

**PLANNING AND IMPLEMENTATION OF A STARTUP IN
A MODERN BUSINESS ENVIRONMENT**

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Introduction. Today startups are a major threat to corporations. Small young companies are able to create a global product no less than a huge experienced company in a short period of time. At a time when the Internet infrastructure was less developed, in order to enter the global market, it was necessary to hire a large number of people in the state, often becoming the main constraint on the development of the enterprise. In today's reality, a startup can order production in China, hire a global distribution company to sell a product, or simply put goods on Amazon and carry out the same global expansion as corporations, but without several tens of thousands of employees and related problems.

In the past few years, such a thing as startups has become quite popular and often debatable. However, not always and not all explain the essence of this concept. In this article we will determine what kind of startups are, what is their difference from other types of business, and in what form and by whom they are created.

Review of recent sources of research and publications. Various aspects of the activities of startups are reflected in the works by many foreign researchers, entrepreneurs. According to P. Thiel, one of the important conditions for the survival of any project is the founders' ability to look at the world in a new way, to notice the winning idea that no one has yet developed [13]. S. Blank and B. Dorf describe the experience of creating start-ups, give a clear method of how to create new business projects, step by step [11]. D. Cohen and B. Feld focus on practical issues of working with ideas, creating and improving a product, customer value, forming a team, finding an investor and financing [13]. V. Draper shows the process of assessing business ideas by investors, the history of the emergence of leaders of the world economy, especially in the field of high technologies [12]. J. Mullins and R. Komissar present a modern concept and a set of technologies that allow to find the optimal, best model of business organization [14]. In the work of V. Harnish, the path from a small entrepreneurial company to a well-structured company and the associated development principles of companies are shown [15]. With Ekland gives an assessment of the main types of investors, the ability to involve them in their business, especially in the early stages of project development [16].

In the general sense, a startup is any new business idea that has theoretical justification and practical application, that is, this business idea should bring some benefits. At the moment in Ukraine, the word "startup" is called new business projects, created with the expectation of their rapid growth and high, as a result, capitalization.

Setting objectives. The purpose of the study is to identify and analyze the results of the implementation of successful start-ups and review the legislative aspects for their development and implementation; substantiation of possibilities for realization of a startup on launch of a food truck with the implementation of healthy food.

Main material and results. The term "startup" was first mentioned in the Forbes edition in the summer of 1976 to identify companies with a short period of core business. From this definition it follows that any just created company can be called a startup [1]. The widespread use of this term began in the late twentieth century, companies whose activities were organized exclusively on the Internet. Various aspects of startup activity are reflected in the work of many scientists.

The universally accepted definition of the “startup” was given by Steve Blank:

A startup is a company created to search for a replicable and scalable business model.

Reproducibility is an opportunity to repeatedly sell the resulting solution. Scaling is the possibility of a substantial growth of the project. In addition, an important distinguishing feature of startups is manufacturability. Most of them are based on some technological know-how [2].

Startups are designed to solve problems and tasks that over time it becomes possible to solve through the use of the results of technological progress.

It is not possible to create a unique product within the framework of one small team that provides innovative services to its users, and which may turn out to be very popular and in demand in the near future.

The beginning of work on any startup is the creation of its prototype. Further, the prototype turns into a full-fledged product, transforms and develops, scaling many times. During this time, a startup has attracted investment several times, the startup team is growing, and the complexity of the product increases. Ultimately, the purpose of creating a startup is to sell it to a large corporation or to put its shares on the stock exchange and to continue working as a separate company.

The term "startup" is, in some way, a synonym for the word "entrepreneur." After all, a real startup is a full-fledged business. By occupation and profession, a startup can be not only a businessman, but also be engaged in development, design, be an engineer or an economist. More often than not, at least two people become co-founders of a startup: an entrepreneur and a techie. But sometimes a startup is created by one founder, which is engaged in both the development and promotion of its product.

The most profitable option for cooperation between corporations and start-ups (and for both sides) is the real options model, when a company buys an option in a startup in exchange for more financial assistance from \$ 500 to \$ 5000 per month and accepts the right to use, replicate a product or purchase share in a startup. An option is not a right, but only the opportunity to buy a share in a startup, which corporation can both use and ignore. For large companies, it is advisable to create portfolios of real options – startups that carry a potential threat. As soon as a startup becomes successful, a corporation can turn an option on a share or take advantage of the right to replicate a product with the payment of a startup percentage, producing a so-called spinout and making the startup its subsidiary.

You can, of course, choose another way: for example, to engage in espionage, try to copy technologies or create them yourself. But the experience of leading global companies shows that this model does not work, and the best result is the creation and management of a portfolio of real options for small innovative companies.

