the use of modern precision farming technologies, scientists T. Vlasenko & O. Kovalyshyn (2024) [27] substantiated the need to increase the efficiency of crop production and reduce production costs, in particular, to reduce material costs (costs of lubricants, electricity, fuel, mineral fertilisers, planting material, seeds) and deductions for social measures and labour remuneration. Researchers T. Latherow et al. (2024) [8] revealed the problems of adaptability and

cost of implementing precision farming systems for farmers. They substantiated the importance of implementing the LINKing multi-source Data for Adoption of Precision Agriculture project, which provides a web platform with an informative version of its use that is understandable to farmers (soil mapping, assessment of fertiliser and resource use, analysis of financial indicators). A group of scientists led by H. Tabatskova et al. (2024) [25] substantiated ways to improve the efficiency of viticulture in times of crisis (introduction of innovative production technologies, automated production and harvesting systems, training for young workers, etc.). The problems of reducing the area of vineyards and their gross yield, weakening production potential, financial and credit status, and socio-economic performance of development were revealed. In the course of their research, economists A. Petrenko & M. Nazarenko (2024) [18] substantiate that the main element in developing ways to improve small and micro-enterprises engaged in grape growing is to take into account the parameters of the biochemical value of table grape varieties. From the perspective of fully satisfying human needs for micronutrients, attention is focused on the need to grow the grape varieties 'Dubovskiy Rozoviy', "Azos" and 'Nadezhda'.

Researchers J. Ladvenicová et al. (2025) [7] have developed and substantiated ways to improve the production process for growing different grape varieties, reduce the risks of financial and social strategy functioning, optimise cost planning, and modernise production as a whole. Grape growers and wine producers are advised to actively use subsidies, government programmes, projects, and grants, as well as to organise and develop wine tourism. Economists G. Puga & K. Anderson (2025) [23] draw attention to changes in the indices of grape variety concentration and grape similarity between different regions of the country. It has been established that changes in the varietal mixtures of grapes grown by entrepreneurs depend more on projected profits than on consumer demand for products, climatic zones of

cultivation, or varietal identity of grapes. Scientist V. Pechko (2025) [17] revealed and substantiated the peculiarities of the functioning of such a component of the grape and wine complex as the stimulation of the activities of craft wineries or small family farms. The mechanism of development of such business entities as craft wineries reflects the rational integrity of the processes of grape growing, independent wine production, formation of their own brand and offers for tourism. Scientist S. Kravchenko (2025) [4] substantiated the special importance of integration associations of small and micro-enterprises in agriculture, family farms for survival in wartime, optimisation of resource potential, adoption of flexible and adaptive management decisions, introducing modern technological innovations in the production and protection of crop products, precision farming, and digital technologies. However, some issues of socio-economic effectiveness and adaptability of the development of grape production enterprises in wartime conditions have not been fully explored.

The purpose of this article is to assess and justify, from a systemic approach, the peculiarities of economic performance and adaptability of grape production enterprises in wartime conditions.

Materials and methods. The research materials include works by scientists on the development of entrepreneurial structures in crop production and official statistical data on the state and trends in the development of agricultural entrepreneurs. The methodological basis of the study was provided by the provisions of institutional economic theory, systemic-situational and functional analysis. Approaches to abstraction and generalisation of results, logical, graphical and monographic methods were used.

Presentation of the main material of the study. The main indicators of the state and functioning of economic activity of existing grape growing enterprises by farm category for 2010-2024 showed a downward trend. There is a general trend

towards a decrease in the number of active medium-sized grape-growing businesses and employees. Small and micro entrepreneurs (private and small-scale farms) predominate among grape-growing businesses. The adaptive behaviour of an individual entrepreneur is a state of structural and functional harmony between the individual, the capacity of the market niche, the conditions of martial law, institutional challenges and the needs of social survival. The share of individual entrepreneurs in the structure of small businesses remains stable (30-35%), but has decreased by -3.87%. During the period of martial law from 2022 to 2025, the total number of registered legal entities and individual entrepreneurs engaged in grape growing gradually increased, while the number of active business entities, individual entrepreneurs and employees engaged in grape growing decreased in 2024 [24]. The volume of grapes (both own-produced and purchased) processed into wine materials by business entities is constantly decreasing. Grape processing in the country declined in 2024. A total of 31,963 thousand tonnes of grapes were processed into wine materials, which is 35.6% less than in the previous year. As a result, the production of wine materials in 2024 also decreased by 38.1% [24].

