

6. Marketing support of commodity producers in the pumpkin seed market

PREFACE

The most important task of Ukraine's agro-industrial complex is to provide the population with nutritious and high-quality food. The melon industry plays a significant role in this task, as its products are not only consumed fresh, but can also be used to make a variety of delicious dishes. Pumpkins are one of the most productive and profitable gourds, and they have recently become increasingly popular among consumers.

But pumpkin gives us another extremely useful product - **pumpkin seed oil** (pumpkin seed oil). "Green" or "black" gold is **how pumpkin seed oil is** called in European countries, not only because pumpkin seed oil is extremely healthy, but also because of the exceptional qualities of this product. Almost all pumpkin seeds collected in Ukraine are exported to Austria for further processing. A ton of "naked" seeds fetches about \$1 thousand.

Today, Ukraine is among the top countries that grow Styrian pumpkins.

World pumpkin production in 2021 (including zucchini), mln tons

Production	Including.			
of all	China	Ukraine	USA	Other countries
23,4	7,4	1,3	1,1	13,6

Source: Production of squash, gourds and pumpkins in 2021, Crops/Regions/World list/Production Quantity (pick lists). UN Food and Agriculture Organization, Corporate Statistical Database (FAOSTAT). 2023.

The table shows that in 2021, the global production of pumpkins (including zucchini) amounted to 23.4 million tons, with China leading the way with 32% of the total. Ukraine, Russia and the USA were secondary producers.

Over the past 10 years, pumpkin cultivation has been ranging from 700-1170 thousand tons. The highest level of harvest was collected in 2021 - 1300 thousand tons, the lowest - in 2000 - 401.5 thousand tons, which is associated with a drop in yield to

160 centners per 1 hectare. By the way, pumpkin seeds are the only raw material that oilseed producers need - all pumpkin pulp remains on the field, where it is turned into fertilizer.

Therefore, the marketing support of the pumpkin seed production enterprise should be aimed at maintaining constant compliance of the defined goals with the available resources and organic interaction of raw materials, production, logistics, and service chains, which, in fact, is formed by marketing management tools. This statement highlights the general directions of marketing support for enterprises. Of course, each branch of agriculture, including pumpkin seed production, has its own specific features of production and consumption.

Marketing activities of agricultural producers of pumpkin seeds consist of a number of components: 1. Providing the company with quality and affordable raw materials. 2. Identification of existing and potential demand for products through a comprehensive study of the market and its development prospects. 3. Planning of product policy, assortment management, taking into account market needs and the company's potential.

4. Development of pricing policy. 5. A realistic assessment by the enterprise of its production, sales, export capabilities and advantages in comparison with competitors. 6. Development of containers and packaging, selection of special methods of advertising and sales promotion. 7. Planning of product distribution channels. 8. Management of the customer service process. 9. Formation of a marketing strategy.

However, the main unchanged elements and directions of marketing activities in the production of pumpkin seeds are: product, price, promotion and sales.

Recently, experts and researchers have been using the term "marketing support" quite often when characterizing marketing activities. There are many definitions and interpretations of this concept. We believe that the concept of "marketing support" is a set of all types of resources (both tangible and intangible) that comprehensively ensure the maintenance of the adequacy of the marketing system and process. From the point of view of a comprehensive approach, the marketing support system is a functional subsystem of enterprise management, and, in turn, includes a number of subsystems:

information, organizational, economic, legal, technical, social, software, mathematical, methodological, econometric, linguistic and other types of support.

Analytical data shows that the main reasons that complicate the creation of an effective system of marketing support for the activities of pumpkin seed producers are underestimation of the role and opportunities of marketing in improving the efficiency of this business; conducting marketing research without taking into account the specifics of the pumpkin seed market; insufficient use of software products to optimize the process of marketing management in this area.

This publication contains the results of our own research. The use of ideas, results, and texts of other authors is referenced to the appropriate source.

The marketing support system is necessary for the normal (qualitative and uninterrupted) functioning of the process of development and decision-making in the network of relationships between business structures involved in the process of exchange of values (goods and services) on a commercial or non-commercial basis. The marketing support system includes a number of subsystems, the main of which are information, organizational, legal, economic, technical, social and security subsystems. Based on this approach to marketing support, it should be noted that the current state of marketing at domestic enterprises is characterized by the following:

- Lack of market impact research methods developed with due regard to the specifics of the Ukrainian, regional and sectoral markets;
- reliance on intuitive rather than scientific methods.

Consideration of the concept of "marketing support" as a system makes it possible to determine the role and essence of the marketing category, designed to neutralize risk factors and threats to the implementation of the vision (strategy), to define the content and structure. The system of marketing support, as a subsystem of socially significant exchange relations (given that marketing is interdisciplinary in nature), is formed taking into account functional development and is a functional subsystem of management.

Thus, based on the key purpose and features of marketing (target orientation, gratitude), there is every reason to believe that it is necessary to ensure the

implementation of this direction, which is actually the basis for the formation of the scientific category "marketing support" with its functional characteristics and place in the structure of scientific knowledge.

At the same time, marketing support, although determined by certain market relations, is based on certain approaches. The concept is based on the fact that marketing support develops in the process of overcoming contradictions between external conditions and internal capabilities of the enterprise. If marketing support allows for a correct assessment of the objective market environment and is based on its scientific analysis, does not ignore the peculiarities of production development related to the production of competitive products, it can effectively influence the process of forming needs. The process of marketing support unfolds in the unity of interconnections, interdependencies of the objective and subjective, market and internal. At the same time, it can be analyzed from different angles. First of all, it is necessary to distinguish between: the main directions and objectives of marketing support; subjects of marketing support; the means used; the most effective ways, methods and forms of its implementation.

Marketing support is necessary, first of all, to shape the process of development and decision-making in the system of interaction between business structures involved in the marketing process of exchanging services and goods on a commercial basis.

The main tasks of marketing support are:

- training related to the possibility of using marketing tools in conducting market research;
- Developing principles and programs of marketing activities based on knowledge and market practice;
- constructive implementation of the marketing philosophy and tools in economic relations;
- support and development of innovative activities.

Marketing activity as the most important function in the field of entrepreneurship should ensure a stable, competitive position of the subject of the marketing system in the market of goods and services, taking into account the state of

the internal and external environment.

Marketing research has shown that there are a large number of unresolved problems. Marketing support for the activities of an economic entity is one of the main priorities for their successful development. However, it should be noted that each enterprise has its own characteristics, so the mechanism of formation of marketing support for their activities depends on many socio-economic, organizational, technical and legal factors, and is based on a group of critically important, controllable factors. At the same time, the main role is assigned to the use of marketing tools in the study of market processes both for enterprises producing products and intermediary structures related to their promotion to the market.

INTRODUCTION

Relevance of the topic. The issues of marketing support for the activities of enterprises are now gaining considerable relevance and attracting the attention of both scientists and practitioners. The authors pay attention to the study of theoretical aspects of the concept of marketing support of an economic entity in the pumpkin seed market. Marketing support is considered to be the main function in the field of market relations development, which is designed to ensure a high competitive position of a business entity, taking into account the external and internal environment. The article analyzes the current practice of marketing support and issues related to the adoption of marketing management decisions by pumpkin seed producers.

This is what made this study necessary.

Relationship to scientific programs, plans, topics. The study was carried out in accordance with the research plan of the Department of Marketing and International Trade of the National University of Life and Environmental Sciences of Ukraine on the topic: "Development of Marketing at Agricultural Enterprises and Processing Enterprises" (State Registration No. 0120U100630), within the framework of which the author proposed approaches to marketing support for commodity producers in the pumpkin seed market, substantiated the principles of effective preparation of management decisions to optimize the means and channels of sales of pumpkin seeds and its processed products.

Purpose and objectives of the study. The purpose of this paper is to analyze the theoretical and methodological foundations of marketing support for the activities of economic entities and to develop practical recommendations on the mechanism of its formation.

Achieving this goal necessitated the following tasks:

to disclose the essence of marketing support and its main features for the implementation of marketing activities in the pumpkin seed market;

to consider the problems of information support of enterprises;

to actualize the need for marketing support of business entities to improve efficiency and competitiveness;

to propose a mechanism for marketing support of activities in modern conditions and a scientific approach to determining the place and function of marketing support;

characterize the main tasks of marketing in modern conditions.

to analyze the specific features of marketing activities in Ukraine and to consider the directions of increasing the efficiency of marketing support for pumpkin seed producers in modern conditions;

to substantiate the key models of organization of marketing support activities depending on the specifics of pumpkin seed producers.

Object of research. The object of the study is the processes of formation and functioning of marketing support for commodity producers in the markets of pumpkin seeds and its processed products.

The subject of research. The subject of the study is a set of theoretical, methodological and applied approaches to marketing support of enterprises in the pumpkin seed market of Ukraine.

Research methods. To achieve the goal and solve the tasks, the following methods were used in the work: abstract and logical (for theoretical generalization of the essence and content of the regional pumpkin seed market); monographic (for studying the practice of marketing activities in the market of pumpkin seeds and its processed products); graphical (for visual representation of the components of the pumpkin market and the economic efficiency of production and sale of seed products);

index (for a summary characterization of changes in the volume of production and sales of pumpkin products in the

The research is based on the legislative and regulatory acts of Ukraine, official data of the ministries and departments of Ukraine, the State Statistics Service of Ukraine, statistical and financial statements of enterprises, scientific developments, monographs and publications of domestic and foreign researchers, analytical and logical generalizations and observations of the author, and information resources of the Internet.

The main provisions, conclusions and recommendations of the study were presented and approved at eight national and international scientific and practical conferences: All-Ukrainian Scientific and Practical Conference "**Scientific Support for the Formation and Development of the Farmers' Movement in Ukraine**" on the occasion of the 85th anniversary of the birth of the famous Ukrainian scientist, Doctor of Economics, Professor, Academician of NAAS Viktor Yakovlevych Mesel-Veseliak (September 5, 2023). Kyiv: NSC "IAE"; All-Ukrainian Scientific and Practical Online Conference "**Capitalization of Agricultural Enterprises and Their Investment Support**", Kyiv, IAE NAAS, which took place on September 8, 2022. International Scientific Conference "**Transformation Processes of the Economic System in the Context of Modern Challenges**", which took place remotely on **February 2-3, 2024** at the Department of Management at the University of Klaipeda (Lithuania); All-Ukrainian Scientific and Practical Conference "**Financial and Economic Potential of the Country and Regions: Mechanisms of Functioning in Modern Conditions**", which took place remotely on **February 6-7, 2024** at the Department of World Economy and Foreign Economic Activity at the Odesa National University named after I. Mechnikov. International Scientific and Practical Conference "**Topical Issues of Finance, Economics, Accounting and Management: Theory and Practice**", which took place on January 27, 2024 in Kropyvnytskyi; International Scientific and Practical Conference "**Modern Trends and Prospects for the Development of Economics, Finance, Accounting and Law**", which took place on **February 21, 2024 in Kremenchuk. Kremenchuk**; International Scientific and

Practical Conference "**Development of Bioenergy Potential in Agriculture**", held at the Department of Economic Theory of NULES of Ukraine on March 29-30, 2024; IV International Scientific and Practical Conference "**Marketing and Logistics in Agribusiness**", held at the Department of Marketing and International Trade of NULES of Ukraine on April 18-19, 2024.

Publications. Chapters in monographs (5.63 d.a.).

SECTION I "Marketing research of the market of sunflower seeds and products of its processing" in the monograph Marketing research. edited by Professor V. K. Zbarsky. Kyiv. CP "COMPRINT". 572 c.

Chapter 10. "Formation of marketing support for the activities of commodity producers in the market of pumpkin seeds" in the collective monograph. Strategic directions of marketing activities of agricultural organizations. Monograph. - Primedia eLaunch, Boston, USA, 2023. 589 p.

Articles in professional publications of Ukraine. The total volume is 1.35 d.a.

1. Avramenko R.F. Marketing principles of sunflower market development and its processing products in Ukraine. Visnyk of Cherkasy National University named after B. Khmelnytsky. Series "Economic Sciences". T.27. №1-2. C. 139-148.

2. Avramenko RF Formation and development of marketing in the market of pumpkin seeds. Visnyk of Cherkasy National University named after B. Khmelnytsky. Series "Economic Sciences". T.27. №3-4. C. 138-146.

6.1 THEORETICAL AND METHODOLOGICAL BASES OF MARKETING SUPPORT OF AGRICULTURAL ENTERPRISES

6.1.1. Methodological principles for ensuring the development of marketing activities of agri-food enterprises

In today's economic environment, one of the main trends in the global economy in general and national economies, in particular the economy of Ukraine, is the ever-growing dynamism of changes in the external environment of enterprises, including agricultural ones. Changes in the external environment constantly create both

opportunities and threats to their stable functioning. Therefore, for the successful functioning and development of enterprises, there is an objective need for continuous and high-quality management to ensure the efficiency of activities, including marketing.

In the theory and practice of marketing, the term "marketing support" is used by researchers and specialists in a variety of contexts when describing marketing activities, but, nevertheless, it can hardly be said that it carries a very specific, consistent, more or less clearly perceived by all the same meaning. Based on the substantive analysis of the term "provision", it is quite natural to try to define the term "marketing provision" derived from it, based on the principle of analogies. If we consider marketing as a philosophy of business and entrepreneurship, then the main importance in marketing support will belong to scientific and methodological knowledge, the basis of which is the conceptual and theoretical doctrine that substantiates the role of marketing in the system of socially significant exchange relations, which gives it a social orientation and gives marketing a special mission in the field of socio-economic and political initiatives.

A significant contribution to the development of the problem of the functioning of enterprises according to the concept of marketing, competitiveness of enterprises and goods was made by scientists Armstrong G., Wong V., Golubkov E., Jobber D., Kotler F., Porter M., Romanov A., Fathudinov A., but their works do not take into account the market environment and peculiarities of the development of the domestic agricultural market. In the scientific works of domestic scientists Balabanova L., Voichak A., Gerasymchuk V., Goncharova N., Kardash V., Kredisov A., Krykavskiy E., Kudenko N., Kuzmin O., Oklander M., Pavlenko A., Skybinskyi S., Sologub O., Starostina A., theoretical and applied problems of marketing at enterprises of certain industries, sectors of the economy and product groups are considered. At the same time, the problems of ensuring the competitiveness of enterprises engaged in the production of pumpkin seeds remained outside their attention.

If we turn to the scientific interpretation of the term "provision", it can be argued that this concept is capable of effective application in explaining fundamental market

phenomena and processes, which requires application in the conceptual framework of marketing science, since marketing provision involves the organization of a creative process that takes into account many external and internal factors: 1) the main directions of development of marketing support in the market; 2) trends and the state of development of marketing relations between business entities; 3) the level of relations between business entities.

Taking into account the results of the analysis of literature sources and theoretical and methodological studies of the experience of enterprises, Fig. 1.1 shows the mechanism of formation of marketing support for the activities (functioning) of enterprises.

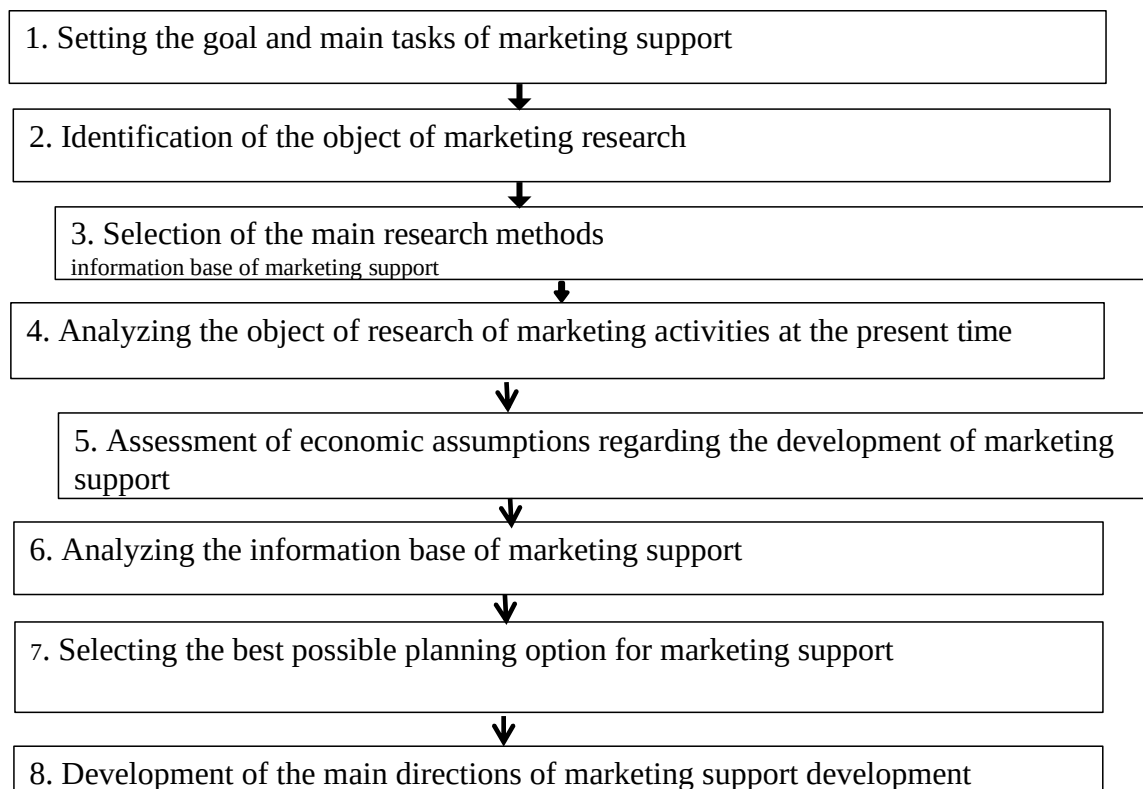


Fig. 1.1 Mechanism of formation of marketing support for business entities

As can be seen from Fig. 1.1, the toolkit of the mechanism of forming marketing support for activities consists of eight stages. Based on the results of consistent and correct implementation of each of these stages, it is possible to:

- obtain reliable information about the product market;

- to calculate the number of consumers of products and to be able to predict their further number using the trend;
 - identify the main factors that influence the number of such consumers;
- choose methods to determine how to occupy a certain niche in the market, etc.

If we think of marketing mainly in operational terms, i.e. as a system of actions or operations, then among the components of marketing support, the following forms of it come to the fore: information, technological, methodological, organizational, econometric (ensuring adequate measurement of marketing indicators, parameters, characteristics, effects), software and algorithmic, mathematical, linguistic, network and other types of support. It should be noted that information support plays a special role, which, however, in the context of information and communication dominance inherent in modern economic activity, is crucial as a key component of marketing support.