The nature of the venture market and the real options market works differently. In the venture model of the exit-startup M & A (mergers and acquisitions) occur somewhere in 7 years. The fund invests in a startup, makes a global company out of it, and then sells it to corporations for big money. The real options model helps large companies save financial and time resources. Here the corporation finances the startup itself, turning it into a subsidiary in 2-3 years. Thus, instead of buying a M & A startup for \$ 1 billion, you can invest \$ 1 million in it.

The best moment for a corporation to take over a young company is a transitional one, when a startup from a laboratory that searches for unique solutions turns into a systemic organization. The main difficulties of cooperation between startups and companies arise precisely at the initial stage. The most difficult thing is to agree and find the optimal balance of partnerships. Therefore, the creation of an effective infrastructure for the exchange of information between corporations and innovative companies is now one of the main issues.

But despite the fact that the concept of a “startup” in Ukraine has existed for more than 70 years, it remains a rather specific phenomenon, which raises many different comments and questions. A significant amount of ambiguity arises in the process of registration and procedures related to the taxation of such a business. Regulatory regulation of economic activities and the procedure for carrying out investment activities hinder the creation and implementation of startups.

Despite the fact that start-ups usually enter the market only as a kind of “raw material” for the development of profitable entrepreneurial activities and, as a rule, have limited resources, they are rightfully considered to be the most dynamic companies capable of supporting the operational transformation of certain relevant research and development results, developments, as well as products of innovation and jobs.

If you characterize start-up companies, it is important to note that the legislation of Ukraine did not have and doesn't have such a term as “start-up”; at the level of legislation, today it is customary to regulate this type of business activity for laws and legislative acts relating to other specific industries or areas and features of creating new innovative products.

If we look at the norms of Ukrainian legislation precisely in the context of regulating legal relations in the field of innovative projects that are fast-growing and potential, we can conclude that the basis of the regulatory conduct of the start-up enterprises and innovation activities in Ukraine today are based on the following legislative acts:

The law of Ukraine "On investment activity" dated 09.199.1991, No. 1560-XII. This law determines exactly the general legal, financial, and also public circumstances of the investment activity of entities on the territory of Ukraine. Its goal is to ensure equal protection of the rights, interests and property of entities engaged in investment activities autonomous from ownership. The law also contributes to the effective investment of Ukraine's ethnic economy, the establishment of international financial cooperation and integration.

The Law of Ukraine "On the regime of foreign investment" of 03/19/1996, No. 93/96-BP. This law defines some features of the mode of foreign investment in Ukraine, based on the goals, grounds and provisions of the legislation of Ukraine.

The Law of Ukraine "On Innovation Activity" dated July 04, 2002, No. 40-IV. Defines the legal, financial and organizational aspects of state regulation of innovation activity in Ukraine, specifies the forms of stimulation by the state of innovation processes and aims to help the development of the Ukrainian economy through innovation.

The Law of Ukraine "On Science Parks" dated June 25, 2009, No. 1563-VI. The Authentic Law regulates the legal, financial, organizational relations associated with the creation and functioning of science parks, and is aimed at intensifying the processes of developing, implementing, producing innovative goods and innovative products in the domestic and foreign markets.

The Law of Ukraine "On Copyright and Related Rights" of December 23, 1993, No. 3792-XII. The law protects the personal (non-proprietary) and property rights of authors and their successors associated with the creation and use of works of science, literature and art (copyright), and the rights of artists, phonogram producers and broadcasting organizations (related rights).

The Law of Ukraine "On the Protection of Rights to Inventions and Utility Models" dated December 15, 1993, No. 3687-XII. The law regulates relations arising in connection with the purchase and sale of intellectual property rights to inventions, and models are needed in Ukraine.

The Law of Ukraine "On the Protection of Rights to Marks for Goods and Services" dated December 15, 1993, No. 3669-XII. The law regulates relations arising in connection with the purchase and sale of ownership of symbols for products and offers in Ukraine.

The Law of Ukraine "On the Protection of Personal Data" of 01.06.2010, No. 2297-VI. This law regulates the legal relations related to defense and the processing of personal data and is focused on the protection of the leading rights and freedoms of man and lord, in particular the right to non-interference in one's own life, in connection with the processing of personal data.

For example, such internationally recognized innovation structures as science and technology parks do not have state support and legal certainty in Ukraine. The process of their creation is rather incomprehensible and complex and requires, in addition to the general registration procedure as a legal entity, registration with the Ministry of Education and Science. As for technology parks, the additional requirements for creating this type of innovation structure are even more complex. Let us name some, prior to the commencement of activities, each specific technological park should be included in the text of the relevant legislative act, which, in turn, requires an extremely cumbersome procedure for amending the legislation.