In the period 2020-2025, not only global vineyard areas are shrinking, but also domestic ones. Small businesses are the most adaptable and active, but in wartime conditions, the main performance indicators of existing small businesses engaged in grape growing tend to show a decrease in output (-05.81%), sales (-08.09%) and net profit (-43.19%). For grape producers, the most popular varieties in 2024 were: Muscat (-61.2%), Sauvignon (-55.6%), Pinot (-50.9%), Cabernet Sauvignon (-49.2%), Odessa Black (-48%), Saperavi (-38.8%), Rkatsiteli (-35.6%), Aligote (-30%), Riesling (-17%), Chardonnay (-10.5%) [1].

The analysis of key financial indicators of activity and economic adaptation goals of grape-producing businesses to operating in crisis conditions helps establish the level of development of the economic adaptation mechanism and find adequate

ways to improve the socio-economic adaptation of businesses to the conditions of military challenges. Assessment of key financial indicators and performance results of 10 grape-growing enterprises studied in Odessa (Shabo Agrofirma LLC [10], Yuzhny PJSC [21], Dolinka PJSC [22] in the Bilhorod-Dnistrovskyi district; small enterprises - PrSP Vinogradar [19], LLC Chornomorska Perlyna [13] in the Bilhorod-Dnistrovskyi district, LLC Vynkhol Oksamytny [12] in the Bolhrad district, PJSC Peremoha [20] in the Ovidiopol district), Zakarpattia (LLC ‘Chateau Chizay’ [9] and small enterprise LLC ‘Karpaty - Vin Etalon’ [14] in the Berehove district) and Mykolaiv (LLC ‘Agrofirma Lyman’ [11] in the Ochakiv district) in the period 2023-2024, makes it possible to establish the following results of their development (table 1).

Table 1

Main financial indicators and performance results of grape production businesses in 2023-2024

№**	2023	2024	2023	2024	2023	2024	2023	2024
	Net income from product sales, thousand UAH		Cost of goods sold, thousand UAH		Net profit, thousand UAH		Profitability of assets, %	
1	110,766.0	125,546.0	84,356.0	94,299.0	5,532.0	922.0	3.16	0.51
2	61,611.0	57,614.0	58,049.0	55,024.0	10,387.0	885.0	38.56	39.43
3	49,999.0	54,906.0	73,212.0	64,736.0	-25,629.0	-11,910.0	-27.30	-14.53
4	33,258.3	37,641.5	21,138.7	29,237.5	9,178.1	9,521.7	10.72	9.96
5	32,549.9	33,422.7	25,723.0	23,697.0	53.9	55.6	0.07	0.07
6	38,229.0	31,231.0	32,658.0	26,893.0	1,830.0	2,147.0	2.39	3.68
7	21,263.7	28,464.0	13,968.4	6,312.1	1,641.6	4,751.6	3.88	2.07
8	23,852.0	30,496.0	17,860.0	31,576.0	5,271.0	-5,832.0	9.83	-10.62
9	36,703.6	27,133.3	21,220.6	19,149.5	729.9	-2,909.7	1.64	-6.59
10	30,024.0	26,038.0	24,077.0	20,474.0	2,751.0	3,645.0	3.94	4.73
№**	Current liquidity ratio, %		Absolute liquidity ratio, %		Quick liquidity ratio, %		Profitability of equity capital, %	
1	78.99	75.47	2.22	3.20	34.15	20.54	20.78	3.09
2	15.34	35.09	0.01	-	4.76	3.97	21.91	1.67
3	978.63	899.03	93.44	59.36	213.94	265.00	-25.49	-14.59
4	2,868.20	2,786.30	467.75	1,278.97	1,616.42	2,060.65	11.71	10.85
5	738.97	1,192.53	246.12	354.49	502.14	796.73	0.08	0.08
6	100.77	90.47	0.56	2.83	74.72	71.40	35.70	30.18
7	71.58	55.91	0.08	-	66.11	44.43	58.85	14.58

8	357.02	235.71	0.17	3.95	236.29	127.13	13.31	-14.84
9	104.49	93.76	0.77	0.58	22.70	14.70	11.06	-48.43
10	82.48	96.28	4.80	1.62	46.14	42.77	9.59	11.43

****Note:** 1 - Limited Liability Company "Chateau Chizay"; 2 - Limited Liability Company "Agrofirma Shabo"; 3 - Limited Liability Company "Agrofirma Lymansky"; 4 - Private Joint-Stock Company "Peremogha"; 5 - Limited Liability Company "Vinhoh Oksamytny"; 6 - Private agricultural enterprise "Vinogradar"; 7 - Limited Liability Company "Black Sea Pearl"; 8 - Private Joint-Stock Company "Yuzhny"; 9 - Limited Liability Company "Karpas - Vin Etalon"; 10 - Private Joint Stock Company "Dolynka".