If we express the most general point of view on the structure and content of marketing support, the most successful definition for this concept, in our opinion, will be the following: marketing support is a set of all types of resources (both tangible and intangible), comprehensively supporting the adequacy of the marketing system and process. The marketing support system is necessary for the normal (qualitative and uninterrupted) functioning of the process of development and decision-making in the network of relationships of business structures involved in the process of exchange of values (goods and services) on a commercial or non-commercial basis. The marketing support system includes a number of subsystems, the main of which are information, organizational, legal, economic, technical, software, mathematical, social, economic and security subsystems.

Based on this approach to marketing support, it should be noted that the current state of marketing at domestic agricultural enterprises is characterized by the following:

- Lack of market impact research methods developed with due regard to the specifics of the Ukrainian, regional and sectoral markets;
- reliance on intuitive rather than scientific methods.

Currently, marketing is not practically used in agrarian formations in Ukraine,

although modern conditions in recent years have increasingly necessitated the need to manage this process and constantly focus on individual consumer needs. As practice shows, many Ukrainian producers competing in the pumpkin seed market are not yet ready to actively compete. The main reasons for this are insufficient elaboration of methodological support for competitiveness management, lack of effective management, organizational and economic mechanisms for responding to changes in the external and internal environment. Domestic agricultural enterprises need management systems that would provide them with a high level of competitiveness in the domestic and foreign markets, because high competitiveness of an enterprise, being a decisive factor of its success, is achieved through constant targeted work to create and strengthen competitive advantages and increase the degree of response to future environmental changes.

The use of well-known methods of analysis, market research, calculation and segmentation of the target market for pumpkin seeds, positioning of seed producers allows solving the problem of strategic management of competitiveness only in a fragmentary way. Of course, a more complete picture is obtained when they are used in combination, and in this case, in our opinion, the role of a unifying principle is played by the target market hypothesis (TMH) as a strategic master plan for creating and promoting pumpkin seed offers on the market. All methods combined together represent a set of marketing activities to ensure the market for pumpkin seeds.

The main objectives of marketing support are: - training related to the possibility of applying marketing tools in conducting market research; - development of principles and programs of marketing activities based on knowledge and market practice; - constructive implementation of the philosophy and tools of marketing in economic relations; - support and development of innovative activities. The main tasks of marketing support are: training related to the possibility of using marketing tools in conducting market research; development of principles and programs of marketing activities based on knowledge and market practice; constructive implementation of the philosophy and tools of marketing in economic relations; support and development of innovative activities. The process of developing a set of marketing measures for

pumpkin seed producers is shown in Fig. 1.2.

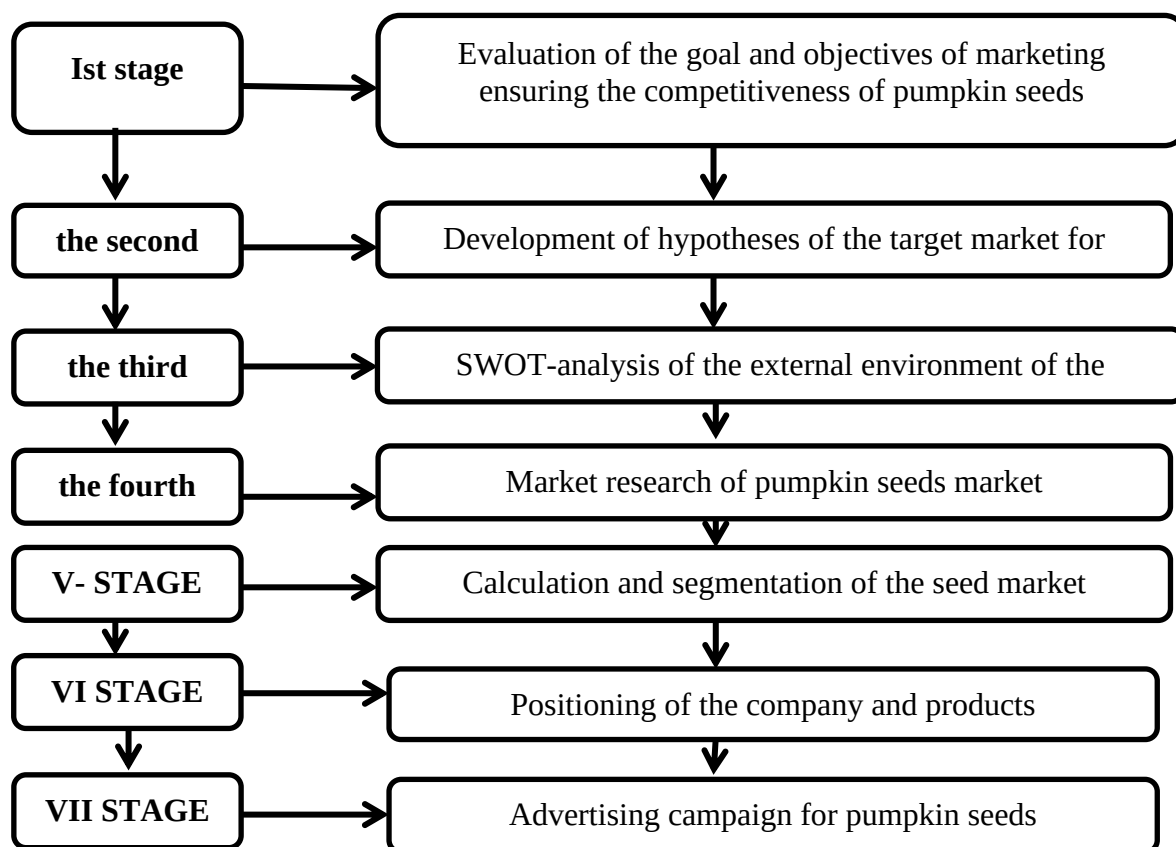


Fig. 1.2 - Process of developing a set of marketing activities by pumpkin seed producers

Thus, the complex of marketing support for the implementation of measures is a system of managing the competitiveness of an enterprise aimed at solving the problems of the object of marketing measures, the capabilities of enterprises, and the means of promoting information about pumpkin seeds and its processed products. The complex of marketing measures is managerial in nature and is aimed at strengthening the position of the enterprise in a competitive environment, being a tool for managing competitiveness.

Managing the competitiveness of pumpkin seed producers using marketing support methods is a process that helps to maintain the parameters of competitiveness (external and internal, strategic and tactical), to keep them in a state of possible change in accordance with the objective laws of formation and development of the market for pumpkin seeds.

The subjects of managing the competitiveness of an enterprise using marketing methods are the head of the enterprise, the marketing manager, and the heads of the

structural units of the enterprise, who are responsible for performing certain functions or tasks of this process. The object of management is the parameters of competitiveness of the producer of pumpkin seeds (external and internal, strategic and tactical). The management tool is marketing methods. At the first stage of creating a set of marketing measures, the competitiveness of the commodity producer in the pumpkin seed market is assessed. At the second stage, the target market hypothesis (TMT) is developed. The development of the TMC of a pumpkin seed producer allows to find answers to the following questions:

- It's a fact that we produce and promote our products;
- The argument is why these products will be bought from this particular company;
- To whom - a description of the target market in segments;
- Where - the place of sale and offer of pumpkin seeds and pumpkin products;
- When - time of production, time of sale;
- Through which channel - marketing communication channels.

Depending on the choice of argument, the competitive environment is formed. Only after the target market hypothesis has been drawn up can we analyze the competitive environment. It is important to note that the analysis is made only for those competitors who are in approximately the same competitive position as the company under study and have the same or similar strategic competitiveness as the company. At the third stage of developing a set of marketing measures, we establish the position of the enterprise in the market, find out its strengths and weaknesses, as well as the opportunities it may have and the dangers it faces, i.e., we study the internal marketing environment (microenvironment). This preliminary analysis is conducted in order to understand what environmental trends will affect the parameters of tactical competitiveness of enterprises entering not so much the pumpkin seed market as the market for satisfying needs. Next, market research is conducted to verify the GCR by surveying the target audience. The results of the research will help to test the hypothesis of the target market and calculate the size of the target market to which the set of marketing activities will be implemented.

The level of efficiency of marketing activities is not necessarily determined by the

results of current activities. High efficiency should primarily be determined by the fact that the company is prudently pursuing a marketing policy on a strategic scale.

The proposed scheme emphasizes the fundamental role of the enterprise's subdivisions in ensuring the internal and tactical competitiveness of the enterprise, without which it is impossible to talk about ensuring competitiveness in general. Thus, the proposed scheme of competitiveness of enterprises producing pumpkin seeds on the basis of marketing support can be used by the entities producing pumpkin seeds to assess their position in the market and use marketing methods.

Marketing in the pumpkin seed market is a comprehensive system of management, regulatory and research activities that takes into account industry specifics and is aimed at meeting the needs of society in accordance with consumer demand.

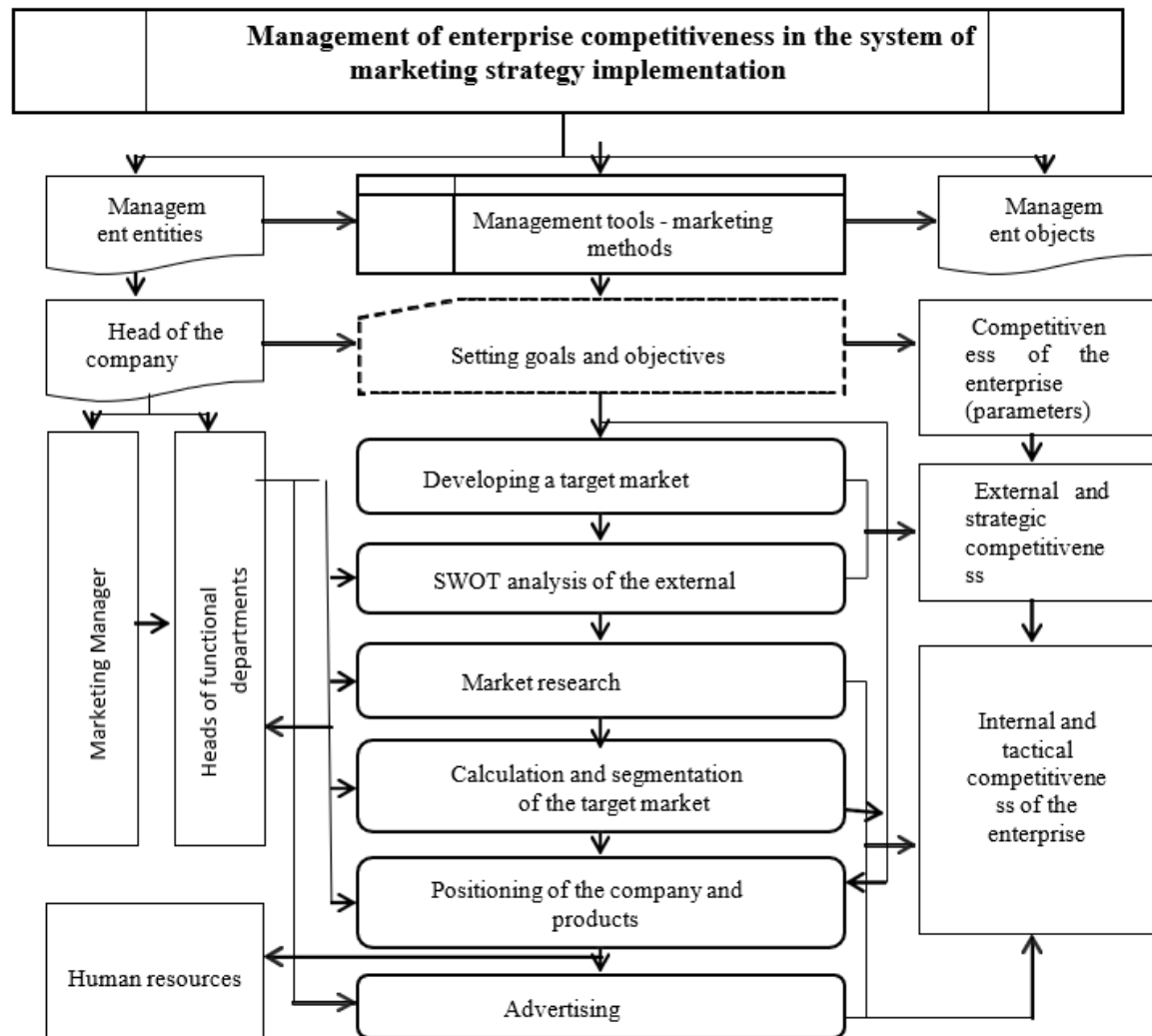


Fig. 1.3 - Shows a diagram of the system of enterprise competitiveness management using marketing methods.

The main directions of marketing activities are key components of all stages of the pumpkin seed producers' business process - from production, distribution, promotion to the final consumption stage. Marketing technologies are diverse, but they have a single goal - to increase the competitiveness of the enterprise and the product it represents on the market. We believe that pumpkin seed companies need to use the long-established but always relevant technology of marketing research in their operations. Marketing research means the systematic collection, display and analysis of data on various aspects of marketing activities. Marketing research reduces the level of uncertainty and relates to all elements of the marketing complex and its external environment, influencing the marketing of a particular product in a particular market. We believe that research should accompany all stages of strategic planning of the company's marketing activities, especially at the time of organizing the company's activities, when it is necessary to determine market needs and in the process of monitoring the implementation of the strategy, when it is necessary to adjust marketing activities in a rapidly changing environment and consumer needs. Marketing research of the market of goods and services is an important measure to improve the efficiency of enterprises.

After determining the marketing position of the company, it is necessary to create a strategy adapted to the external environment and competitive advantages of the company and the product or service that the telecommunications company is going to offer to consumers. The marketing strategy should answer the following questions: what goods (services) are introduced to the market, in what assortment and at what prices;

- which consumer they are designed for and which potential consumers can be attracted in the future;
- what conditions are necessary for the sale of goods (services) at the planned level;
- through which channels and in what volume the promotion will be organized;
- how to influence demand to stimulate sales;

- what kind of after-sales service (if any) should be provided and by whom it will be carried out;
- what economic results market participants expect and what costs will be required to achieve them.

The proposed decisions that determine the company's marketing strategy should be specific and time-bound between all participants. A failure in one of the links often leads to the failure of the entire strategy. An effective marketing tool for telecommunications companies in the context of innovative economic development is a marketing communications system, one of the elements of which is advertising. The company's advertising campaign is aimed at creating a complete picture of its goods (services), including their full range, quality, and cost, among potential consumers. The most effective means of promoting goods and services is often advertising in the media. Advertising is also designed to create an image by means of its own means, primarily by building images that evoke vivid impressions in people. This is the psychology of image-making.

A strong company image is becoming a prerequisite for an organization to achieve stable and positive business success. And there is a very reasonable explanation for this. Firstly, a strong image gives the effect of acquiring a certain market power by the organization, which leads to a decrease in sensitivity to the price of goods or services of this organization. Secondly, it reduces the substitutability of goods and services, which protects the company from competitors' attacks and strengthens its position with respect to substitute goods. Thirdly, a strong image facilitates a firm's access to resources of various kinds: financial, informational, human and other. We have identified the main reasons for the growing attention of telecommunications companies to the problems of public opinion formation:

1. Increased dynamism, instability and uncertainty of the business environment, due to the growing speed of information processes.

2. The increasing unpredictability of partners, competitors, customers, and staff makes it necessary for managers to manage the behavior of their environment by

establishing and maintaining communications with all participants in their environment.

3. The complexity of the social, political, and psychological environment of an enterprise is due to the increase in the number of its participants and the growth of the education of communication participants.

4. The success of a telecommunications company is largely determined by the state of the external environment. The exchange of resources between the organization and the environment has increased today, and even a small failure in this system leads to serious changes in the company's operations.

5. The intensive, often uncontrolled development of technology equates the production and time factors. The uneven distribution of resources leads to an increase in the role of social factors. Maintaining a balance of interests and preventing mistakes require constant dialog, communication, and therefore management. The growth of social responsibility of enterprises increases their activity in the field of PR technologies.

6. A wide flurry of unfair and low-quality advertising means that buyers will make their choice not based on advertising gimmicks, but on gathering reliable information, so the winner will be the one who uses more advanced PR techniques.

In the context of the above, each enterprise should be guided by the basic principles of marketing when forming marketing support for its activities:

1) focus on achieving a positive result from activities related to the production and sale of products in the relevant markets and in the appropriate quantities, occupying an appropriate niche in these markets;

2) Implementation of tactical planning as a stage in the implementation of the company's strategy, adaptation to market requirements and the ability to influence them;

3) interest in obtaining a long-term positive effect from marketing activities using various methods.

Based on the results of the economic diagnostics of marketing support, business entities make appropriate management decisions and develop a development strategy

aimed at improving their efficiency and competitiveness.

6.1.2 Features of marketing support of commodity producers' activities in the market of pumpkin seeds

The most important task of Ukraine's agricultural sector is to provide the population with nutritious and high-quality food. The melon industry plays a significant role in this task, as its products are not only consumed fresh but can also be used to make a variety of delicious dishes. Pumpkins are one of the most productive and profitable gourds, and they have recently become increasingly popular among consumers. Consumer properties of pumpkin seeds are widely known in the global market. Pumpkin as a crop has been known to Ukrainians since ancient times. However, it remains a niche crop, and the volume of its domestic consumption is, unfortunately, quite small. At the same time, pumpkin is a very promising niche crop in terms of exports of its products. Today, Ukraine already has some experience in successfully supplying these products to European markets, such as the UK, Austria, and other EU countries. However, in-depth study is needed to ensure effective marketing support for the development of enterprises in the current economic environment, in particular, the development and scientific substantiation of measures for the practical orientation of marketing research of target markets. This necessitates improving the theoretical and practical foundations for the development of the pumpkin growing industry, in particular, seeds and products of their processing, as well as recommendations for improving the economic efficiency of marketing support for the activities of business entities in the pumpkin seed market. It is the need to solve these problems that led to the choice of the topic, objectives and purpose of the study.

To achieve this, a number of tasks were to be solved, including:

- to summarize the theoretical and methodological approaches of domestic and foreign scientists to determining the economic efficiency of production, in particular, of pumpkin seeds;

- to identify and systematize the factors of economic efficiency of marketing support of commodity producers in the pumpkin seed market;
- to substantiate the need for a comprehensive assessment of the efficiency of pumpkin production and its processed products; to identify the reasons that negatively affect the development of the pumpkin industry;
- develop directions for the transition of pumpkin production to innovative development models;
- to assess the role and place of agricultural service cooperatives as an element of the pumpkin seed market infrastructure;
- to develop and substantiate the organizational and managerial principles of formation and functioning of the logistics and sales complex in the industry;
- to propose a conceptual scheme of the sequence of marketing research;
- to identify areas for improving the activities of producers of pumpkin seeds and pumpkin products on a marketing basis.

