

На основании проведенного исследования можно сделать следующие выводы.

1. Графический дизайн, как один из видов художественно-проектной деятельности, играет ведущую роль в период цифровизации современного общества, так как является видом деятельности, в результате которой создается исходный, первичный изобразительный (визуальный) продукт — эмблемы, логотипы, символы и т. п., которые в дальнейшем используются во всем спектре видов, направлений и сфер человеческой деятельности (экономика, политика, социальная и духовная) в целях повышения эффективности использования информации и знаний для управления, удовлетворения информационных потребностей граждан, организаций и государства и создания предпосылок перехода к информационному обществу посредством использования соответствующих цифровых устройств, систем и программного обеспечения.

2. Ввиду того, что дизайн — это одновременно и продукт культуры, инструмент культурного строительства, и фактор, активно формирующий культуру человека и общества в целом, в период формирования цифрового общества — цифровизации современного общества, на дизайнера налагается максимальная социальная, моральная и нравственная ответственность относительно создаваемого, проектируемого, окультуренного, одухотворенного высокого уровня нравственного продукта, который должен соответствовать развивающимся, созидательным гуманистическим принципам, православным и общечеловеческим ценностям, основанным на красоте, гармонии и любви к человеку [6].

3. Понимая сложность процесса воспитания, образования, формирования подготовленных и компетентных кадров для сферы дизайнерской деятельности в период цифровизации современного общества с формированием высоких морально-нравственных компетенций, необходимо в системе всех уровней профессионального профильного образования, по нашему глубокому убеждению, ввести учебные специализированные курсы и дисциплины, связанные с дизайном и рекламой для получения учащимися и студентами знаний, которые они будут использовать в своей дальнейшей профессиональной деятельности в период формирования цифрового общества, в котором приоритетом должна быть гуманистическая, созидательная, развивающая направленность деятельности человека и общества в целом на принципах и традициях православной культуры и общечеловеческих ценностей, базирующихся на любви к человеку, красоте и гармонии [6].

Данное исследование не претендует на полное или всестороннее рассмотрение всех вопросов и аспектов, которые прямо или косвенно относятся к исследуемой теме. Мы убеждены в том, что данная тема имеет перспективу дальнейших исследований и будет полезной для расширения спектра вопросов, аспектов и тем, которые касаются перспектив цифровизации современного общества и тем самым приближения формирования природосообразного цифрового общества — цифрового общества с человеческим лицом (подразумеваются моральность, нравственность, духовность).

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D. Marushka

Belarus State Economic University, Minsk, the Republic of Belarus

APPLICATION APPROACHES OF IT STARTUPS BUSINESS MODELS ANALYSIS

Introduction. Innovation is of particular importance for the national economy development, the main element of which is startup projects development and their commercialization. “Startup” means the launch of something new. It can be represented as a temporary organization that is developing new ideas created to seek for a scalable and profitable business model in a changing environment. In a startup, you can draw a parallel with operational activities, as an ongoing and repeating process in time. There are five stages of a startup project development:

1. Idea generation. At this stage, there is a search for ideas, an extensive analysis of the market, the consciousness of a business plan and the development of technical means for translating ideas into a real product.

2. Launch. At the launch stage, the product has to prove its advantage in the market and find its consumer, bypassing the large number of available analogues. The creators need to be very persistent and demonstrate business acumen.

3. Development. At a certain level of development, a startup covers a niche of the market, which developers are focused on. There is a process of approving the product on the market and reaching the breakeven point.

4. Stage of expansion. At this stage, the product becomes recognizable and is in demand among consumers. The goals set by the team have to be achieved. The company does not stop at the achieved results and continues to promote the fruit of its idea, moving to more extensive markets.

5. An exit is the final stage when an innovation company reaches the peak of its development and transfers its product to larger business player.

Main part. Each of the above items has its own methods and tools with which goals are realized at each stage.

According to statistics, nine out of ten startup projects fail. The main reason for it is that the final product does not find its consumer. In other words, this is a misunderstanding of the market as a whole. Along with this, there is still a lot of important problems in the form of improper placement of the strategy of startup development. Often, this factor is behind the cessation of a startup in the middle of development.

The use of effective methodologies for startup projects management is a prerequisite for them to gain competitive advantages and in general to ensure survival in global and local markets. In the absence of proven methodologies as management tools, development of startup projects usually ends late and goes beyond the approved budget. Methodology that was correctly chosen will allow developers to make the development process more manageable through the effective use of a set of tools aimed at achieving the desired results [1].

The following methodologies that are focused on managing start-up projects development are widely used: Agile, Lean, Customer Development and Customer Validation. These methodologies are mainly focused on the “Pull” strategy, that is, on creating value for the client by examining his needs, problems and gradually adapting to them (as opposed to the “Push” method, when a product or service is immediately placed on the market, not asking if consumers need it). Moreover, the above methods are basically complemented, and not mutually exclusive.