***Source:** formed using data on enterprises LLC "Chateau Chizay" [9], LLC "Agrofirma Shabo" [10], LLC "Agrofirma Lymansky" [11], PJSC "Peremogha" [20], LLC "Vinhoh Oksamytny" [12], PAE "Vinogradar" [19], LLC "Black Sea Pearl" [13], PJSC "Yuzhny" [21], LLC "Karpas - Vin Etalon" [14], PJSC "Dolynka" [22]

Over the past two years, net income from product sales has increased at Chateau Chizay LLC (+14,780,000 UAH), Agrofirma Lyman LLC (+4,907,000 UAH), Peremoha PJSC (+4,383,200 UAH), Vinhoh Oksamytny LLC (+872.8 thousand UAH), Chornomorska Perlyna LLC (+7,200.3 thousand UAH), Yuzhny PJSC (+6,644.0 thousand UAH), and decreased in the cost of sales at Agrofirma Shabo (UAH -3,025.0 thousand), Agrofirma Lyman (UAH -8,476.0 thousand), Vinhoh Oksamytny (UAH -2,026.0 thousand), Vinogradar (UAH -5,765.0 thousand), Chornomorska Perlyna LLC (-7,656.3 thousand UAH), Karpas-Vin Etalon LLC (-2,071.1 thousand UAH), Dolynka PJSC (-3,603.0 thousand UAH). After all expenses, net profit increased at PJSC Peremoha (+343.6 thousand UAH), LLC Vynkhol Oksamytny (+1.7 thousand UAH), PrSP Vinogradar (+317.0 thousand UAH), LLC 'Black Sea Pearl' (+3,110.0 thousand UAH), PJSC 'Dolinka' (+894 thousand UAH) (table) [2]. Moreover, the number of employees decreased at PJSC Peremoha (-14.29%), LLC Vinhoh Oksamytny (-3.23%) (LLC Vinhoh Oksamytny, n.d.), PrSP Vinogradar (-48.94%) [2].

Enterprises attracted excess working capital, which led to increased financial costs and reduced efficiency of its use. The data obtained show that in 2023, for example, at PJSC Yuzhny, for every hryvnia of current liabilities, there were about

0.17 hryvnia of cash and cash equivalents, i.e., the business entity was able to meet its obligations. Since 2024, the situation in the market environment has changed and the absolute liquidity ratio has already reached 3.95% (table) [2]. In 2024, the management of PJSC Yuzhny, Chateau Chizay LLC, Agrofirma Lyman LLC, PJSC Peremoha, and Vinho Oksamytny LLC had the opportunity to invest part of their funds in optimising production and sales activities or in financial investments, etc. [2].

It has been established that in 2024, the ability of business entities to repay their short-term liabilities using highly liquid assets in a timely manner has somewhat strengthened at Agrofirma Lymanka LLC (+51.06%), PJSC Peremoha (+444.23%), and LLC Vynkhol Oksamytny (+294.59%) [2]. These businesses also have a low level of financial risk.

At Vynkhol Oksamytny LLC, the return on assets and equity remained unchanged. For every hryvnia invested in assets in 2023-2024, the company received 7 kopecks of net profit, and every hryvnia of equity capital attracted generated 8 kopecks of net profit. Net profit continued to grow (+1.7 thousand UAH). Equity is used most effectively at Dolynka PJSC (+1.84% return on equity). In the course of economic activity, the return on assets increased at Agrofirma Shabo LLC (+0.87%), PrSP Vinogradar (+1.29%), and PrJSC Dolinka (+0.79%) (table) [2]. It was found that among all the companies studied, Agrofirma Shabo LLC uses its assets most effectively to generate profit and manages its economic activities most rationally.