As a by-product, the crushed pumpkin after the seeds are removed is used as organic fertilizer, livestock feed, or dry products (Fig. 1.4).

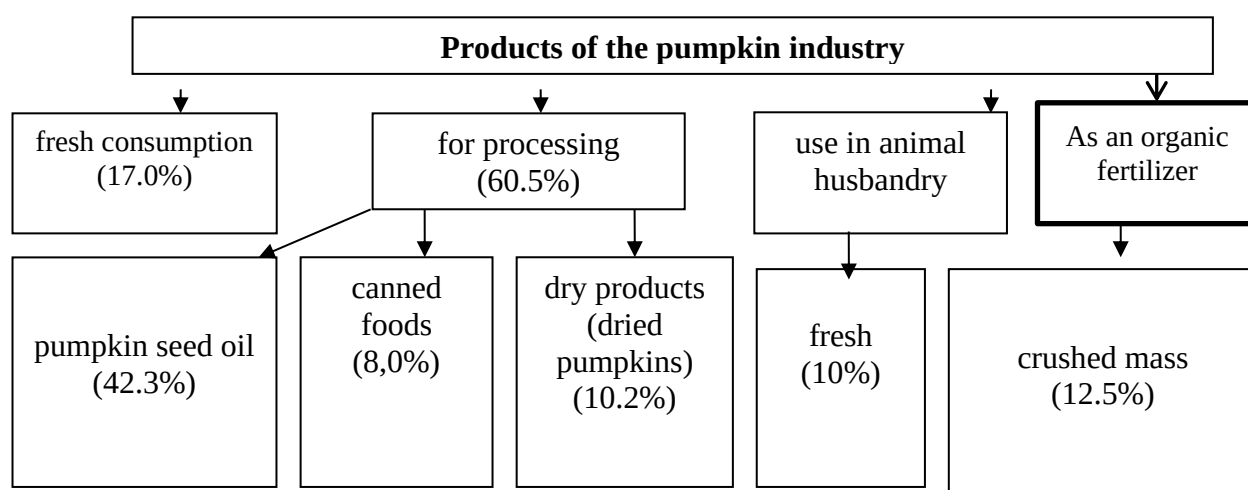


Fig. 1.4 Main directions of distribution of the industry's products

The issues of sales, storage and processing of products, reduction of production losses are among the most relevant in marketing research to ensure the efficiency of pumpkin seed production. A reserve for increasing the economic efficiency of pumpkin

seed production is the production of seeds for pharmaceutical purposes.

Marketing is an important component of the overall system of production and sales activities of an enterprise and provides significant opportunities for its full development in a changing market environment. The use of marketing approaches by agricultural enterprises allows to outline the prospects for the enterprises to overcome the crisis, to choose the necessary strategy and tactics of effective management, and to determine promising directions for their further development.

Agricultural production differs significantly from other types of production due to the existence of restrictions that make it impossible to launch production at any time. The point is not even that there are quite objective reasons for this, such as seasonal climatic conditions. Modern agrotechnologies provide for a list of preparatory actions, primarily of the organizational type between the elements of the agrarian structure of a particular region [92].

Agrarian structure is the ratio of economic, technical, and social elements in the agricultural sector determined by agricultural legislation, mobility of production factors, specifics of agricultural production, and working and living conditions of the rural population (Figure 1.5).

The agricultural structure is quite diverse across Ukraine. Elements of the agricultural structure were formed during the long socio-economic development of administrative units. Dnipropetrovska oblast, for example, is a typical structural administrative unit of the eastern region of Ukraine. It is characterized by the simultaneous development of structurally diverse enterprises of various orientations and elements of the agricultural complex. Moreover, both heavy industry and the agricultural sector are dominated by closed (full) cycle organizational and production structures. It should be noted that in the Dnipropetrovska oblast, the agricultural segment of production accounts for more than 14% of the oblast's total output. Soils in almost the entire territory of Dnipropetrovska oblast are predominantly fertile black soil. Agricultural production is carried out on approximately 2299.3 thousand hectares, or more than 73.4% of the total area of the region. There are 131.2 thousand people working in agriculture. In the structure of agricultural land, arable land makes up

66.0%, hayfields and pastures - 10.8%. Irrigated land accounts for 10.6% of the arable land. The region's general specialization is the production of grain, sunflower seeds, sugar beets and vegetables.

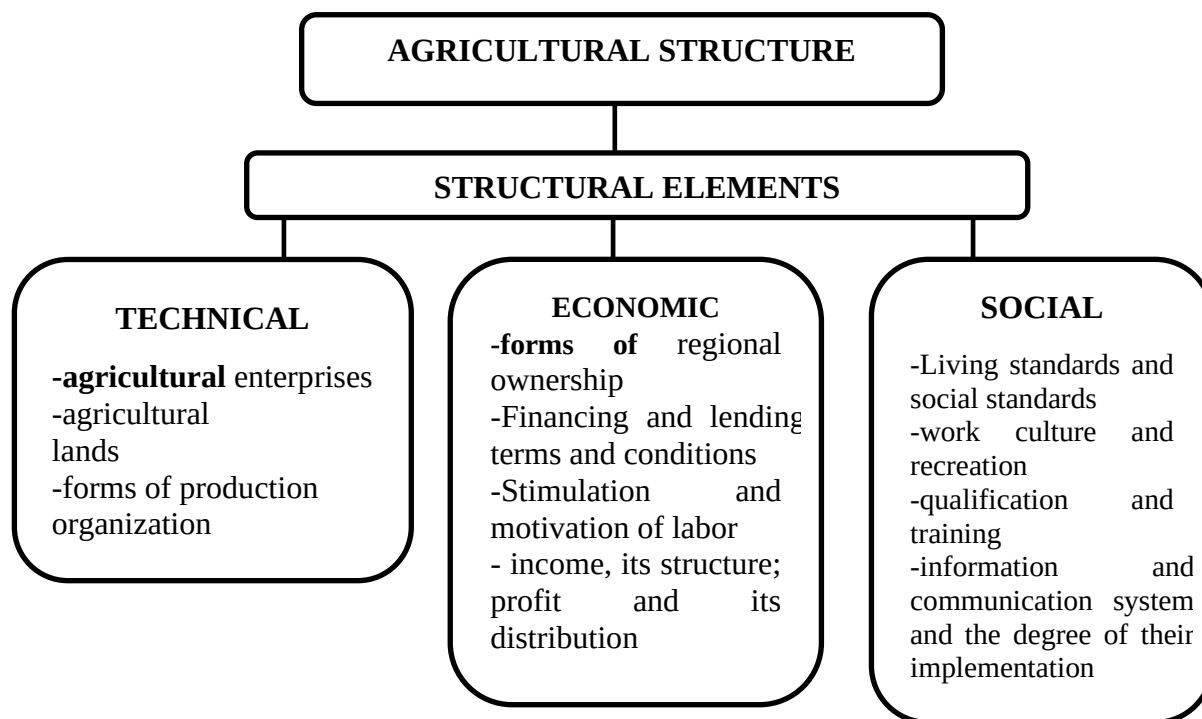


Figure 1.5 - Components of the agricultural structure

The agrarian market is a component, the next evolutionary stage in the development and transformation of the results of production and agro-technological processes, the system of economic relations between market participants, within which agricultural products circulate.

A set of measures that ensure optimal interaction between the components of the agrarian structure is one of the goals of agricultural policy, which should be taken into account when choosing marketing tools when studying the conditions of functioning and forming a marketing strategy [88].

The markets operating in the agricultural sector can be divided into the following: agricultural markets (markets for agricultural products), markets for agricultural inputs, markets for services, and markets for trade.

Unfortunately, in agricultural markets, most agricultural enterprises sell crop and livestock products, as well as processed products, on their own. The refusal to use

trade services is a desire of agricultural producers to avoid losses associated with paying for trade services.

The market of material and technical resources provides agricultural enterprises with the necessary agricultural machinery and inventories to ensure production. There are 4 segments in this market: the market of agricultural machinery and mechanisms; the market of material and production stocks; the market of mineral fertilizers; and the market of animal feed.

The service market provides agricultural enterprises with the services necessary to ensure the safety of the production process. These services include: information, consulting, research, technical, veterinary, land reclamation, etc.

The trade market arises when an agricultural enterprise does not sell its products on its own but uses specialized trade organizations. The following services can be provided in this market: services of dealer and distribution organizations, services of wholesale and retail trade enterprises, services of public catering enterprises, services of processing enterprises.

The functioning of the agricultural market is based on the existence of basic elements that actually define the market mechanism. The main ones are: demand, supply, competition and the price system. The logic of interaction of these elements is that the desire to maximize profits forces producers to direct resources to the production of goods and services that are in demand among consumers [86]. Therefore, one of the important factors for the successful operation of agricultural enterprises in the current market conditions is their reorientation to the principles of marketing, which will allow them to formulate rational production programs, respond quickly to the market situation, and be competitive in the market.

The main purpose of organizing the marketing activities of agricultural enterprises is to stimulate the growth of agricultural production and its processed products; to ensure an adequate level of income necessary for expanded reproduction; to develop market infrastructure; and to organize imports and exports from the perspective of regulating domestic markets.

The use of marketing in agricultural enterprises has a number of features related

to the specifics of agricultural production, namely: dependence of production results on natural and climatic conditions, diversity of ownership, difference between the working period and the production period, seasonality, diversity of organizational forms of management, foreign economic relations, participation of state bodies in the development of the agro-industrial complex and its branches.

The current conditions for the development of the agricultural sector of Ukraine's economy are characterized by trends in the formation of business relations between participants on the basis of marketing, which encourages business managers to use marketing tools in management. In addition, the problems of marketing agricultural products, untimely supply of raw materials to the processing sector and uncoordinated service support for marketable segments of the agricultural market require the intensification of marketing management in agribusiness systems.

The main goal of agromarketing management is to maintain the correspondence between the state of the marketing environment and the adequate system of marketing activities of an agricultural enterprise. The management is responsible for the following: defining the scope of activity and its territorial boundaries, type of ownership; setting the overall goals of the enterprise (production, sales, market share, etc.); forming a corporate culture - a unified system of values, norms and rules of operation that all employees must know and follow.

Since the enterprise is an open, complex system that is significantly influenced by the factors of the agromarketing environment, it is necessary to ensure a systematic and comprehensive approach when developing marketing measures in the pumpkin seed market and determine the magnitude of the impact of these factors.

The agromarketing microenvironment of an agricultural enterprise includes the following elements that it directly, daily encounters in its activities: suppliers, competitors, intermediaries (trade intermediaries, organizations engaged in transportation and storage of products, financial and credit institutions, advertising agencies, etc.), contact audiences and target customer markets (Fig. 1.6).

DEVELOPMENT OF MARKETING AT AGRICULTURAL AND PROCESSING ENTERPRISES

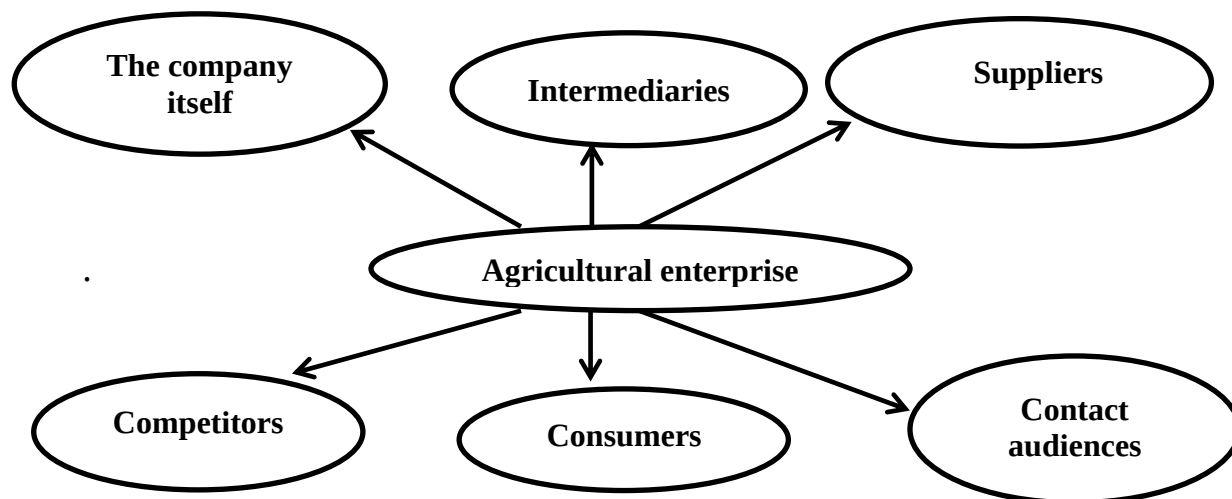


Fig. 1.6 - Elements of the microenvironment of an agricultural enterprise

The influence of intermediaries on the company's activities is realized through their ability to "bargain", thereby reducing the company's possible income. Changes in prices for intermediaries' services also affect the company's revenues. In turn, the company can always choose: first, to use the services of intermediaries or to organize its own managed distribution network;

Second, which intermediaries to involve in sales and on what terms.

Competition analysis helps to identify the market position of an enterprise and the competitiveness of its products. Competition is a rivalry between market economy entities for the best production conditions, a favorable market position, etc. It is the market force that ensures the interaction of supply and demand and balances market prices. Considering the current competitive situation, it should be noted that there is a very large number of agricultural enterprises operating in the sphere of interests of the studied enterprise in Ukraine, which leads to a high degree of sectoral competition.

Thus, agromarketing is a complex system that requires regulation and management. There is a constant exchange of resources and information between the agricultural enterprise and the surrounding marketing environment. The very fact of its existence and further survival depend on the influence of the environment. In order to continue its functioning, an agricultural enterprise has to adapt to changes in the external marketing environment, on the one hand, and to influence it by virtue of its capabilities, on the other hand [88].

Marketing at an agricultural enterprise is only a part of the management system.

If all other functions (production management, personnel management, development of new products, etc.) are not carried out, the impact of marketing support on the activities of pumpkin seed producers will be ineffective.

6.1.3 Conceptual approach to assessing the effectiveness of marketing support of pumpkin seed producers

Efficiency is one of the most important economic categories, as it allows determining the most important measure of the expediency of using resources in various areas of activity in accordance with the purpose of the functioning of the established systems. Efficiency can also be seen as the goal of an activity, as a criterion for its evaluation. It is in the context of approaches to measuring the degree of efficiency that a number of methodologies and paradigms have been formed.

The objects of evaluation of marketing activities and their effectiveness are shown in Figure 1.7).

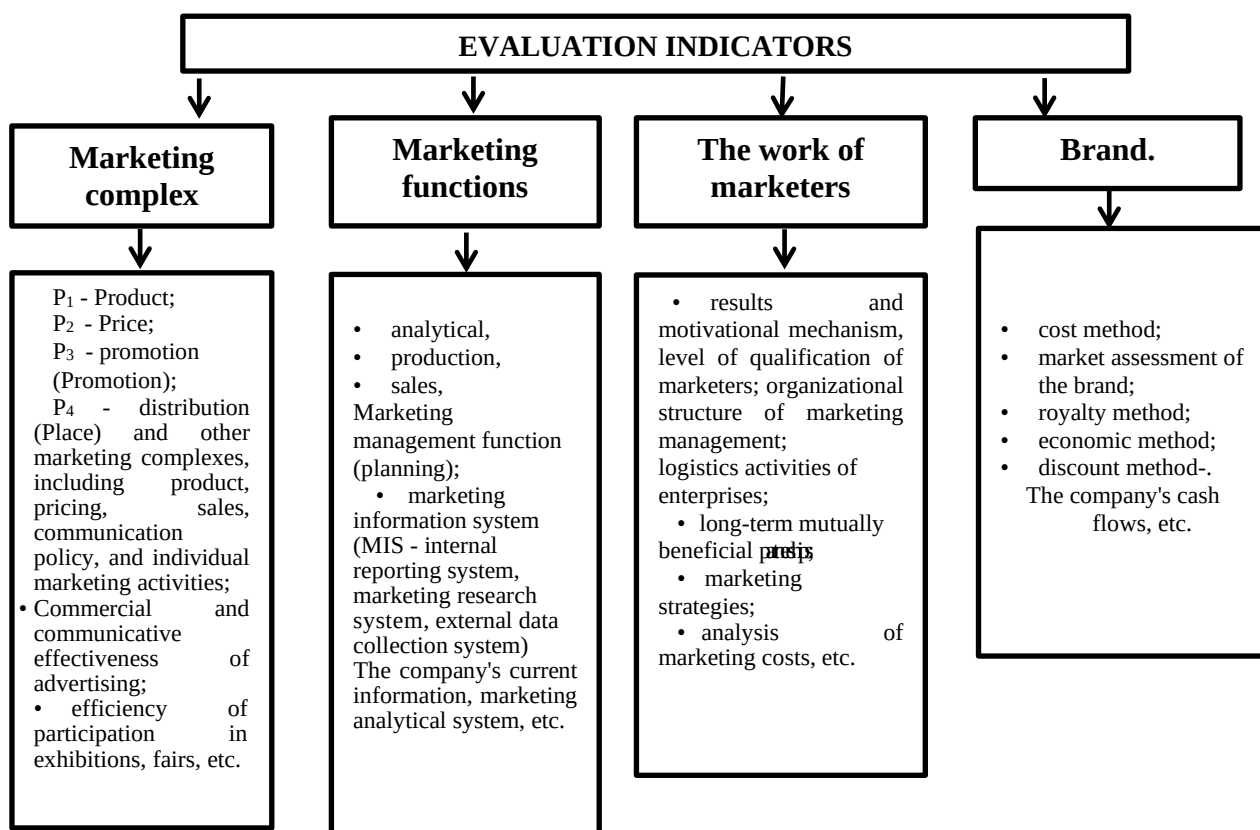


Fig. 1.7 Objects of evaluation of the effectiveness of marketing support of pumpkin seed producers

A modern agricultural enterprise can be interpreted as an open system that is connected to its external environment by specific relations. As noted by Dietger Hahn, the system consists of various subsystems or subsystems and at the same time can be a subsystem of other supersystems [93]. Thus, marketing can rightly be considered one of the subsystems of an enterprise that provides communication with the external environment through research and satisfaction of consumer demand.