In addition, to implement their projects, the technology park, together with other resident or non-resident individuals, establishes a joint venture with a fairly strict regulatory requirement regarding the share capital (at least \$ 50,000).

In addition, at the end of 2017, the Ministry of Education and Science announced that it was working on a draft bill aimed at state support for new enterprises. It is expected that, among other things, the bill provides for a legal definition of a "startup" and provides for a reduction in tax rates and unified social contributions for such enterprises. However, it is difficult to assess when the draft law will actually be presented to the public, or to assess the practical implications of the proposed legislative changes.

Startups are a great opportunity for investors to earn profits where there is no fierce competition, but for creators of an idea this is a chance to realize it with the support of influential and rich people. New products and developments regularly appear in the world, but the most successful of them have already won a place in the business industry.

Thousand Eyes made a start-up profit of \$ 80 million dollars. This service is designed to monitor and analyze large amounts of data. The idea of this startup belongs to the University of California programmers

Ricardo Oliveira and Mojito Ice. The service appeared in 2010, but it became successful only after 4 years, when large investment funds became interested in them, including Sequoia Capital.

Handy has made a startup profit of \$ 100 million dollars. With this program you can find a specialist who will perform any household work, ranging from washing dishes and ending with a major overhaul. For a year of existence, a startup doubled its value. The only problem he faced was a discrepancy of some legal norms.

Zenefits has made a start-up profit of \$ 650 million dollars. This service works in the field of "cloud" software, aimed at managing a large staff. Zenefits development allows you to conduct electronic reporting on the reception of employees, salaries, insurance payments. In addition, this service allows you to work with data anywhere in the world.

AdRollne publishes its profits from a startup. The goal of this startup is mobile retargeting. In other words, the service allows you to track and analyze the behavior of buyers on various devices in terms of marketing. By 2014, investments in this company amounted to \$ 70 million, but its total value remains secret.

Lyft does not reveal its profit from a startup. This service is the main competitor of the online taxi service Uber. In the spring of 2014, investors invested \$ 250 million in Lyft, but the value of the company has not been disclosed to date. Among the investors of this service are Alibaba and Horowitz, and its primary goal is to enter the world market, as now Lyft services are used only in the United States.

The Honest Company has made a start-up profit of more than \$ 1 billion. Among the founders of this startup is the famous actress Jessica Alba. The Honest Company specializes in the production of cosmetics and children's hygiene products from environmentally friendly products. Over the four years of its existence, the company has become very popular among young mothers and among large investors who continue to invest in it.

NJOY has made a start-up profit of more than \$ 1 billion. This company is engaged in the production of electronic cigarettes and now occupies a third of the United States market. Among the investors of this startup can be identified Morgan Stanley and the former head of Facebook Shawn Parker.

Pure Storage made a start-up profit of \$ 4 billion dollars. The creators of this startup are John Hayes, John Colgrove and Scott Dietze. Their company is engaged in the production of stationary flash drives up to 250 terabytes. This kind of USB flash drive can be connected to cloud data storage, thus speeding up the work of virtual servers.

Today, more and more catering establishments are opening, however, a certain condition is precisely a certain uniqueness that can interest a potential consumer, therefore a restaurant business startup has every chance of becoming successful and generating regular income. Contrary to the popular belief that "street food" is not a shawarma of the controversial sanitary and epidemiological status of the metro and not chebureks, which have a dubious origin. This is a serious business, often family business, no different from a business that provides for an office or production premises.

In Ukraine, street food business is gaining momentum, although it is in considerable demand. The street food festival is becoming more and more interesting, an increasing number of visitors want to try higher quality products (most importantly, they agree to pay for it), and entrepreneurs in this segment are already creating original strategies, optimizing costs and, most importantly, sharing their experiences with everyone, realizing that this is the only way to develop the market.

Prospects for the food truck market are practically empty niche (16 food trucks in the capital, 1 in Kharkov and 2 snack bars on wheels in Odessa). As for other cities, there is no information. This means that there is practically no competition in this segment of the market, because even in large cities there is no subculture of fast street food at all.

Quick payback of the outlet. Even now, when due to the lack of optimized regulation of food trucks, they should be tied to one place, the average payback period (according to food truck owners) is from two to three years. If the legislation is optimized, the payback period of a food truck can be reduced to one year (subject to a competent approach to trade), which will attract investment for business expansion if there is no own money to quickly build a business.