The study also found that in 2024, the following increased: material costs at PJSC Yuzhny (+63.83%), LLC Chateau Chizay (+11.68%); labour costs at LLC Agrofirma Shabo (+41.19%), LLC 'Agrofirma Lyman' (+0.48%), PJSC 'Yuzhny' (+250.2%), PJSC "Dolinka" (+14.7%), LLC 'Chateau Chizay' (+15.83%); social security contributions at Agrofirma Shabo LLC (+41.05%), PrJSC Yuzhny (+247.8%), PrJSC Dolinka (+13.8%), Chateau Chizay LLC (+13.41%) [2].

The use of opportunities to increase solvency, business activity, financial stability, product quality, production efficiency and productivity, the profitability of the enterprise's operations and overall activities, overall profit and reduction of production costs confirm the correctness and flexibility of the directions of the operational search for ways to improve the socio-economic adaptation of entrepreneurial structures to the conditions of military challenges.

Taking into account the components of the state policy 'Made in Ukraine', the following programmes to support entrepreneurs are being implemented: 'Affordable loans at 5-7-9%'; 'Compensation to farmers for the purchase of Ukrainian-made machinery and equipment'; 'Compensation of 15% of the cost (excluding VAT) for the purchase of Ukrainian-made energy, construction, wheeled and special equipment'; 'Own Business'; 'For veterans and their wives and husbands' [15]. On 2 September 2024, Law of Ukraine No. 3869-IX of 17 July 2024 'On Amendments to Certain Laws of Ukraine Regarding the Simplification of Conditions for Conducting Economic Activities During the Period of Martial Law in Ukraine' (2024) [5], the main purpose of which is not only to expand the possibilities of state support for viticulture, but also to establish a declarative principle of starting a business at the level of the Law. Grant programmes to support entrepreneurs from organisations at various levels are also being implemented.

Since the beginning of 2025, entrepreneurs have received 24,578 loans worth UAH 72.4 billion under the 'Affordable Loans 5-7-9%' programme. During the period of martial law in the country, 94,213 loans were issued for UAH 348.8 billion, of which, as of 10 November 2025: loans for agricultural producers amounted to UAH 47.83 billion; loans for agricultural processing amounted to UAH 50.72 billion [16]. Since the start of the government grant programme 'Ye-Robota' (since 1 July 2022) in the areas of 'Your Own Business', 'New Level', 'Your Own Garden', and 'Your Greenhouse,' 185 small and medium-sized businesses growing grapes,

berries, and fruits have received UAH 959 million in financial resources. In order to develop viticulture and horticulture in the country, in August 2024, the government amended the terms and conditions for granting grants. In 2024-2025, under the 'eRobota' programme, the main source of funding for businesses in the agricultural sector of the economy is the World Bank. Since the beginning of 2025, 38 businesses involved in growing grapes, berries and fruit have already received UAH 167.9 million in state support [26]. As of 24 April 2025, the budget funds for grants for the establishment or development of viticulture, berry growing and horticulture in the categories 'Grant for an orchard' and 'Grant for a greenhouse' have been exhausted. However, by the end of 2025, all necessary grants will be financed by the state.

Conclusions of this research and prospects for further research in this area. The purpose of this article was to assess and substantiate, from the perspective of a systematic approach, the peculiarities of economic performance and adaptability of grape-producing enterprises in wartime conditions. Overall, the task has been accomplished. It has been substantiated that the socio-economic adaptation of grape-producing business structures is one of the components of a comprehensive system of forms and methods of survival in a market environment. The issue of employment in rural areas can be resolved through the development of one's own business in viticulture.

It has been established that small businesses engaged in grape growing are more flexible in terms of survival in a crisis environment. The following factors have a detrimental effect on the economic performance and adaptability of grape-growing businesses: the complexity of grape-growing techniques; minimal retail prices for products; the unprofitability of nursery production; military activity; problems with logistics and infrastructure; etc. The following factors have a positive impact on the economic performance and adaptability of grape-producing enterprises: access to financial and credit resources, government grants, and insurance programmes; the

use of various drip irrigation methods and environmentally friendly pest control methods; the introduction of new soil cultivation technologies, organic production systems, precision farming, etc.

In further systematic research, adjustments and clarifications should be made regarding the strategic directions of organisational, economic, administrative, managerial, and socio-economic adaptation of entrepreneurial structures for the production of crop products by family farms, private peasant farms and individual entrepreneurs in the context of post-war socio-economic transformations and the reconstruction of the country's regional economies.

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