The effectiveness of the agromarketing system is characterized by three groups of indicators:

organization indicators - assessment of the agromarketing system, its subsystems and elements;

performance indicators - assessment of the organization of work with customers;

system performance indicators - assessment of the sales organization.

It should be noted that the first and second groups of indicators characterize the organization and coherence of the system, the extent to which the parameters ensure the efficiency of its functioning. The third group of indicators characterizes the results of the agromarketing system functioning.

The criterion for the effectiveness of marketing support of an agricultural enterprise is, first of all, the maximum satisfaction of the region's needs for high-quality agricultural products within the available production capacities, assistance in solving social and environmental problems, as well as the formation of partnerships with business partners. In this case, the calculation of indicators should be based on the determination of social and economic efficiency (K_c):

$$K_c = \frac{Q_\phi}{Q_n}, \quad (1)$$

where Q_ϕ is the actual consumption of agricultural products; Q_n is the normative value of consumption.

The main indicators of the socio-economic efficiency of agricultural production include the following: the volume of production and consumption of agricultural products per capita, the degree to which the region's needs for agricultural products are

met, the purchasing power of the population's money income (social indicators); revenues, profits, profitability of the enterprise, labor productivity, capital efficiency (economic indicators), etc.

Thus, the main components of assessing the effectiveness of marketing at an agricultural enterprise are: the level of use (relative characteristics of the marketing potential, which can be used to assess the effectiveness of the marketing activities of the enterprise); marketing tools (forms and methods of marketing activities that provide a positive effect to the enterprise); resources (costs of the enterprise for marketing activities); opportunities that are determined by the marketing potential formed by it. Thus, marketing efficiency implies an integral and functional assessment of marketing activities, which optimally characterizes the functional dependence of the marketing system and the effectiveness of its use at the enterprise [97].

Based on the existing classification of key indicators of the pumpkin seed production enterprise, taking into account organizational, structural and other features of the activity, the marketing specialist develops his own base of key performance indicators of marketing activities (Table 1.1).

Summarizing the developed methodological approaches to assessing the effectiveness of the enterprise's marketing activities, it should be agreed that it is advisable to analyze and assess the state of marketing activities at the enterprise both from the standpoint of its activity and from the standpoint of efficiency. In turn, each of these positions should be assessed by the main areas of marketing activities of the enterprise: product, pricing, sales and communication policy [98].

The activity of an enterprise's marketing activities can be assessed by taking into account the following indicators:

- product policy - indicators that characterize the quality and safety of products, the degree and dynamics of product novelty and its qualities;

- a coefficient characterizing the timely fulfillment of obligations to consumers, etc.

- product policy - indicators that characterize the quality and safety of products, the degree and dynamics of product novelty and its qualities;

a coefficient characterizing the timely fulfillment of obligations to consumers, etc.

Such a base allows to reduce the time for selecting the necessary indicators and pay attention to those indicators that have not been previously used by the company.

Table 1.1 - Approximate base of key performance indicators of marketing activities of pumpkin seed production enterprises

Appointment.	Indicator.
Evaluating the effectiveness of marketing activities	- Revenue from sales of goods
	- Expenses for the purchase of goods
	- Average margin per unit of goods
	- Market share owned by the trading company networks
	- Number of customers
	- Number of purchases
	- Number of products in the purchase
	- Average purchase price
	- Number of unique customers
	- Frequency of purchases
Evaluation of the effectiveness of special offers (promotions)	- Cost per share
	- Percentage of reduction in the cost of goods due to shares
	- Number of new products sold
	- Volume of new services provided
	- Margin per unit of new product and service
	- Expenses for advertising a new product or service
	- cost per share
Assessment of service quality	- Additional costs for quality improvement maintenance
	- Expenditures on salesperson training
	- Number of customer complaints and quality maintenance
	- Number of product returns
	- Cost of returned goods
Evaluating the effectiveness of online advertising	- Number of impressions of online advertising
	- Number of unique impressions of online advertising
	- Frequency of display
	- The cost of a thousand impressions
	- The cost of a thousand unique impressions
	- Memorability of advertising
	- Advertising recognition
	- Number of clicks
	- Number of unique clicks
	- Average cost per click
	- Average cost per unique click
	- Number of unique users

The next stage of the methodology for assessing the effectiveness of marketing activities is to select from the existing database those key performance indicators that would meet the company's goals at a certain stage of the marketing function.

It is at this stage that goal-setting is integrated with planning and control, when a base of key performance indicators (KPIs) is superimposed on the "map" of the hierarchy of goals by levels of marketing management.

Since the first measure of effectiveness is the level of achievement of the goal, you should first compare the actual performance indicators of the marketing event with the planned ones. Assessing the degree of achievement of the goal of a marketing event is its effectiveness (for example, the number of unique clicks, units).

Achieving the goal requires the expenditure of certain resources, so the next measure of the effectiveness of a marketing event is the price of success, i.e. its efficiency. The cost-effectiveness indicator characterizes the ability of an enterprise to minimize the resources required to achieve key performance indicators.

At the same time, marketing is considered as a goal-oriented subsystem of an enterprise where marketing personnel (human resources) defines specific goals and performs actions with objects to achieve them, using the means of production, available financial resources and stocks (material potential). It is determined that, according to the hierarchy of goals of the enterprise's marketing activities, the evaluation of marketing efficiency ensures a combination of effectiveness and efficiency of the marketing measures taken.

The effectiveness of the enterprise's marketing activities is determined by indicators that characterize the ratio of results and costs of activities carried out within the framework of product, pricing, sales and communication policies [92]. At the same time, for the purposes of operational analysis, it is advisable to select 2-3 most important indicators that could most fully reflect each of the areas of the enterprise's marketing activities.

Thus, the developed methodical approach to evaluating the level of efficiency of the enterprise's marketing activities in unstable market conditions provides all the above-mentioned approaches to understanding the concepts of "efficiency", "security"

and allows a comprehensive assessment of the effectiveness of marketing activities: the considered indicators of efficiency of the outputs of marketing support of enterprises reflect a productive vision of efficiency; taking into account the needs of stakeholders allows to ensure a multi-criteria approach to the evaluation of the marketing activities. The generalization of methods for evaluating the effectiveness of marketing activities is reflected in the author's classification of evaluation methods and evaluation objects.

Further study of these issues will provide an opportunity to develop a specific methodology for assessing the effectiveness of marketing support for the activities of pumpkin seed enterprises in the context of transformational changes.

6.2 STATE, DEVELOPMENT TRENDS AND EFFECTIVENESS OF MARKETING ACTIVITIES OF ENTERPRISES IN THE PUMPKIN SEED MARKET

6.2.1 Analysis of the operating conditions of enterprises and trends in the seed market

The relevance of assessing the trends in the development of the market for table pumpkin seeds, taking into account globalization changes and trends, improvement of infrastructure elements, and directions of food security formation, led to the choice of this study and its content.

Pumpkin has long been known not only in Ukraine but also around the world. Every year, the number of pumpkin lovers and pumpkin products, such as oil and seeds, is growing. Foreign countries often import this product, which grows well on our land, so we have every chance to conquer the export market.

The issues of production of pumpkin seeds and products of its processing have received considerable attention from domestic scientists. In particular, L.O. Boyko notes that there are issues related to new niches in business activities and the development of gourds production, in particular pumpkin seeds, which require consideration and research [111, 112, 113]. Semen D.T. [114, 115], substantiates the need and economic feasibility of producing pumpkin seeds and fruits for dietary

nutrition. Lymar A.O. [128, 129] focuses on marketing research of the gourds market and on the industrial non-waste technology of pumpkin seeds production for food and pharmaceutical purposes. Hareba V. V. and Kokoiko V. V. [131] characterize the economic assessment of the elements of technology for growing varieties of butternut squash.

Ukrainian and foreign scientists are investigating the use of new pumpkin seeds in the technologies of functional food products[121,122,123].

Nowadays, the demand for pumpkin seeds and pumpkin oil has grown especially strong. To get 1 ton of seeds, you need to sow 1 hectare of land with this crop. Under favorable conditions, its hybrid varieties can produce 1.5 tons per hectare. On average, the seeds make up 1-2% of the pumpkin's weight, so up to 800 kg of seeds can be obtained from 1 hectare with irrigation [85]. The nutritional value of pumpkin seed products is shown in Table 2.1.

Table 2.1 Nutritional value of pumpkin seed products

Quality indicator	In 100 g of product			
	oil	protein powder	flour	fiber
Energy value (caloric content), kJ/kcal	3747/896	1555/372	1396/334	1338/320
Proteins, g	0	61-63	39-40	44-46
Carbohydrates, g	0	11-12	19-21	15-16
Fats, g	99,5-99,6	7-8	9-10	7-8
Fiber, g	0	9-10	12-13	30-32
Target products of seed processing, %.	34	by-product (cake)		
		15	5	46

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In this regard, scientists in many countries are working to develop new seed varieties and hybrids. The most interesting in this area are naked-seeded pumpkins. Austrian experts have developed a hybrid of Styrian pumpkin (*Cucurbita pepo styriaca*), which has an increased yield. These pumpkins grow several on one stem. The main value of Styrian pumpkins is in the seeds, which are not covered with husks. They are very expensive and useful. Pumpkin seed oil has been produced in Austria for many years, and the demand for it has not decreased; on the contrary, the valuable oil has been widely recognized around the world. The areas where pumpkins can be grown in

Austria are very limited - the fields are small, and about 15 thousand hectares are sown each year to produce pumpkin seeds. In order to maintain its status as the homeland and largest producer of "black gold" (pumpkin seed oil is almost black in color and has a high price on the world market) and to utilize its existing production capacity and meet growing demand, Austria has to buy raw materials abroad, and in recent years it has been in constant short supply.

Therefore, Ukrainian farmers have a real chance to enter the European market with pumpkin seeds and earn good money. There is enough sown area for this, and the profitability of pumpkin cultivation cannot be compared to any other crop and can be, according to experts, about 100-150%, depending on the variety and soil and climatic conditions. All three types of pumpkin can be used for seeds: butternut, hard-skinned, and large-fruited. For oil, hard-skinned pumpkin varieties are more suitable, as their seeds contain a higher amount of oleic acid, as it is more resistant to oxidation. Such oil will be stored for a long time. Of the naked-seeded varieties, Pivdennyi and Hamlet are recommended for cultivation, as processing of such seeds into oil will be lower in cost.

Another feature of pumpkins is that they have edible flowers. "Flower cooking" is especially valuable for vegetarians, as each plant includes a large amount of substances necessary for the body. Pumpkin flowers are ideal for stuffing and have a weak flavor. Stamens should be removed from the flowers before use. The benefits of pumpkin flowers have been known since ancient times. They are used to treat hypotension, cholecystitis, gout, neurosis, and to reduce the risk of developing cardiovascular diseases. Pumpkin flowers contain a large number of useful trace elements and vitamins.

Since 2000, Ukrainian farmers have increased their pumpkin acreage by almost 1.8 times (from 401 to 713 thousand hectares). In addition to Austria, the main buyers of this crop are France, Spain, Italy, Turkey, Greece, etc. Ukraine's closest competitors in this market are Moldova and Romania.

The main countries importing pumpkins and zucchini in 2020 were: USA - 555 thousand tons (37% of total world imports) and France - 168 thousand tons (11% of total world imports). They are followed by: Germany (8.3%), the United Kingdom

(6.3%), Japan (6%) and the Netherlands (5.5%). The total share of imports from Canada (60 thousand tons), Spain (38 thousand tons), Italy (35 thousand tons), Belgium (28 thousand tons) and South Korea (25 thousand tons) in 2020 amounted to 12% of world imports [124].

The comparative economics of naked-seeded and regular pumpkin, according to market operators, are shown in Table 2.2.

Table 2.2 - Comparative economics of pumpkins [99].

Indicator.	The common pumpkin	Naked seed pumpkin
Seeding rate per 1 ha, kg	4-5	4-5
Seed consumption per 1 ha	28-35 dollars.	78-90 euros
Sowing, fertilizer and cultivation costs per 1 ha, EUR	400-450	400-450
Costs of mechanized harvesting and drying with own equipment per 1 ton, EUR	300	650
Seed yield per 1 ha, t	0,3-1,5	1,0-1,5
Purchase price of 1 ton of seeds	1000 dollars.	2000-2500 euros (with logistics)
Profit per 1 ton, euros	300-400 USD (if domestic equipment is used)	500-800 (if you have your own foreign equipment)

From Table 2, it can be concluded that with the price of finished raw materials averaging \$5 per 1 kg, a profitability of 30-35% can be obtained. Thus, such costs will be returned in **4-5** months. At present, the demand for seeds is stable, while the demand for oil is constantly growing. Therefore, the pumpkin business should be immediately focused on exports, as such products are valued higher abroad.

The increased demand for pumpkin cultivation is currently observed not only among professional producers, but also in small private (household) farms, so the sown areas vary from 0.2 hectares to hundreds of hectares (Table 2.3).

Pumpkin seed oil is one of the most expensive oils, produced by cold pressing. The product has a brown, dark green, or almost black hue. Pumpkin seed oil has a special specific aroma and quite pleasant taste; it is used mainly as an additive to food to improve and strengthen the body.

Table 2.3 - Pumpkin seed production in different categories of farms in Ukraine, 2019-2020 [85].

Indicator.	On average for the year		2020 in % to 2019
	2019	2020	
All categories of farms			
Sown area, thousand hectares	3,7	7,3	197,3
Production volume, thousand tons	22,8	40,9	179,4
Yield, c/ha	6,4	5,7	89,1
Enterprises			
Sown area, thousand hectares	1,6	4,7	293,8
Production volume, thousand tons	8,6	29,7	345,3
Yield, c/ha	5,6	6,4	114,3
Households			
Sown area, thousand hectares	2,1	2,6	123,8
Production volume, thousand tons	14,2	11,2	78,9
Yield, c/ha	7,0	4,4	62,9

Pumpkin seed oil is one of the most expensive oils, produced by cold pressing.

Based on the results of a marketing study of the pumpkin market and its processed products and determining the degree of investment attractiveness of this business area, scientists at the Research Institute of Vegetable and Melon Growing of the National Academy of Sciences of Ukraine developed an innovative business project for the production of pumpkin in organic production (Table 2.4) [130].

The implementation of this project will ensure: improved product quality; rational use of land resources, preservation and restoration of soil fertility using organic farming methods; increase in the area of organic land; creation of new jobs; and satisfaction of the demand for high-quality organic products.

This business project can be used in production and in the preparation of sectoral and regional comprehensive programs for the development of the vegetable industry, as well as comprehensive programs for the socio-economic development of local communities.

Because of their unique composition, pumpkin seeds are the most popular seeds in the world. They are especially valuable as a source of protein for people who are intolerant to animal proteins and vegetarians.

Due to the crisis, the production of this product in our country has decreased in recent years. Therefore, now is a good time to enter the market for new pumpkin seed processing companies with the aim of selling them for export. The high and steady demand for this product in foreign markets will provide such an enterprise with the conditions for successful operations.

Table 2.4 - Economic efficiency of the innovative business project of pumpkin cultivation for commercial purposes (without irrigation) under conditions of organic production

Mozoliivsky variety 1 5
; Productivity - 40 t/ha
;4; Seeding rate - 6 kg/ha

Name of expenses	Cost estimates, UAH			The structure of the production cost price of toast, %.
	per 10 ha	per 1 ha	per 1 t	
Labor costs, man-hours.	11742,3	1174,23	29,4	x
Salary with accruals	2263788,8	22637,9	565,9	49,5
Depreciation of equipment	16132,2	1613,2	40,3	3,5
Current repairs	10754,8	1075,5	26,9	2,4
Organic fertilizers	40945,7	4094,6	102,4	8,9
Biological means of protection	19500,0	1950,0	48,8	4,3
Seeds.	3600,0	360,0	9,0	0,8
Fuel and lubricants	57079,5	5707,9	142,7	12,5
Electricity	340,0	34,0	0,9	0,1
Total direct expenses	374730,9	37473,1	936,8	81,9
Other direct expenses	35499,9	3549,9	88,8	7,8
Total direct expenses	410230,8	41023,1	1025,6	89,7
Insurance payments	27586,9	2758,7	68,9	6,0
General production costs	19704,9	1970,5	49,3	4,3
Production costs of the total	457522,6	45752,3	1143,8	100,0
Advertising expenses (10%)	45752,3	4575,2	114,4	
Selling expenses (10%)	45752,3	4575,2	114,4	
Total cost price	549027,1	54902,7	1372,6	
Economic efficiency of the project				
Realized price, UAH	3 UAH/kg	3000,0		
Revenue at 80% marketability		96000,0		
Profit, UAH/ha		41097,3		
Profitability, %.		74,9		

The main export destinations for pumpkin seeds from Ukraine are Europe and

the Middle East.

In our country, pumpkins are grown mostly in Donetsk, Dnipro, Poltava, Odesa, Kharkiv, Zaporizhzhia, and Kyiv regions.

Given the current favorable conditions, scientists at the Research Institute of Vegetable and Melon Growing of the National Academy of Agrarian Sciences of Ukraine have developed a business project for pumpkin production under organic conditions. The design took into account the fact that the technologies for growing, harvesting and storing this crop must comply with current state standards.

Pumpkin is well combined with beans and potatoes, which will allow you to harvest several crops from one area of the field. The best predecessors for pumpkin are legumes, root crops, potatoes, winter cereals, cabbage, onions, and annual fodder grasses. To prevent the crop from being affected by diseases common to the pumpkin family, such as powdery mildew, do not use beds where zucchini, squash, or cucumbers were previously grown. It is advisable to re-grow pumpkins in the same area no earlier than 5-6 years later.

Today, the farmer is studying the pumpkin seed oil market and looking for a press for future production, so that he can add pumpkin seed oil production to his two areas of activity - the production of sowing material and seeds as raw materials.

6.2.2 Marketing strategy to stimulate sales of pumpkin seeds

Given the realities of today, it is impossible to manage the effectiveness of marketing support for pumpkin seed producers without taking into account changes in external factors. Understanding them allows the management to stimulate certain actions aimed at changing the behavior of the enterprise and its effectiveness in stimulating product sales in the long term.

The general process of evaluating the effectiveness of marketing support for the strategy to stimulate sales of the enterprise's products can be divided into four stages: to diagnose the market environment of the enterprise; to identify opportunities and threats to the marketing environment; to assess the impact of partners and contact audiences on the economic and organizational performance of the enterprise; to

evaluate the effectiveness of the marketing strategy to stimulate sales of products of the enterprise (Fig. 2.2).