Lean startup methodology developed by Eric Ries in 2011 was a real breakthrough in the innovation product management. This methodology is based on “lean manufacturing”, aimed at introducing an unfinished version of a new product to the market in order to prevent possible risks rejection by potential consumers and aimed at its continuous improvement [2]. The main purpose of this methodology is to assist the start-up development team to minimize the financial, labor and other costs of developing a product that cannot find the consumer.

Lean startup methodology involves the development of a minimally viable product that allows to take into account the wishes and comments of consumers. This process takes into account the results of the surveys and recommendations received, which is reflected in the new version of the minimum viable product presented to the consumer for further evaluation. This methodology has rapidly spread among entrepreneurs because it is initially based on simple principles and provides competitive advantages for both experienced developers and beginner teams [3].

The general sequence of actions when launching a startup according to the Customer Development scheme can be reduced to the following steps:

- seeking for specific problems, “pains”, customer needs;
- identification of the target audience and individual focus segments (initially it is desirable to choose only one the most interested and solvent segment, and not try to cover all at once);
- verification of the hypotheses regarding the needs of clients and their portraits, behavior using one or more of the methods that will be given below;
- formulation of a value proposition, the task of which is to convey to the customer how and what his problem is being solved;
- the choice of a business model (how the business will work in general), in particular, the method of monetization (a specific revenue pattern), as well as the calculation of the project’s economy, in particular, unit-economy;
- general planning of business processes (at the very beginning there is no need to go into small details so as not to spend too much time on the data because all this can change dramatically during implementation); definition of roles in the team that will close the necessary competencies in accordance with the designated business processes;
- creating an MVP that is a minimally valuable product with the least effort;
- confirmation of the hypothesis that the selected solution to the problem is really in demand in practice;
- the implementation of the first sales as the main confirmation of the hypothesis that there is a problem and the product solves the problem;
- the transition from Customer Development to Customer Validation that is testing and optimizing customer acquisition channels and sales channels.

Each of the above steps follows the algorithm:

- hypothesis confirmation;
- actions to be taken;
- data to be received;
- evaluation of the result that is expected to be obtained in comparison with the data.

In our opinion, it is advisable to consider some of the stages in more detail. In particular, testing hypotheses about the target segment and the presence of the indicated problem can be carried out in the following ways.

1. Conducting face-to-face problem interviews during direct communication with prospective representatives of the target segment. This method is one of the most effective in terms of information received and cash costs. At this stage, it is important to find out a detailed portrait of the client, define a location where he can be found, and channels of attraction that will work in the case of him. In the B2C segment it is advisable to conduct from 30 to 200, and in the B2B segment at least from 5 to 25 problematic interviews.

2. Correspondence questionnaire. It is strongly recommended to conduct only full-fledged problematic interviews so as not to miss questions and topics that are difficult or impossible to guess in advance. In this way, it is possible to get limited information but about a large number of representatives of the target audience.

3. Sales or at a minimum receipt of applications (leads) from customers. Receiving payment for a product is the best confirmation of the hypothesis of its market demand.

Thus, the action in accordance with the Agile methodology (dividing a large task into small simple ones), Lean (solving the problem with minimal effort, step by step with the formulation and confirmation of hypotheses) and, in particular, Customer Development that allows to quickly and with low cost of resources to test the business model and create the foundation for its scaling that is extremely important in modern rapidly changing environmental conditions, especially in the field of information technology and many others.

A bright example of the Lean startup methodology implementation is the international logistics IT start-up development — online cargo transportation service “iCanDeliver.ru”. Usage of this methodology has allowed to reduce transportation costs up to 20 %, as well as the contraction of the service user company costs [4].

The online cargo transportation service “iCanDeliver.ru” is focused on solving the following problems. Firstly, this service excludes intermediaries. The consumer works directly with carriers — owners of vehicles thereby reducing their costs. Secondly, this service minimizes the time spent on the preparation of transport documents. Thirdly, the service selects optimal delivery options for cost and time. The service geography includes the USA, Europe, Asia and the CIS. Cargo transportation service is available for all means of transport (automobile, air, rail, sea) and is available for users despite the fact that the process of processing a request to search for a carrier takes several seconds. The developers of the online freight service “iCanDeliver.ru” highly appreciate the possibilities of quick integration of product hypotheses so they decided to apply the principles of Lean startup to develop this service.

Conclusion. Startup project development requires an effective usage of a methodology that will make management simpler regardless of team size and other factors. At the same time, each development team should independently adapt the selected methodology to ensure the effectiveness of development management strategy to their startup project.

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