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STARTUP PROJECT MANAGEMENT: METHODS, TOOLS, BEST PRACTICES

The development of startup projects and their transformation into business is one of the main tasks of the formation and functioning of the national economy, the creation of the country's intellectual capital, the basis for the further dynamic economic development. Support for the development of such processes should be carried out from the state and at the expense of the interests of civil society. This is due to the fact, that in 90% of cases, startup projects fail. Many entrepreneurs learn from their mistakes and use their first bad experiences to implement a new idea. But, there are more chances for the successful implementation of a startup if all the necessary conditions for the development of promising innovation are immediately and thoughtfully created, including attracting investments, and insurance against risks.

The fate of the domestic innovation industry will largely depend on what actions will be taken by the authorities and business. Successful development depends on a clear understanding of the innovation factor as the only possible way for the country's sustainable development. Awareness of the importance and necessity of investing in education and research by all leading economic actors in the national economy will ensure a successful future for the citizens of the country.

The definition of the essence of a startup was proposed by the American entrepreneur and writer Steve Blank, who claims that a startup is a temporary organization, which created to find a repeatable, profitable and scalable business model [1, p. 29]. One of the key characteristics of a startup is a high degree of uncertainty in the external environment in which it operates. This is due to the fact, that at the startup stage, the project team is in a state of searching for a working business model, with the help of which the entrepreneurial project will generate various benefits in the future. The process of managing a startup project is aimed at achieving the set result, at creating a unique product, and as efficiently as possible using available resources [2, p. 4].

Startup Project Management is a necessary weapon for survival and gaining a competitive advantage in the market. In the absence of a defined management concept, startups are rarely completed on time and within their acceptable cost. A well-chosen methodology guides the development team through a controlled, visible set of activities and tools aimed at achieving the desired results [3]. Fig. 1 shows the main methods of organizing of Startup Project Management, the use of which can lead to positive desired results.

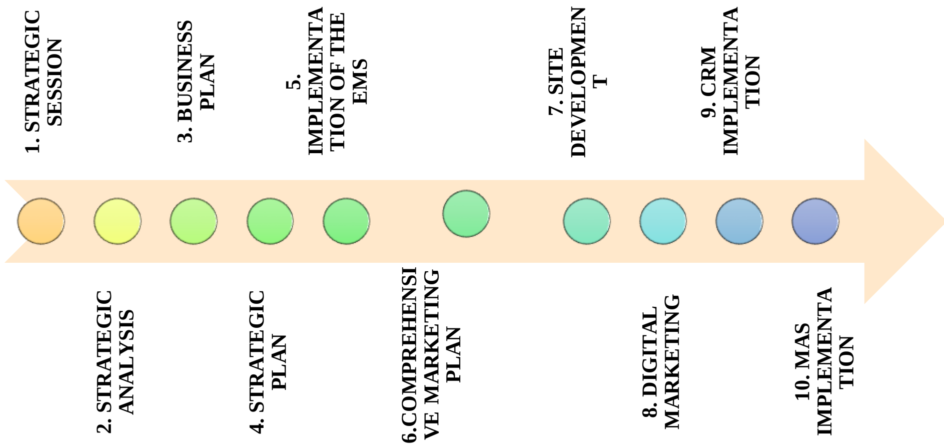

Figure 1 - Organization methods of Startup Project Management

One of the leading classic Startup Project Management`s tools is PRINCE2. Projects in Controlled Environments is a project management methodology in which a structured management method takes place, includes the entire set of tools for organizing and controlling startups, gives clear instructions from start to finish in all aspects, throughout the entire project life cycle. The main advantage of this method is the division of the entire process into stages for more efficient use of resources.

The Scrum tool, unlike PRINCE2, is focused only on IT-projects and allows solving such problems as the lack of coordinated work within the team, non-fulfillment of plans, and duplication of tasks within departments. Customer orientation in this aspect is put in the first place, as well as interaction with the user during the planning and execution of the project. A distinctive feature of this approach is the responsiveness to changes in requirements and quick adaptation to them.

Compared to Scrum, the Kanban tool is gentler on the time constraints of sprints, allows you to carry out several tasks at once, and highlights those that are in the priority of the project. Kanban is a development management methodology that implements the principle of "just in time" and contributes to an even distribution of workload among developers. This kind of management concept works well in startups that do not have a clear plan. P2M is a tool for managing projects and programs focused on innovation in the development of an organization. The main principle is to consider a startup in terms of creating new value.

The Lean startup tool is based on lean manufacturing, the essence of which is to maximize risk prevention and adapt marketing strategy by prior entry to the market for continuous product improvement [4, p. 55]. It is aimed at helping startup managers avoid huge financial costs and working time, creating a product that will not find its consumer.

The best practices for managing startup projects are based on researching innovative projects intended for implementation by "young" technology companies. Five areas in which consumers can participate were identified, these include: recognition of opportunities; financing in client-oriented projects; development and testing; commercialization; feedback.

Companies that follow a customer-centric approach to the development of their projects have the opportunity to successfully market their products, which demonstrates the viability of their business model. Companies that neglect the practice of engaging consumers are less successful in implementing their projects or do not implement them at all [5, p. 100]. One of the main characteristics of startup is functioning in conditions of uncertainty, this characteristic determines the main of the key features of project management - the need to constantly deal with uncertainty. One of the most effective ways to get uncertain is to get constant feedback or even involve the consumer in the process of shaping and testing a business model.

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FEATURES OF ASSESSING ACTIONS TO MINIMIZE THE RISKS OF BUSINESS STRUCTURES IN THE CONTEXT OF ENSURING SUSTAINABLE DEVELOPMENT OF THE ECONOMY

Minimizing risks plays an important role in achieving the Sustainable Development Goals. Moreover, an effective risk assessment system allows countries to gain access to new markets and new investment, which contributes to their economic growth, improved living standards and sustainable development.