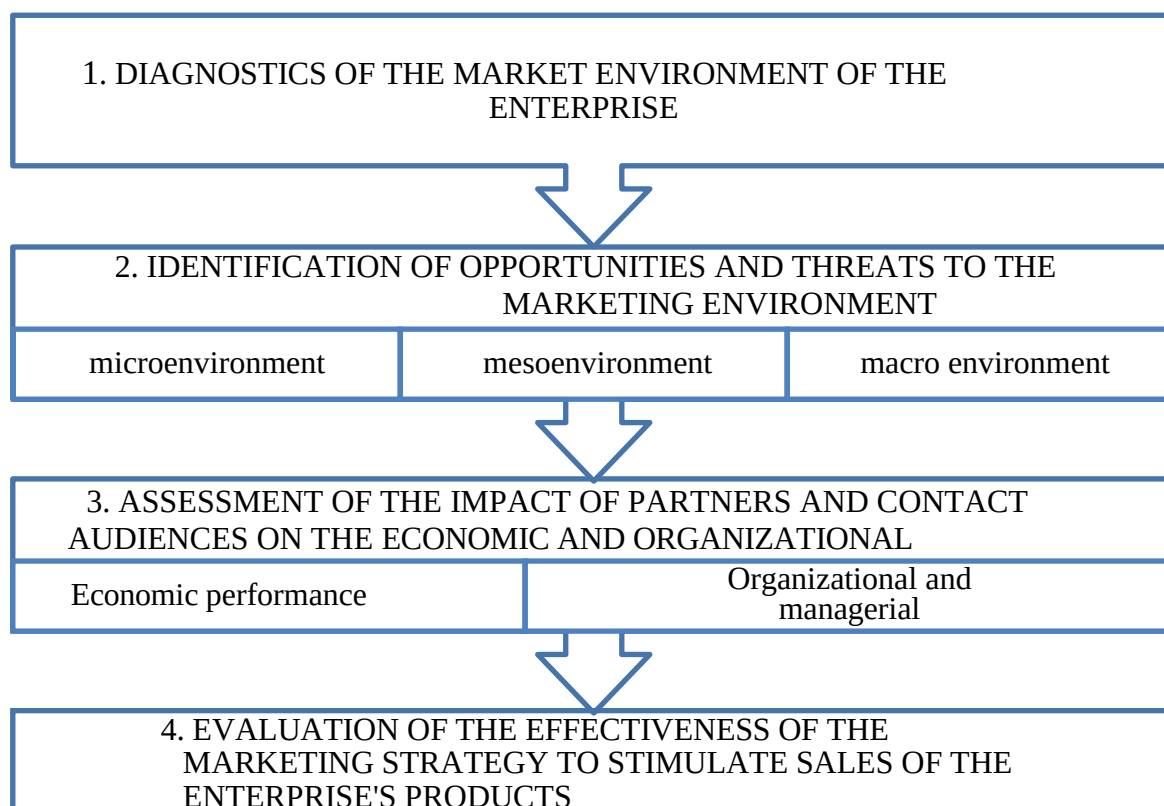


Fig. 2.2 - Methodology for assessing the effectiveness of the marketing strategy to stimulate the sales of enterprise products

It should be borne in mind that the effectiveness of forming a marketing strategy to stimulate sales of an enterprise's products is determined by the following groups of factors: economic factors (prices, tax rates, credit conditions, NBU interest rates, state of economic prosperity or decline, payroll, etc.); political factors (level of stability in the country, nature of the legal framework, presence of military conflicts, etc.); market factors (presence of competitors, degree of market monopolization, elasticity of demand for products, etc.); innovative factors (scientific

Accordingly, the system of analytical support for sales becomes an important element that makes it possible to conduct an objective analysis of market conditions in order to determine its real and potential capacity, as well as to study demand, supply, forecast sales volumes and form a balanced strategy for enterprise development and

sales promotion.

As a result of the conducted research, it was found that the system for assessing the effectiveness of marketing strategies to stimulate the sales of enterprises' products should be understood as an interconnected set of objects and subjects of management in the unity of the entire list of functions in a single complex using the mechanisms of information and organizational support [150, p. 105] (Table 2.5).

Table 2.5 - The main components of the evaluation of the effectiveness of the marketing strategy to stimulate the sales of the enterprise's products

Elements	Contents of the elements
Objective.	increase the efficiency of the domestic enterprise by reducing the level of costs for organizing sales promotion
Principles	applying a systematic approach to organizing sales promotion processes in a single complex; Implementation of the entire list of management functions for the complex of successive processes to stimulate product sales; The organization of sales promotion should be based on the introduction of information technology; partnership relations of domestic enterprises with consumers
Subjects	Line managers (Chief Economic Officer, Head of Sales Promotion Department); Functional managers (heads of relevant departments responsible for organizing sales promotion processes); Specialists from departments (planning and analytical, transport, contractual, marketing and risk management, sales promotion, and control and accounting); Participants of sales networks
Objects.	a set of processes to stimulate the sale of products and various services influenced by the management entity
Subsystems	planning and organization of the sales promotion system; implementation of the sales promotion system processes; analysis of the functioning of the sales promotion system; regulation of the processes of the product sales incentive system
Management structure	an integrated line-functional organizational structure to stimulate product sales.

As a result of the study, it has been found that the main internal factors that influence the efficiency of marketing support for the strategy of promoting the sales of products by an enterprise specializing in the cultivation of pumpkin seeds are: service, quality of service, organizational factors, pricing policy; assortment policy,

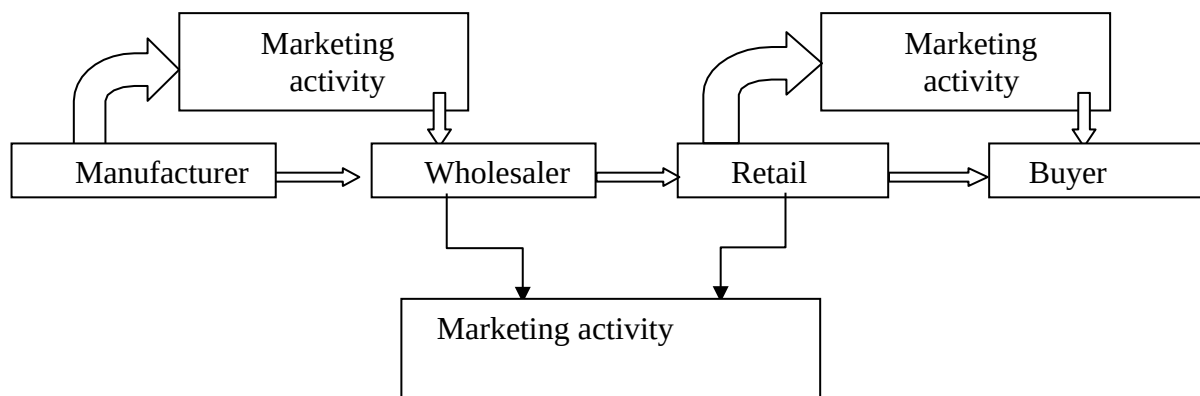
retail space, condition of the material and technical base, network size, quality of personnel, management structure. Based on these factors, it is concluded that it is necessary to evaluate the features of the internal environment factors and take them into account when assessing the effectiveness of pumpkin seed sales promotion.

The main tasks of organizing a marketing strategy to stimulate the sale of pumpkin seeds are: defining a set of marketing functions and their content; defining functional relationships between employees who implement marketing functions at the enterprise; creating a system of interaction between specialists responsible for the marketing orientation of the enterprise and other specialists responsible for ensuring coordination of sales, marketing and other functional areas of the enterprise.

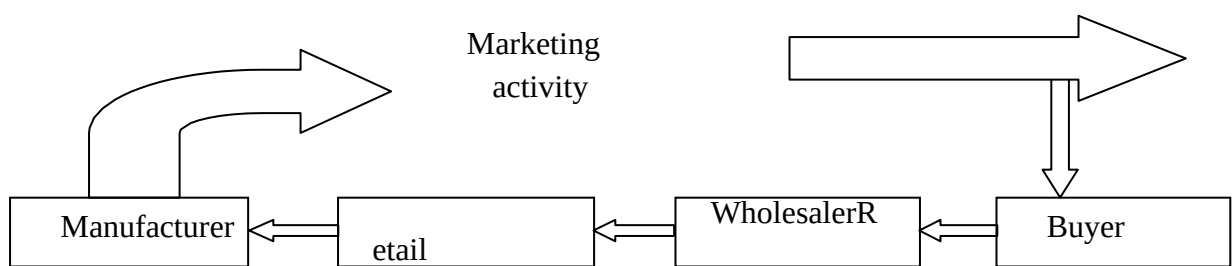
As a rule, 2 main technologies are used to promote goods through distribution channels: PUSH and PULL, which are shown in Fig. 2.3. 2.3.

PUSH technology allows you to "push" a product through the trade chain by stimulating intermediaries and sales staff. PULL-technology seems to "pull" products through the chain of distributors by stimulating end demand, consumers.

The formation of an effective technology of marketing promotion of pumpkin seeds requires the following conditions: allocation of logistics management functions; separation of sales promotion links by management functions in order to realize the global goal of sales promotion; the existence of logistics management relations (coordination, integration, coordination) between the allocated sales promotion links.



PUSH strategies for sales promotion



PULL strategies for sales promotion

Fig. 2.3 The process of implementing PUSH and PULL technologies of marketing promotion of enterprise products (formed on the basis of [151, c. 63])

The peculiarity of sales promotion in the formation and development of an enterprise is that almost every link of sales promotion is a synthesis of the object and subject of management, and individual links can be functionally separate logistics subsystems that have their own goals and local optimization criteria [150, p. 105].

When using the PULL technology, the main task of the product seller is to ensure that the consumer is loyal to their company. Exclusive products and comprehensive services are best suited for this type of demand generation. Each of the stages of the process of generating demand in a given market using the PUSH strategy is preceded by a marketing communication that has been conducted or is in progress.

A critical review of theoretical and applied developments in the field of sales activities has made it possible to systematize a wide range of decisions made in the field of sales policy and to identify the following main areas of its implementation:

- development and implementation of the distribution strategy - involves choosing the type of distribution channel (marketing distribution system), determining the degree of distribution intensity and the structure of the distribution channel, and, consequently, making policy decisions in the area of cooperation with intermediaries and managing relationships in the channel;
- choice of a strategy for promoting products through the distribution channel - outlines the type of communication policy in the distribution channel (PUSH and PULL strategies) focusing efforts to encourage and stimulate either end users or sales intermediaries;
- support of marketing and logistics processes - covers the implementation of the policy on order processing, warehousing and inventory formation, transportation of products, etc;
- motivation of sales personnel - determines the implementation of the principles of sales personnel management and is the basis for the formation of a sales culture, a system of personnel development and material and non-material incentives, corporate communications, and approaches to performance evaluation.

Thus, it has been found that the sales activities of enterprises occupy a leading place in the management system, in particular, it has a goal subordinated to the management of the strategic development of enterprise, aimed at forming a system of support, taking into account industry specifics, internal and external problems. The use of scientifically based approaches to managing the sales activities of enterprises will allow managers to make effective and efficient decisions.

We propose to consider the process of forming a marketing strategy to stimulate the sale of pumpkin seeds as a complex economic and organizational mechanism that allows to identify the effectiveness of economic activity of an economic entity in the market, which is influenced by a number of factors. Also, this mechanism is market-oriented and aimed at optimizing the movement of goods and is implemented through a system of management decisions using a certain system of economic efficiency indicators (Fig. 2.4).

DEVELOPMENT OF MARKETING AT AGRICULTURAL AND PROCESSING ENTERPRISES

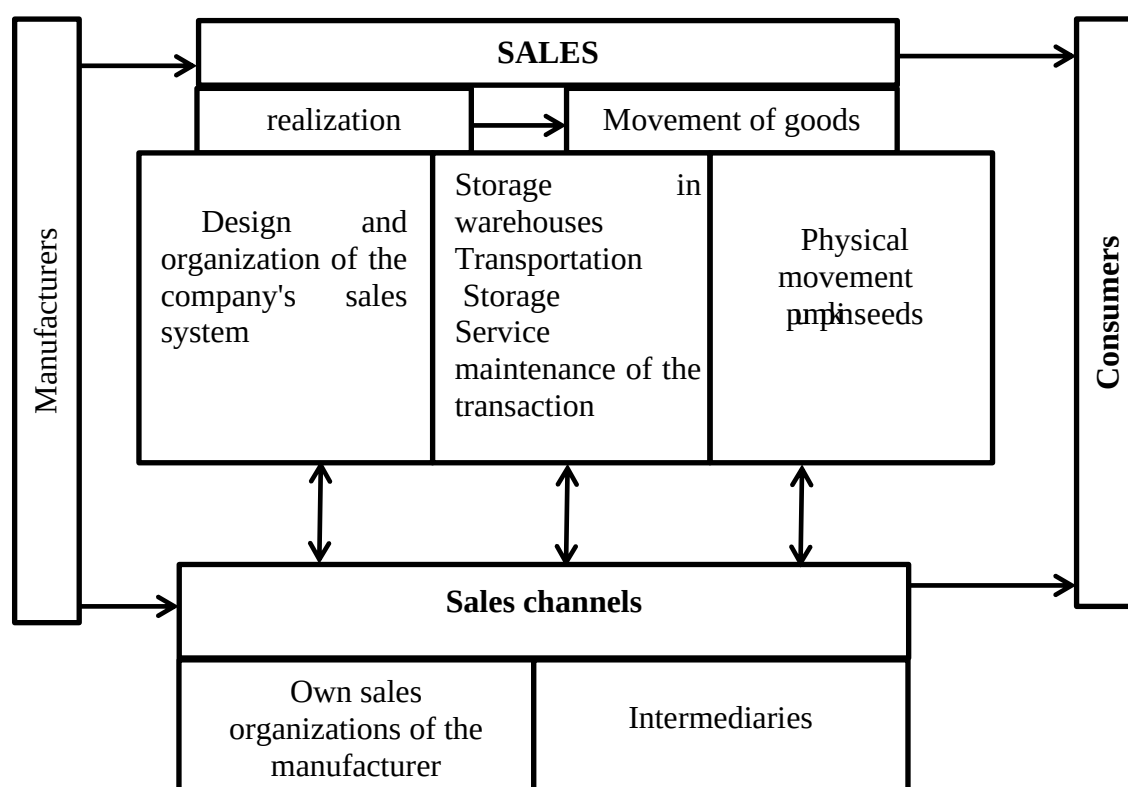


Fig. 2.4 - Model of the process of forming a marketing strategy to stimulate the sale of pumpkin seeds (author's approach)

In our opinion, the sales (distribution) channel for pumpkin seeds is a set of organizations (or persons) whose activities and resources ensure or can ensure the projected turnover and make it possible to implement the sales functions of the enterprise. It should be noted that this interpretation of the concept is mainly applicable to a large commodity producer that uses vertical distribution channels that have emerged as a means of controlling the behavior of the channel. This structure is economical and eliminates duplication of functions by channel participants.

According to market research, the demand for oil made from pumpkin seeds is growing globally.

Austria is considered to be the main producer of pumpkin seed oil in Europe. Over the past 2 years, sales of the so-called "green gold of Styria" (a province of Austria) have increased by 30% (Table 2.6).

**Table 2.6 - Growing naked pumpkin in Austria,
2015-2022*.**

Indicator.	On average for the year		
	2015-2017	2020-2022	2020-2022 in % to 2015-2017
	Styria		
Area, thousand hectares	13,949	10,799	77,4
	Total Austria		
Area, thousand hectares	31,376	36,185	115,3
Yield, c/ha	6,67	6,16	92,4
Gross harvest, thousand tons	20,933	22,284	106,5
Share of Styria's area, %.	44,5	29,8	-14,7

*Author's calculations

As can be seen from Table 2.6, the share of the area under naked-seed pumpkin in Styria in the study period reached about 45%.

Pumpkin seed oil production is 1.5 million liters. Approximately 20% of the oil is exported to Germany. The United States and Japan are promising target markets for this oil.

In fact, the agribusiness of growing pumpkins for seeds is mostly carried out in households, where the main part of the pumpkin pulp is also used to feed animals. However, in recent years, individual farms and agricultural enterprises have also become interested in it and have begun to use varieties specialized for this purpose. The demand for both seeds and oil from them is growing rapidly on the global market, as pumpkin is a very useful crop, and everything that is useful is very popular nowadays. To get 1 ton of seeds, you need to sow 1 hectare of land with this crop. Under favorable conditions, its hybrid varieties can produce 1.5 tons per hectare. According to NUBiP, the average pumpkin yield is 40 tons per hectare on irrigated land, and 25-30 tons per hectare on land without irrigation. On average, seeds account for 1-2% of the pumpkin's weight, so up to 800 kg of seeds can be obtained from 1 ha with irrigation [123].

In Ukraine, almost all of the naked seeds harvested are exported to Austria for further processing. We make natural juices, purees, dressings, and sauces from ordinary pumpkins and use them for livestock feed, while traditional seeds are used in the baking industry. Pumpkins are sold not only on the domestic market but also

exported. The main foreign market for Ukrainian pumpkins is the EU. Currently, organic and dried pumpkin products are in demand. The selling price of such products in the EU countries by Ukrainian producers can reach 0.8-1 euro/kg [148].

The standard of pumpkin seed oil is considered to be products produced in the federal state of Styria (Austria) and in the historical regions of Prekmurje and Lower Styria (Slovenia). In 1996 and 2012, the European Commission granted them PGI status, i.e. geographical indication protection. The demand for seeds is stable, and the demand for oil is constantly growing. Therefore, the pumpkin growing business should be export-oriented, as such products are highly valued abroad.

Thus, the cultivation of both table and oil pumpkins on fertile lands in different regions of Ukraine has high economic efficiency and economic value. Farms of any size of land use can effectively grow pumpkins for seeds, and this area of agricultural economic activity is usually profitable and provides a relatively quick return on investment and is a new niche of entrepreneurial activity in the agricultural sector.

Since the successful sale of products (sales) is based on the needs of the consumer, let us consider the formation of consumer demand for pumpkin seeds and, first of all, it is necessary to define the concept of "demand" (Table 2.7).

After analyzing the above definitions of "demand", we can conclude that demand is the ability of consumers to realize the desired purchase of a product or service within a certain period of time. This concept reflects the amount of goods in need that can be purchased within a certain time frame, supported by the consumers' ability to pay.

When studying market development, Ukrainian scholars link changes in supply and demand to indicators of production and sales efficiency. It is in the interaction of supply, demand and prices that the mechanisms of market functioning are fully revealed. The dynamic interaction of supply, demand and prices always has one of two outcomes: either the market reaches a state of equilibrium when supply and demand are balanced and there is no surplus or shortage of products, or the market is in disequilibrium when demand exceeds supply and there is a shortage, or when supply exceeds demand and the market is oversupplied with goods.

Table 2.7 - The essence of the concept of "demand"

Author.	Content of the definition
Pavlenko A.F., Voichak A.V.	Demand is the wishes of consumers based on their purchasing power. capabilities [125, p. 19].
Vatamaniuk 3.I., Panchyshyn S.M.	Demand is the needs of people that are represented in the market and are backed by money; in other words, demand is the solvent needs of people. When economists talk about demand, they always mean effective demand. As a scientific concept, demand characterizes the relationship between the price and the quantity of goods and services that consumers are willing and able to buy on the market within a certain time, all other things being equal [124].
Lisovoy A.B.	Market demand is the sum of individual demand at a certain price level. Different consumers will have different desires to buy a product at the same price because they have different preferences and incomes. In other words, market demand is the quantity of a good that all consumers ready to buy at certain prices [126].
Buryak P.Yu.	Demand is the quantity of a product that consumers are willing and able to purchase [121, p. 31].

Summarizing the opinions of scientists, we conclude that the main factors of market demand for pumpkin seeds are the number of consumers and individual demand.

Pumpkin is of great importance for organic production. It is resistant to diseases and pests, and the rapid growth of its stems and leaf surface suppresses the development of weeds in crop rotation. In addition, pumpkin is a good predecessor for most crops. The world's leading pumpkin producers are the United States and China, so their breeding is currently the strongest and most widely used. The global market is rapidly growing in demand for the production of seeds and oil, as pumpkin is a very useful crop, and everything that is useful is very popular nowadays. It should be noted that the demand for pumpkins is growing every year. The farm sells half of its harvest in Ukraine and exports the rest.

The niche of growing oilseed pumpkin in Ukraine is underdeveloped, but the market for seeds is huge. Almost 99% of the total volume of naked pumpkin grown here is exported to the EU countries: Austria, Poland, and Germany. Pumpkin seed oil is in demand both for consumption and for use in medicine and the confectionery

industry in the manufacture of various sweets. And the price for naked pumpkin seeds is 1.5 times higher than for regular seeds.

The Ukrainian hybrid of naked-seeded pumpkin, Beppo, deserves special attention. It is an early-ripening hybrid of a naked-seeded oil pumpkin with a growing season of **115-120** days, a seed yield potential of 0.6-0.9 t/ha and an oil content of **37-44%**. The oil yield from 2.4 kg of seeds averages 1 liter. Among the features of the Beppo hybrid noted by Ukrainian producers **are ripening 20-25** days earlier than other varieties of Austrian breeding standards and a high weight of 1000 seeds (**220-280 g**). In addition, the hybrid is characterized by high (8 points) resistance to drought and disease.

In Ukraine, the Beppo hybrid has been grown for several years now, both under intensive technology using fertilizers and protective equipment, and under organic technology in Khmelnytsky, Ternopil, Kyiv and Kharkiv regions. Over the years of testing, Beppo has confirmed the performance declared by the manufacturer. For the period 2018-2020, the yield of Beppo oil pumpkin ranged from 0.6 to 1.0 t/ha of dry seeds. Therefore, the manufacturer recommends growing Beppo oil **pumpkin** in almost all regions of Ukraine, even in the southern part.

Scientists at Kherson State Agrarian and Economic University have calculated the cost of growing and earning money from naked-seed pumpkins. Thus, if farmers have their own equipment, they can earn between €500-800 per hectare of naked pumpkins. If we compare the costs of sowing and harvesting ordinary and naked-seeded pumpkins, they are much higher for the production of naked-seeded pumpkins, but the profit is twice as high," **the** scientists concluded.

According to their calculations, the cost of growing "naked" pumpkins in 2022 was as follows:

Seeds. The price in the study period was up to €25/kg if you order original seeds from Austria. (Ukrainian farmers sell their own Styrian seeds for less than €10/kg). Therefore, at an average seeding rate of 5 kg/ha, the cost of seeds would be €125/ha;

Fertilizers. Their amount varies depending on the region and soil type. On average, 1 hectare requires: 20 tons of humus or other organic fertilizer, 50 kg of

nitrogen, 60 kg of superphosphate, and 50 kg of potassium. Adding it all up, the total cost is €320/ha.

Field work subject to availability of own equipment. The cost of plowing and cultivation is €250.

The cost of mechanical harvesting and drying if you have your own equipment is €650.

*The average yield is **in the range of 0.5-0.7** t/ha, although some farmers say the figure is more than 1 t/ha.*

The purchase price of seeds. It varies greatly from region to region, **ranging** from 120 to 160 UAH/kg, or about €3/kg.

The naked-seeded pumpkin fully lives up to its name, because inside its juicy flesh are seeds that do not have the usual hard shell.

Of course, pumpkin **is** not exotic or a novelty for Ukrainian consumers, but it remains a so-called niche crop. However, as already mentioned, Ukraine has become one of the leading countries in the cultivation of Styrian pumpkin. In Austria, where this hybrid was actually developed, there are limited opportunities for pumpkin cultivation; it is sown and cultivated in valley areas in the southeast of the country (Styria) and other regions of the country (Table 2.8).

Table 2.8 - Production of naked pumpkin seeds in Austria, 2015-2022.

Cultivation area	Year					
	2015	2016	2017	2020	2021	2022
	Styria					
Area, ha	15619	16762	9467	13295	11218	7886
	Lower Austria					
Area, ha	12676	17191	10833	21449	22315	18125
	Burgenland					
Area, ha	2357	2957	1462	2386	2194	1362
	Other Austria					
Area, ha	1161	2538	1105	2621	4048	1657
	Total Austria					
Area, ha	31813	39448	22867	39751	39775	29030
Yield, kg/ha	565	755	656	600	704	517
Gross harvest, tons	18000	29800	15000	23850	28000	15000

*Author's calculations

This is not enough for the production of oil, the consumption of which has grown rapidly in the world. That is why Austrians usually import useful seeds to their country. Ukraine has become one of the leading countries in growing this crop.

It should be understood that Styrian pumpkin, like all naked seeds, is a technical crop. The taste and condition of its shell are not important. The most valuable are the seeds, which are processed into oil. Pumpkin seeds are also used in the food industry, medicine and pharmacology.

Hulled seeds are a very narrow sector, with a global market of only 170 thousand tons, half of which is produced in China. In Ukraine, almost all of the hulled seeds harvested are exported to Austria for further processing. We make natural juices, purees, dressings, and sauces from ordinary pumpkins and use them for livestock feed, while traditional seeds are used in the baking industry. However, in recent years, individual farms and somewhat larger agricultural enterprises have also become interested in table pumpkins and have begun to use appropriate high-yielding specialized varieties of this crop.

Table pumpkins are sold not only on the domestic market but also exported. The main foreign market for Ukrainian pumpkins is the EU. Currently, organic and dried pumpkin products are in demand.

Pumpkin is well combined with beans and potatoes, which will allow you to harvest several crops from one area of the field. The best predecessors for pumpkin are legumes, root crops, potatoes, winter cereals, cabbage, onions, and annual fodder grasses. To prevent the crop from being affected by diseases common to the pumpkin family, such as powdery mildew, do not use beds where zucchini, squash, or cucumbers were previously grown. It is advisable to re-grow pumpkins in the same area no earlier than 5-6 years later.

Competition in the seed market is pushing most companies to introduce the latest achievements of scientific and technological progress in every link of marketing, especially in the commercial processing of seed and its packaging. Practice shows that the greatest demand among consumers is for seed with high quality characteristics, which can only be achieved by applying the latest technological scheme of post-harvest processing and the appropriate system of equipment, mechanisms and materials. Of course, all of this

significantly increases the cost of seeds, but the high productivity of varieties and hybrids on commercial crops significantly contributes to higher yields, provided that the requirements of the technological discipline in growing these varieties are met. Therefore, in order to compete with foreign firms and companies, it is necessary to introduce the latest technologies for seed processing and refinement, as well as packaging lines that are as good as foreign counterparts in terms of technical and technological characteristics.

Pumpkin seeds are sold through direct relationships with agricultural producers and households, as well as large companies engaged in agricultural production on the basis of pumpkin seed contracts.

6.2.3 Pumpkin as a niche crop: new perspectives for small businesses

Today, the so-called middle-class consumption model, which is already inherent in developed countries and is growing rapidly in China, India and other developing countries, is gaining popularity around the world. This means that the number of people who want to consume high-quality and healthy food is increasing. A similar trend is observed in Ukraine [127]. Accordingly, there is a growing demand for food with added consumer value - organic products, bioproducts, farm products, superfoods, fitness products, and other healthy foods based on niche products.

The issue of efficiency and prospects of niche crops, including pumpkin seeds, is still a matter of debate. According to domestic scientists and market analysts, niche crops can significantly diversify the grain and oilseed sector and reduce the dominance of sunflower and rapeseed in the crop rotation, as their cultivation in excess of the normative limits significantly depletes the upper soil layers.

The term "niche crops" appeared in the agricultural lexicon not so long ago, although these crops have been produced in Ukraine for a long time, in small quantities and mainly for personal needs. There is no consensus on which crops are considered niche crops. In agricultural production, niche crops are those that are used in crop rotation as precursors to main crops, as well as substitute crops for replanting dead grain or oilseeds. As a rule, they are not traded and are not intended for mass consumers, so they have limited demand and low price elasticity of demand. In the market, niche crops

are those for which there is a situational or constant increased commercial or social demand, or products that are needed by a narrow segment of consumers [154]. Pumpkin belongs to such crops.

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It is worth noting that there are 32 thousand small farms in Ukraine. Almost half of them have a land bank size of 20 hectares to 100 hectares. And the most important thing for such farms is to choose the specialization of their production, and growing niche crops has many prospects. That is why farmers are already thinking about what niche to occupy in order to make decent profits. The efficiency of pumpkin production is shown in Table 2.9.

Table 2.9. - Economic efficiency of growing marketable fruits and pumpkin seeds in 2021 (Ukrainian multi-fruited variety)

Indicators.	Main products	
	fruits	seed
Yield of main products, c/ha	400,00	4,00
Production costs, UAH/ha	5106,00	6629,00
Production cost, UAH/ton	12,80	1657,00
The total cost (including the cost of sales), UAH/ha	7965,00	8154,00
Total cost, UAH/ton	19,90	2039,00
Average selling price of main products, UAH/ton	30,00	6000,00
Cost of main products, UAH/ha	12000,00	24000,00
Profit, UAH/ha	4035,00	15846,00
Production profitability, %.	51,00	194,00
Labor costs per 1 ha, man-hours/ha	269,00	291,00
Labor costs per 1 cwt, man-hours per cwt	0,70	72,80

The pumpkin business in Ukraine has become quite attractive for small businesses in recent years, as the price of seeds, for which farmers are willing to sow this crop, is more than \$3/kg. And although the issue of yields is acute for most producers, there is an impressive practical experience.

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Indeed, for a long time, even the best practices have been able to achieve pumpkin seed yields of 0.5 t/ha. No matter how hard farmers try, no one manages to significantly increase yields in 99% of cases.

However, at one of the winter conferences, we managed to meet a farmer who, in 2021, received a gross yield of pumpkin seeds of 40 tons from an area of 18 hectares.

If you do the math, the average yield per hectare is 2.2 tons per hectare. And this is no joke, because according to the practitioner, no one believed him until they visited his field. And after seeing what they saw, the farmers were very surprised and were almost in a state of mild shock [155].

Pumpkin seed growers identify three main factors for a high yield of pumpkin seeds. They are:

First, the quality of seeds. The key to a high harvest is the quality of the seed, i.e. the seeds.

Secondly, high-quality soil cultivation. Pumpkins require high-quality tillage. As for the main tillage, the farm practices autumn plowing to a depth of 23-25 cm. Before plowing, they usually apply granulated chicken manure at a rate of 25-30 kg/ha.

Thirdly, high-quality protection of pumpkin crops.

Another important feature of pumpkin as a niche crop is that it is usually quite resource-intensive to produce. That is, its production is difficult or impossible to scale in most cases.

Thus, pumpkin seed production cannot become the prerogative of agricultural

holdings, as they operate large areas of land under cultivation under limited conditions, namely natural and weather conditions, the use of wide-cutting machinery, automated management and logistics control systems.

Small business entities are quite capable of applying agronomic measures aimed at maximizing the disclosure and realization of the potential of a land plot, plant, or animal, which agroholdings will not use.

In the context of difficult competition with large agricultural enterprises, the solution for small farms may be to focus on making a profit not so much on the volume as on the quality and exclusivity of the product, which will shape their competitive advantages in the domestic and foreign markets. Such an area of activity is the production and sale of niche products, which have been gaining interest in the global agri-food market in recent years (Table 2.10).

Table 2.10 - Efficiency of watermelon, melon and pumpkin seed production in 2010 and 2021.

Indicators.	Watermelon		Melon		Pumpkin	
	2010	2021	2010	2021	2010	2021
Costs per 1 ha, UAH.	9243,00	11750,63	9671,00	9703,86	8154,00	9123,11
Seed yield, c/ha	2,00	2,11	1,50	1,43	4,00	4,20
The cost price of 1 kg of seeds, UAH.	4622,00	5569,02	6447,00	6785,92	2039,00	2172,17
Profit per hectare, UAH	6757,00	6110,44	27829,00	16140,30	15846,00	17686,20
Production profitability seeds, %.	73,00	52,00	287,00	166,32	291,00	193,86
The share of wages in cost structure, %.	27,90	26,76	32,20	30,99	22,40	25,76
Labor costs per 1 ha, man-hours.	355,00	322,09	285,00	278,67	291,00	274,21
Labor costs per 1 cwt, man-hours.	178,00	152,65	190,00	194,87	72,80	6,53

Since the economic efficiency of growing niche crops is characterized by two important indicators - the level of costs and profitability of production, the data in Table 2.10 show that these indicators for pumpkin production remained practically at the level of 2010.

There are many reasons for switching to niche crops. In particular, Academician of the National Academy of Agrarian Sciences O. Ivashchenko emphasized two

important reasons for growing niche crops in domestic fields: sowing monotonous plants depletes the upper layers of the soil, resulting in a significant decrease in yield; droughts are getting worse in the south of Ukraine every year, which does not contribute to a high yield [156].

Pumpkin seed production as a niche crop has its advantages and disadvantages. The advantages include: high profitability of the crop; diversification of crop rotation and, as a result, improvement of the phytosanitary condition of the fields and soil conditions (especially when it comes to growing legumes); diversification of production as a way to reduce the financial risks of the enterprise in case of a crop failure of the main crops on the farm.

The disadvantages include the high cost of pumpkin harvesting, high cost of seeds and cultivation techniques, unstable demand, difficulty in finding a market for niche products, and the fact that the actual profitability may be lower than expected. In order to balance the positive and negative aspects of growing pumpkin seeds, it is necessary to thoroughly research the markets to identify the most popular ones; develop a clear and detailed investment plan; and study the technologies for growing pumpkin seeds and pumpkin products.

Thus, the majority of small and medium-sized farmers in Ukraine believe that pumpkin business is one of the winning options. That is, when you invest a minimum in the land, and you can get the maximum amount of money. Besides, if pumpkins grow in almost everyone's garden without much care, why wouldn't they grow in a field? In fact, this business has its own stumbling blocks.

Pumpkin should be returned to the same field no earlier than five to six years later, as more frequent sowing causes the crop to be severely affected by powdery mildew.

One of the essential techniques for growing pumpkins for seeds is pollination. The biological peculiarity of the culture is that there is one female flower for every four male flowers of this plant. No one knows whether it will be the first or the fifth in the order of formation. Therefore, from the appearance of the first flower and for the next three weeks, pollinating insects should be present in the field.

Pumpkin plants can be affected by late frosts that can occur on the soil surface, which also causes yield losses.

Since high quality seeds are the basis for obtaining marketable products with high performance and, given the risks involved in growing niche crops, it is imperative to check the availability of certificates certifying the varietal and sowing qualities of the seeds of the selected crop using the Register of Certificates.

As of August 19, 2019, the State Register of Plant Varieties Suitable for Distribution in Ukraine includes 21 varieties and hybrids of common pumpkin, 9 varieties of butternut pumpkin, and 13 varieties of large-fruited pumpkin.

According to the State Register of Seed and Seedling Producers for 2019, pumpkin seeds are produced in Ukraine by companies in Dnipropetrovska and Kharkivska oblasts.

Specialization of small businesses in growing pumpkin seeds allows them to expand markets for their products. Small farms do not have opportunities to enter foreign markets with traditional crops, as these are mainly exchange products and their sale requires the formation of large batches of goods. However, these farms can improve their own profitability and enter foreign markets not by selling more products (as they cannot compete with agroholdings), but by improving the quality and niche of their products. Due to limited supply or demand, such products are not sold in large quantities and have favorable price conditions (Tables 2.11; 2.12).

Thus, the development of new technologies for growing niche crops increases competitiveness and serves as a driver for small businesses. At the same time, the process of introducing niche crops is hampered by a shortage of high-quality seed material, lack of effective plant protection products, and producers' uncertainty about sales.

Table 2.11- Sales of niche crops by agricultural enterprises, 2016-2020

Cultures.	2016 p.	2018 p.	2019 p.	2020 p.	2010 in %. by 2016.
	thou and tons				
Leguminous crops dried,	404,0	727,4	481,3	402,3	99,6
Mustard seeds	24,5	14,2	25,4	14,2	57,

Continuation of table 2.11

Seeds. long-stemmed flax	6,1	2,5	1,8	0,3	3,5
Essential oil plants	8,5	7,0	3,7	3,3	38,8
Plants medicinal	2,4	2,0	1,9	1,0	41,7
Table pumpkins	2,8	5,9	3,9	4,3	153,6
Garlic	0,2	0,5	0,5	1,4	7 p.

Source: Sales of agricultural products by enterprises and households in 2020: statistical bulletin. *State Statistics Service of Ukraine*: website. URL: <http://www.ukrstat.gov.ua/> (accessed 22.06.2021); Sales of agricultural products by enterprises and households in 2019: statistical bulletin. *State Statistics Service of Ukraine*: website. URL: <http://www.ukrstat.gov.ua/> (accessed 22.06.2021); Sales of agricultural products by enterprises and households in 2018: statistical bulletin. *State Statistics Service of Ukraine*: website. URL: <http://www.ukrstat.gov.ua/> (accessed 22.06.2021); Sales of agricultural products by agricultural enterprises in 2016: Statistical Bulletin. *State Statistics Service of Ukraine*: website. URL: <http://www.ukrstat.gov.ua/> (accessed 22.06.2021).

Although none of the niche crops can replace traditional oilseeds or grains, the gradual expansion of their production will allow diversification of smallholders' income sources. Niche crops can also be a solution to the problems of crop rotation and soil depletion that arise from the overabundance of several major crops.

Table 2.12 - Average selling prices of niche crops by agricultural enterprises, UAH/t

Cultures.	2016 .	2018 .	2019 .	2020 .	2020 in % by 2016
Leguminous crops dried,	6524,1	5394,5	5337,7	6224,1	95,4
Including peas	6442,4	5064,3	4914,4	5589,9	86,8
Mustard seeds	9565,3	16093,1	11568,3	13785,7	145,0
Seeds. long-stemmed flax	6994,7	7953,0	8665,8	12510,3	178,8
Plants essential oils	7929,4	7770,7	9500,6	15199,9	210,2
Plants medicinal	16025,1	24471,6	21467,3	26183,9	163,4
Table pumpkins	2631,0	3302,3	3512,9	6864,2	260,9
Garlic	43776,2	29823,5	26570,4	25103,7	57,3

Source: based on Table 4.

Niche crop production can increase the competitiveness and efficiency of small producers who need to organize themselves into cooperatives, associations, and groups of agricultural producers to sell their products. This facilitates access to financial

instruments, improves opportunities for processing, storage, and access to foreign markets.

Growing pumpkin seeds as a niche crop is one of the most promising areas of small agribusiness development, as it is difficult for small farms to compete with large agricultural enterprises in the production of traditional oilseeds, but it is possible to compete with niche crops. In addition, a niche crop, subject to the production technology, allows to obtain a much higher income per 1 ha of harvested area, even compared to certain highly liquid grains and oilseeds.

The niche crop of pumpkin is an important area for increasing the export potential of pumpkin seeds and processed products. If it is used effectively, it is quite possible to diversify domestic agricultural exports and significantly increase export earnings, as well as reduce dependence on the global agri-food market and the risks of price volatility.

For the state, niche crops are one of the strategic directions for diversifying agricultural exports and increasing the profitability of the entire agricultural sector. The economic potential of growing niche crops can be effectively developed by applying modern innovative technologies for their cultivation, using high-quality certified seed material of highly productive varieties under the conditions of an optimal system of fertilization and plant protection against pests and diseases.

6.3 IMPROVING THE ORGANIZATION AND MANAGEMENT OF MARKETING AT PUMPKIN SEED PRODUCTION ENTERPRISES

6.3.1 Improving the management of marketing activities of pumpkin seed producers

The modern business world, built on the principles of a market economy, is undergoing significant changes. As the Ukrainian economy has moved to a market-based economy, it has become increasingly important for businesses to provide services to meet the needs of their customers. To improve the company's performance, it is advisable to establish marketing departments or services. The success of an

enterprise's market entry is a properly organized marketing activity of the organization. The use of marketing is an important element of achieving business success, but in practice, most enterprises pay little attention to the management of marketing activities. For small businesses and households engaged in the production of pumpkin seeds, marketing activities are quite expensive and impractical; and enterprises that have been operating in the market for a long time do not yet require significant marketing influence.

The issues of the system and management of enterprise marketing have been studied in the scientific works of many scholars.

However, the problems of improving marketing management and organizing the marketing system of pumpkin seed producers are quite relevant today.

The use of marketing elements is increasingly being applied, but all forms of marketing management are not used at the enterprise. Such shortcomings slow down the improvement of the company's competitiveness, do not allow it to adapt to the micro- and macro-environment and market changes, and worsen financial stability.

Philip Kotler, who is the famous "father" of marketing, considers it a system of various activities of an enterprise that are interrelated and include planning, pricing, selling, delivering goods and providing services that are needed by existing or potential consumers, as well as a type of human activity aimed at satisfying needs through exchange [167, p. 19].

In general, marketing is a management concept that guarantees the market orientation of the company's production and sales activities in the market, as well as a management system that ensures concentrated activities related to the research of markets for the sale of products, promotion, and active influence of the company on market processes in order to increase sales and maximize profits.

It is necessary to distinguish between the concepts of "marketing management" and "management of a marketing department or service". As for the marketing service, it is a separate subdivision of the enterprise that operates on the basis of marketing principles and methods to research the market, ensure constant sales of products and orient production in accordance with market conditions. The management of the

marketing service is a clear program that is developed on the basis of managerial marketing decisions and the strategic vector of the enterprise's development. Thus, marketing management, or management of marketing activities (MA) at an enterprise, is a system of strategic and tactical actions aimed at efficient business conduct and achievement of the main goal, which is to meet the demand of the population and maximize profits. The main problems of marketing are shown in Fig. 3.1.

Solving the problems in the management of marketing activities of pumpkin seed producers should take place in five areas, such as improving production, improving the product, increasing the intensification of production, applying marketing methods and social and ethical marketing.

The concept of improving pumpkin seed production is that consumers prefer seeds that are widely available and affordable, and as a result, the company must improve production, quality, and efficiency of the distribution system.

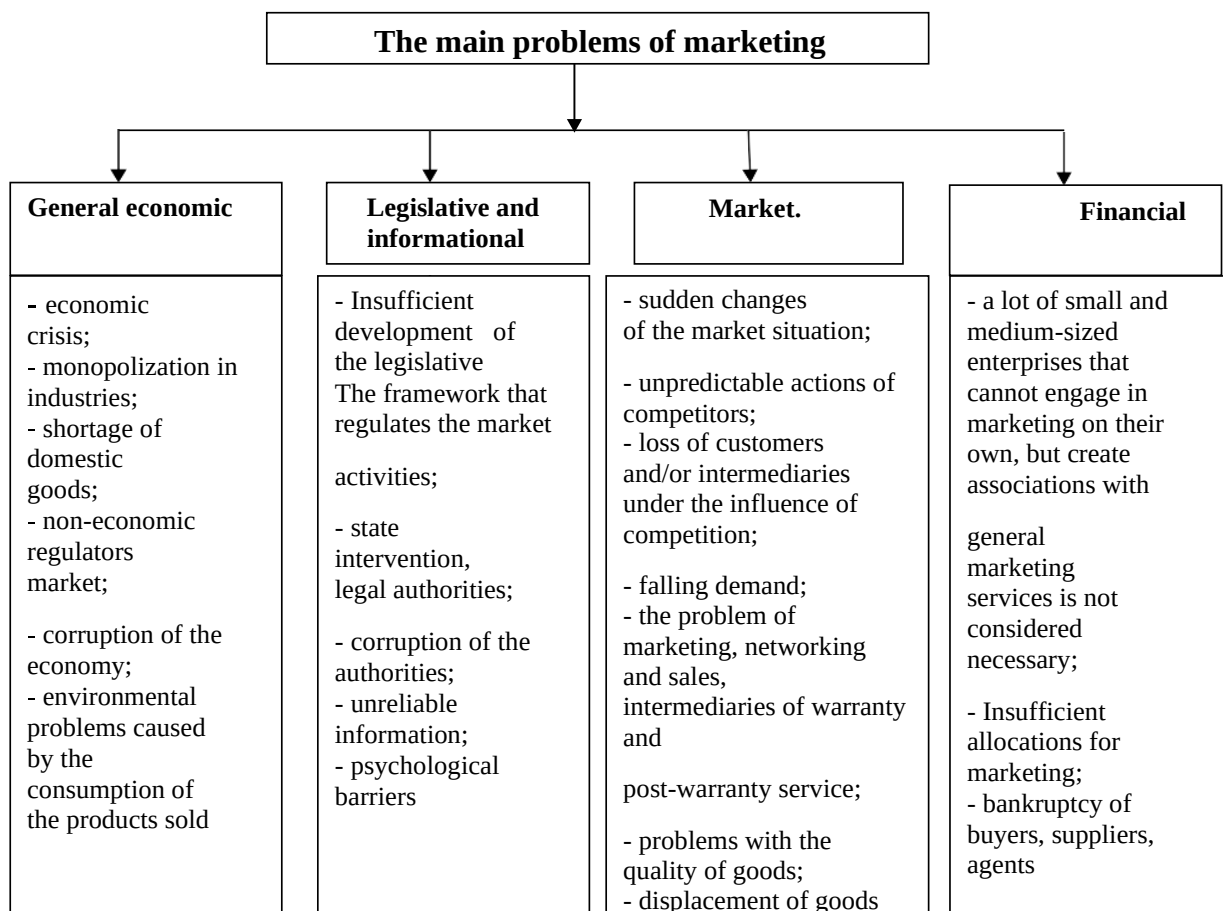


Fig. 3.1 - Typical problems in the application of marketing by pumpkin seed enterprises

This concept is used in two cases: when demand exceeds supply, and when the cost of seeds is high enough to reduce it by increasing productivity. The concept of product improvement is to continuously improve the quality of a product, as a result of which consumers prefer products with the highest quality and best performance. The disadvantage of this concept is the satisfaction of needs that are easily met by other goods (Figure 3.2).

The concept of increasing the intensification of production is that enterprises should make efforts to sell their products and methods to stimulate them. Under such conditions, consumers will be ready to purchase goods in sufficient quantity and of appropriate quality.

The marketing concept is to identify market needs and customer demand for pumpkin seeds.

The concept of social and ethical marketing states that the main tasks of an enterprise are to strengthen consumer welfare and meet the needs and interests of the market.

These principles show the real directions of the enterprise's functioning on the basis of marketing. Modern scientific research does not consider the classification of functions of the marketing complex. As a result, it is established that marketing functions are formed under the influence of production and sales volumes, competitive conditions, availability of product range, and peculiarities of supply and demand for goods.

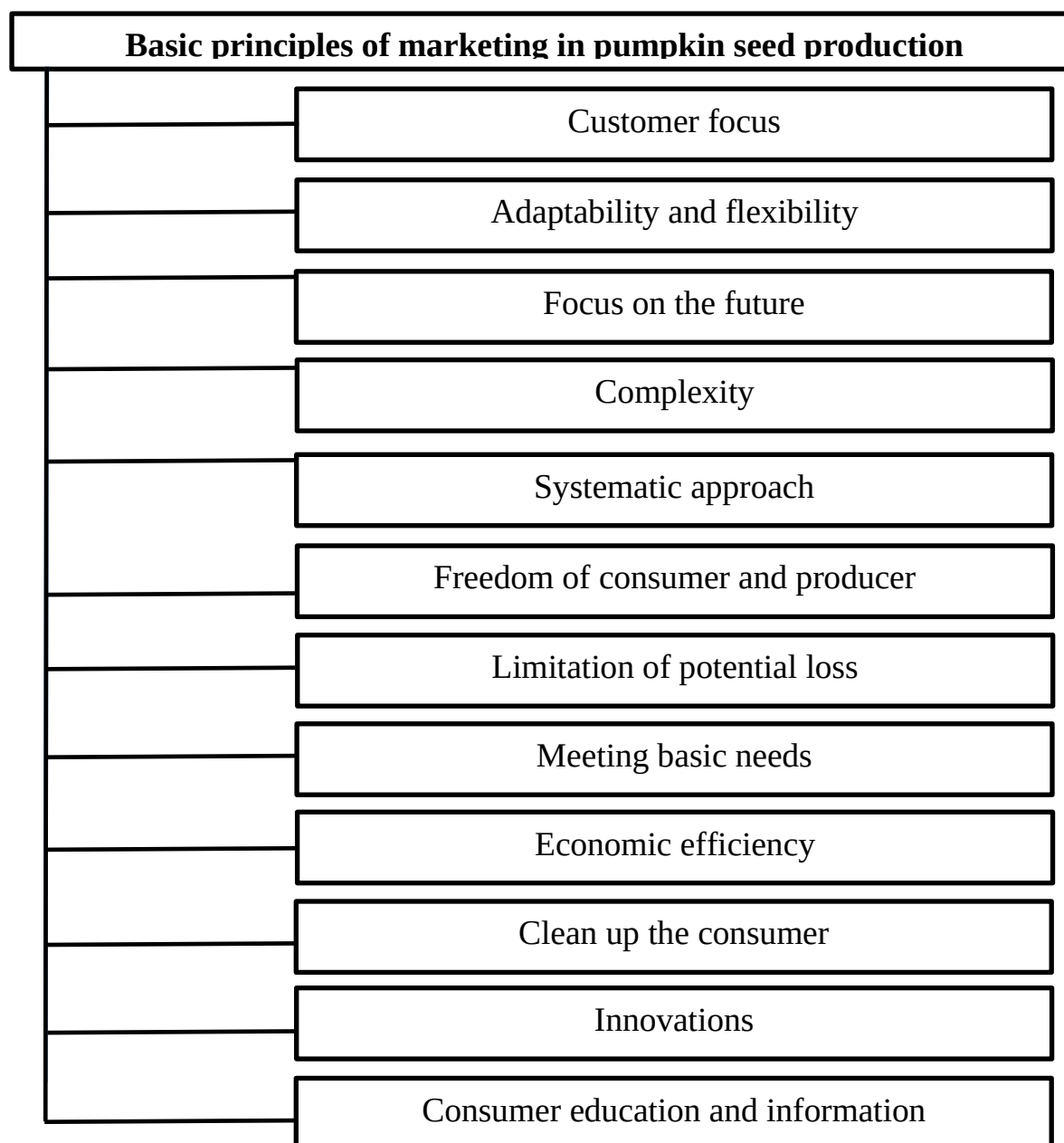


Fig. 3.2 - General principles of marketing management

The main functions of marketing management at pumpkin seed production enterprises include analysis, planning, organization of plan implementation, and control (Fig. 3.3).

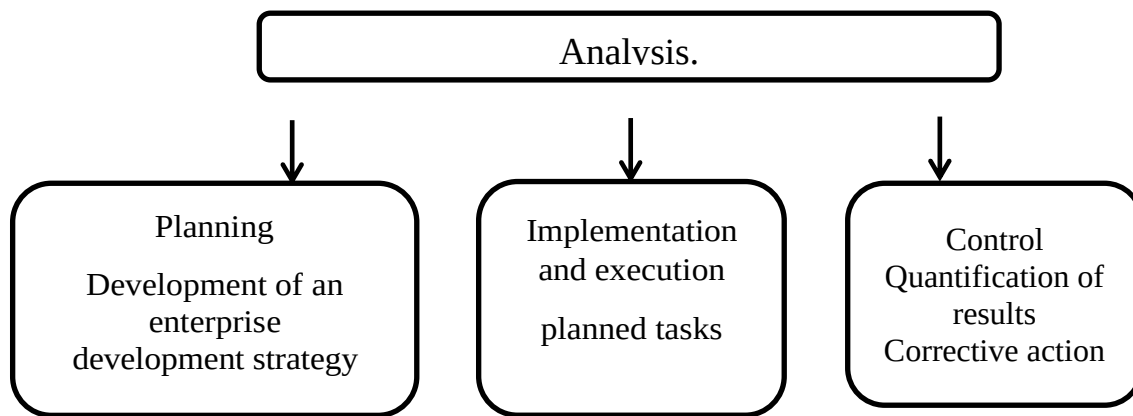


Fig. 3.3 Interrelation of general functions of marketing management of an enterprise [86, p. 294].

Additional functions include the formation of goals and objectives of the enterprise, implementation of strategic directions of business development; modeling of the enterprise strategy; assortment planning; creation of a production plan; application of a marketing communications complex; formation of effective sales channels; improvement of pricing policy; staffing; availability of marketing information [166, p. 294].

In the marketing management system of an enterprise, certain methods of marketing research can be identified, which are shown in Fig. 4:

- research of the micro and macro environment;
- research of the existing assortment and its forecasting;
- logistics support at the enterprise;
- research of sales channels and methods of sales promotion;
- research on pricing policy;
- study of the level of safety of use of goods and consumer properties of goods [168, p. 48-49].

Based on the study, we present a model of marketing management of pumpkin seed producers, Fig. 3.4.

DEVELOPMENT OF MARKETING AT AGRICULTURAL AND PROCESSING ENTERPRISES

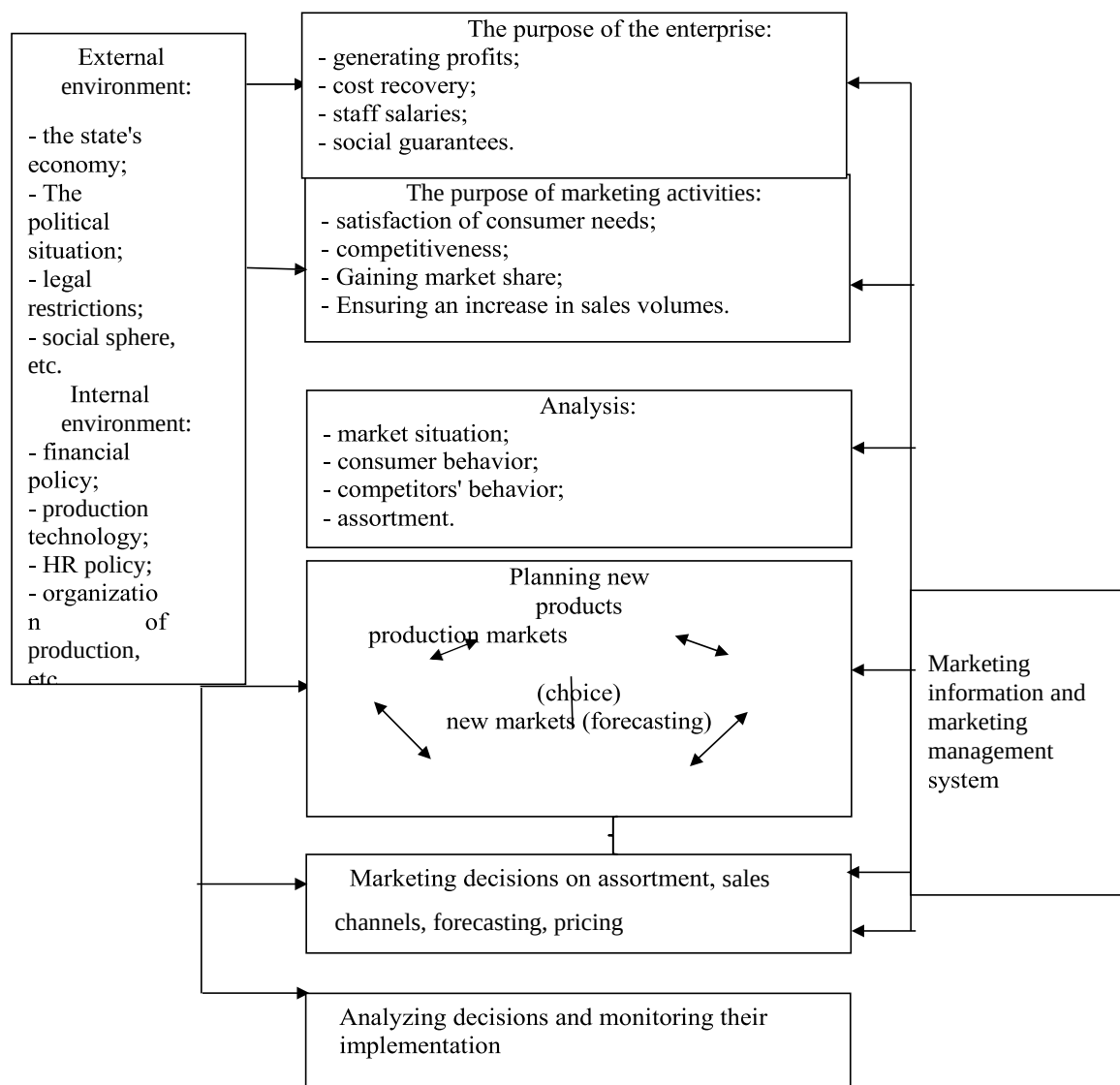


Fig. 3.4 Model of marketing management of pumpkin seed producers

Marketing management of an enterprise usually begins with market research. The components of marketing research are the study of consumer behavior, their needs, tastes, and motives for buying goods. Marketing research of the pumpkin seeds market also includes the study and forecasting of supply and demand, research of price monitoring and the range of competitors, calculation of market capacity and market share of the enterprise. Such market research evaluates attractive market opportunities and directions of marketing activities. The model of marketing activity (MA) is presented in Fig. 3.5.

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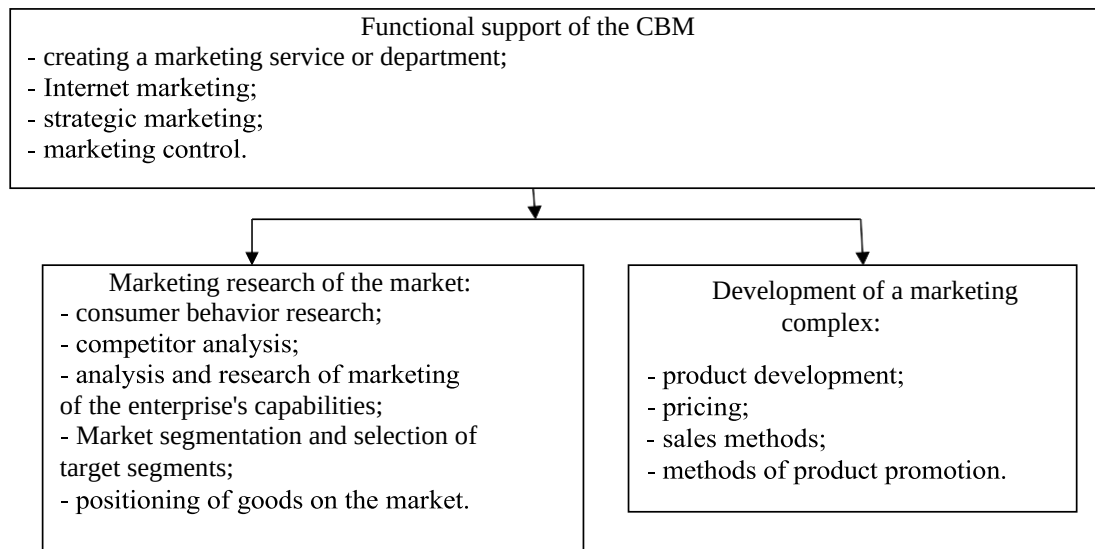


Fig. 3.5 Model of functional support of marketing activities of pumpkin seed producers

These traditional elements interact to form the marketing mix, or marketing mix. The components of the marketing mix include the following.

1. Goods - pumpkin seeds (quality characteristics, assortment, service). Each product has its own properties that can satisfy the consumer's needs in terms of design, shelf life, reliability, i.e., it has certain quality characteristics. To a greater extent, the product range, its depth and breadth are the motivations for buying a product.

2. Price of pumpkin seeds (formation of discounts, margins, payment terms). Pricing is one of the main tasks of pumpkin seed producers (marketing mix). The price should be acceptable to both the consumer and the producer, ensuring the company's profit. The methodology for determining the price of pumpkin seeds is determined by the following steps:

- determine the cost of each type of product;
- to establish the level of possible demand for seeds (goods) and determine the appropriate price;
- predict the actions of competitors on established market prices;
- check the correctness of pumpkin seed pricing and its compliance with regulatory documents;
- set the price of pumpkin seeds.

3. Transportation of pumpkin seeds to consumers, which includes determining the optimal scheme of supply of goods from the producer to the end consumer and its physical implementation (transportation, storage, delivery of goods), as well as after-sales preparation.

4. Promotion of goods in the market, which includes effective relations with consumers and involves creating a positive image of the enterprise, taking communication measures, personal sales [166, p. 66-67].

Marketing development is associated with the emergence of new products, new ideas, fashion trends, etc. The implementation of marketing activities at an enterprise depends on the methods of management at the enterprise and the form of ownership. In Ukraine, the use of marketing as one of the elements of market management is not widespread in modern conditions. However, enterprises should widely use marketing methods and tools.

It should be noted that the situation at the enterprise can be improved by increasing the volume of services provided by reducing the net profit ratio in parallel with the growth of turnover and market share. Also, this indicator can be increased through the growth of net profit, which is achieved through better marketing planning and effective communication policy of the enterprise. For example, advertising budgeting should be aimed at identifying the most effective means of promotion, which will help reduce "unnecessary" marketing costs. Companies can increase the demand for their marketing tools to obtain a greater economic effect than if they were used separately.

Thus, the role of marketing activities is really important, as it ensures the development of the enterprise, promotes growth services should use a variety of marketing communication tools. The optimal combination of different marketing tools communications facilitates the establishment of closer ties with the entities of the external and internal environment of the enterprise. Their combination leads to a synergy effect when the simultaneous use of profits, determines the structure and quality of services provided, and influences the solution of other economic problems of the enterprise. A well-organized marketing

activity contributes to the economic growth of the enterprise, analysis of market opportunities, and expansion of the market for services provided.

6.3.2 Identification of strategic directions and development goals and development of marketing strategies in the pumpkin seed market

In general, there are six main stages of the marketing strategy development process. On the basis of the stages and intermediate stages and taking into account the peculiarities of the industry, it is possible to formulate a scheme for the formation of a marketing strategy for enterprises in the pumpkin seed market.

The first stage characterizes the current state of the commodity producers' activities and involves performing a marketing analysis:

- analysis of factors characterizing the macro environment (economic, scientific and technical, natural, legal, etc.);
- analysis of the microenvironment (efficiency of production processes, management, marketing, financial condition, competitors, suppliers, and customers);
- SWOT analysis.

The second stage covers the expected state of the enterprise, i.e., determining strategic directions and forming a marketing strategy:

- clarifying the mission, vision, and market goals;
- justification of the overall development strategy;
- segmentation and market positioning;
- providing advice on the areas of activity;
- Formation and selection of a competitive strategy.

The third stage is the specification of the future state, i.e. the definition of functional marketing strategies:

- product functions (quality, assortment, within the product life cycle);
- price functions (taking into account seasonality and product value);
- distribution functions (in the domestic and foreign markets);

- promotion strategies.

The fourth stage is the choice of directions and development of mechanisms for achieving the goal - evaluation and comparison of strategic alternatives:

- evaluation of marketing strategies by criteria;
- taking into account the conditions and existing restrictions;
- identification of risks;
- adaptive modeling.

The fifth stage is strategy implementation and control; ensuring the realization of individual goals.

In order to formulate an effective strategy for Ukrainian enterprises in the pumpkin seed market for the future, it is advisable to consider the development trends of the global pumpkin seed market and identify trends. The basis of the world pumpkin trade is made up of seeds and products of their processing.

Taking into account the above strategic directions of development of the pumpkin industry, we can formulate the basic mission of pumpkin seed producers.

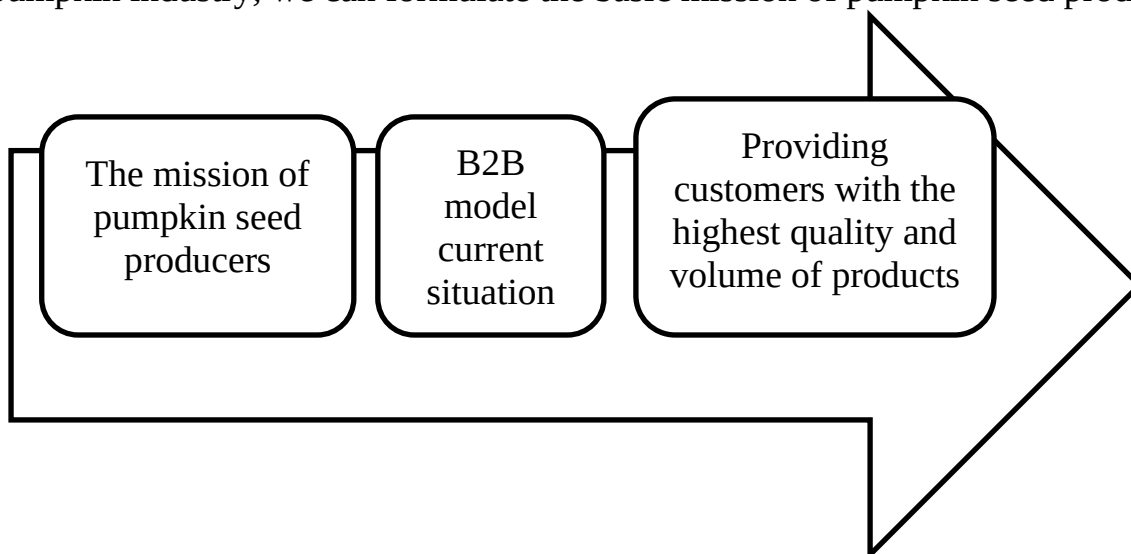


Fig. 3.7- Options for the current and projected mission of pumpkin seed enterprises

Today, the mission of pumpkin seed actors (Figure 3.7) can be described as the fact that the main buyers of pumpkin seeds in Ukraine are mostly legal entities and individuals engaged in intermediary activities, rather than end consumers of finished products. Also, this sales model for business is reduced to "meeting the need for raw

materials". However, the most rational solution is the second option, which focuses on the end user and product quality, with supporting product quality characteristics.

What are the main strategic goals stemming from the vision of pumpkin seed development for 2022-2027?

To achieve strategic goals at the level of enterprises it is advisable to develop multi-level strategies and strategic plans of varying degrees of detail. It should be borne in mind that in today's rapidly changing global environment, excessive detail leads to a loss of relevance of these plans and limits the use of new ideas that emerge in the course of strategy implementation. At the same time, the constant updating of plans is not rational in terms of the use of enterprise resources and contradicts the very meaning of the concept of strategy. Since enterprises in the pumpkin seed market have different scales of activity, different orientations and market status, their strategies cannot be completely identical. However, the general strategy for most of the analyzed enterprises, taking into account the prospects for market development, can be defined as a growth strategy. The justification of the general strategy of the enterprise in the pumpkin seed market is based on the consideration of external and internal development opportunities. The method of such substantiation can be a modified Ansoff matrix. This should take into account not only the possibilities of product and market development, but also the strategic importance of the industry as a whole for the Ukrainian economy, as well as the environmental and social effects of its development, which fully meets the goals and principles of the concept of sustainable development.

Thus, assessing the positive prospects for the development of pumpkin seeds and pumpkin seed products markets, we can consider the general growth strategy as the basic one. To test this hypothesis, the method of expert evaluation of the possibilities of using a growth strategy in several directions should be applied. Taking into account the peculiarities of the functioning of pumpkin seed enterprises, it is necessary to analyze four options (according to the Ansoff matrix) in stages to ensure the sustainable development of the enterprise in these markets. The methodology for choosing a growth strategy from the alternative options is shown in Fig. 3.8.

Formation, identification of alternatives and final selection of a marketing growth strategy should be based on the established criteria for selecting the most effective strategy (especially for diversification strategies), followed by the development of a marketing plan.

It should be noted that when determining the possibilities and prospects of applying growth strategies by pumpkin seed enterprises, two options should be considered: 1) if we consider the market behavior of small pumpkin seed producers producing low-differentiated products, we can neglect the concept of "product life cycle", since, as a rule, the cycle of staying on the market of pumpkin seeds and its processed products is long, without characteristic ups and downs; 2) when considering the strategy of market behavior of medium-sized enterprises providing attractive product appearance, branding and a wide range of products, we should take into account the stage of product life cycle and adapt marketing to it

After combining the results of the analysis of individual enterprises into one table and evaluating the values obtained, it is necessary to determine the opportunities and risks of the enterprise regarding the success of the implementation of a particular strategy, select the one that has scored the highest total amount of points and conduct its verification (development of a detailed strategy implementation plan - decomposition).

The implementation of the strategy involves the participation and interaction of various market actors, namely private entrepreneurs, associations, government institutions, etc. Each of them needs to develop its own strategic plans, which may not always be considered rational from the point of view of resource use.

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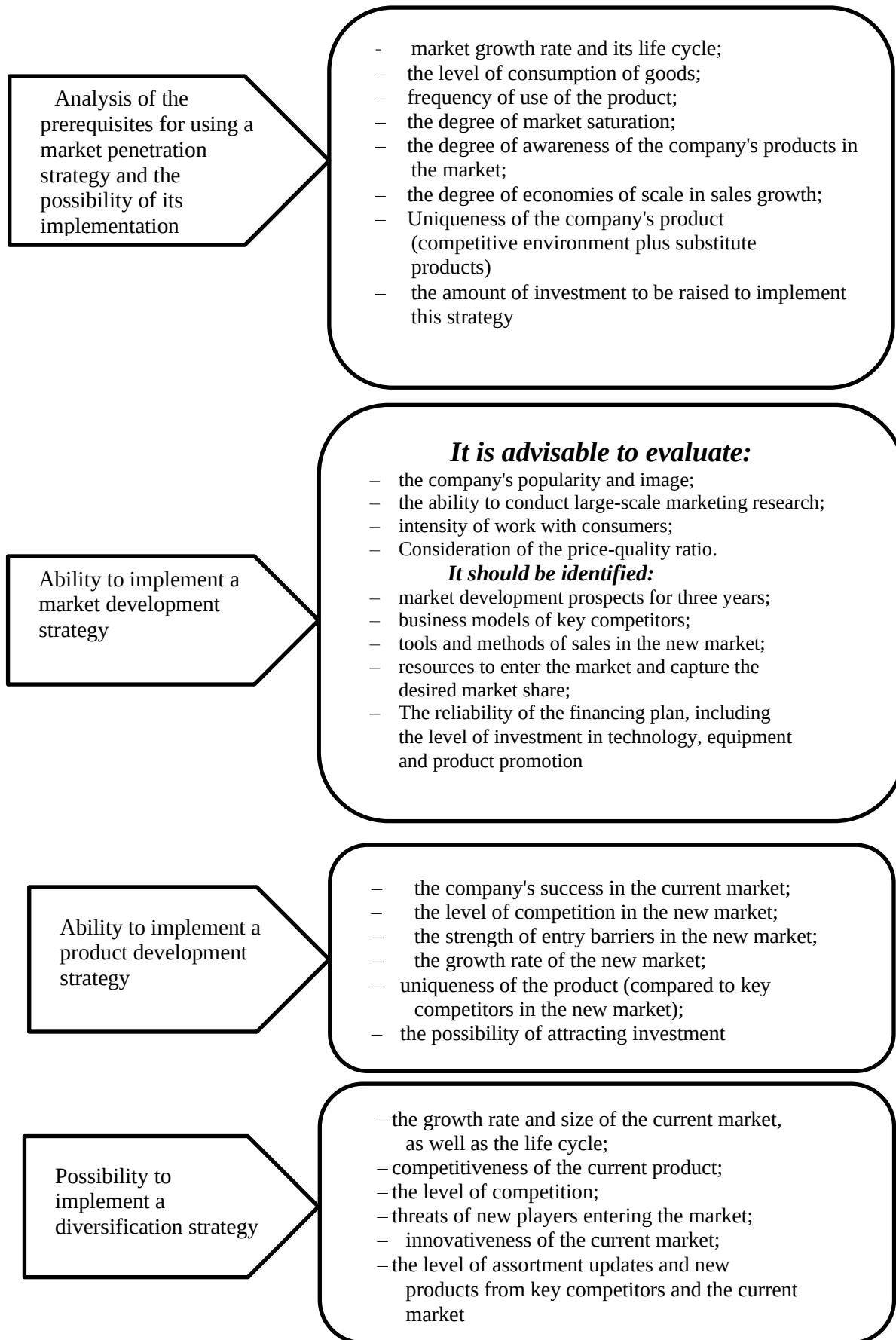


Fig. 3.8 - Determination of the possibilities for pumpkin seed producers to choose options for marketing strategy development

That is why the best way to achieve strategic goals is to:

1. Communicate the mission, vision, goals and priorities to all stakeholders in the pumpkin industry so that they are used as a guide in daily management decisions.

2. Creating multi-level action plans without detailed detail, based on the mission, vision and goals. These action plans cannot be exhaustive and should not be restrictive. The search for interesting and practical ideas for realizing strategic goals should be ongoing.

3. The main center for the implementation of the sectoral strategy should be the Pumpkin Growers Association, which should accumulate ideas, monitor and analyze the results, and periodically (once a year) update the strategy and communicate the tasks to all participants. The association will also implement some of the measures itself, as it is an effective synergistic mechanism for combining efforts.

Let us consider in more detail the measures to implement the strategic goals for 2023-2028 for each model separately.

Development of the B2C model:

- studying trends in the consumer market and developing new, innovative pumpkin seed-based products, as well as improving their sales format, which would be more convenient and contribute to the growth of consumption;
- promotion of new "useful" products among consumers through SMM and messengers [169];
- cooperation with food industry, retail, and pharmaceutical companies to increase the volume and frequency of use of natural products and their subsequent sales;
- application of the latest marketing methods to promote products on the market (development of a sales funnel, setting up and working with the client's CRM system, active work with social networks Instagram, TikTok, YouTube);
- searching for ideas for new products and utilizing the potential of niche products (pumpkin seeds and pumpkin products).

Additional supportive measures should also be introduced within the B2C model: work with educational institutions to align curricula with current needs, organize internship programs, student incentive programs, and talent pool programs; create a

mechanism for accumulating and sharing market, economic, technological, and other information that would increase business efficiency; work to optimize the regulatory framework governing the industry, as well as improve industry statistics; periodic analysis and adjustment