Perspective and scaling. Compared to roadside cafes and bars, mobile kitchens are an excellent alternative, since their prices are more affordable, which makes it possible to eat well and quickly even for people with lower than average incomes.

Mobility. The ability to change the dislocation point allows the owner not to worry about the opposite of a competing LFA, which will dump and drag customers.

Easy business management. To start and control the business does not need to keep serious accounting.

Andrei Yablochkov, co-founder of Tomato Pizza on Wheels, had just started its work and had already managed to take part in four street food festivals. He provides the following guidelines for opening a food truck and creating a successful startup:

Car selection, project development. The best option among all the available vans in Ukraine for launching a street food startup will be Mercedes Benz Vario. It is designed for maximum loads and is easy to maintain.

What and how will be inside the food truck, you should plan only after buying a car. At the stage of project development in the team should already be a chef. Only he knows how to correctly arrange the equipment of the next kitchen. In the end, it is he who works in this room.

At this stage, all fundamental decisions are made. The order of the necessary equipment depends on whether a kitchen or a country or a region is selected, and the placement and investment depend on the list. The project can draw a novice designer in 3D Max.

The implementation of the project. Here, members of the team immediately warn, everyone's personal participation is required: there are no companies in Ukraine ready to implement such a turnkey project. In Kiev, there are two companies that are able to implement the customer's project, but this is all about implementation, no development – Street Food Ukraine and Kupava. At this stage there is still a minimal opportunity to make changes to the project, but this is the last chance. In the future, a long time will have to work with what happens as a result of cooperation with the performer.

Equipment and furniture. These items must be purchased exclusively from direct suppliers. A small life hack: to check who is in front of you - the supplier or intermediary - make an appointment directly in the warehouse. All stainless steel furniture must be made exclusively to order, in a specialized production. One of the most important elements of the project is refrigeration equipment. The most relevant today are the brands Liebherr and Snaige.

Non-volatility. When calculating the required capacity, it is necessary to accept the condition that the food truck must serve 200 customers without connecting to any sources outside the food truck. The optimal solution is a gasoline generator. It will need a separate window for maintenance and a box made of noise absorbing materials. There is the option of installing gas equipment - this will increase the project budget by 30000–35000 UAH.

Menu suppliers and consumables. The basics of the menu are laid in step 2 when the food truck is equipped. It is recommended to fully work out the menu before starting the project. If there is a chef who is in the team from the very beginning, he will do everything quickly, efficiently and on time.

Suppliers. This is a job that does not stop for a minute. At first, you can limit the assortment of the Metro supermarket, but a little later, as soon as the volumes become more serious, you need to work with direct suppliers to ensure the survival of the startup.

Consumables should immediately be purchased in warehouses: it is estimated that cost optimization is 40%.

Since people are the basis of business, it is worth making all participants partners from the first day. People working "in the field" should be provided with decent working conditions: lockers for clothes, heating system in winter and air conditioning in summer, brand-name clothes in size, warm water for hand washing.

In the days of work for them should be provided with a separate power supply. The best choice, as practice shows, is yoghurts and drinking water.

Registration and automation. Poster (joinposter.com) is suitable for automating sales. For legal work without authorization (lease) you need:

- open a state of emergency with relevant activities;
- pass a medical examination of staff;
- to sanitize the kitchen;
- buy a fire extinguisher and install it correctly, provide two inputs / outputs;
- Provide warm running water with a pump and local sewage.

Any business related to catering and has its own chip, is able to bring the owner a good income. It is difficult to open a large restaurant, but it is much easier to organize a food truck, less investment is required, and the risks are much lower.

Healthy food is what worries people of any generation, gender and material wealth. Open a cafe and sell people healthy food - the idea is correct and can quickly pay for itself.

As part of the European integration processes in Ukraine, the requirements for business and environmental protection are increasing. Many entrepreneurs have already begun to focus their business on the ecological niche: the production of food and clothing. Below are some tips on how to create your own green business and contribute to the development of a green industry.

Scientists have long warned: if humanity continues to consume resources at the same level, then in 2030 the world will face a crisis, and the economic recession brings this moment even closer.

Against this background, the UN has created a UNEP program to protect the environment. According to its conditions, the business should explore the following principles: to produce more products, using fewer resources, and minimize the impact on the environment. Ecological business can be not only humane, but also profitable. And here are some interesting ideas for eco-business.

A healthy food food track is a small food van with a limited assortment of dishes made from natural products steamed, grilled and other ways that are harmless to the human body. In the food truck, various drinks can be offered: freshly squeezed or canned juice, cocktails, teas.

Focused business will be on people of any age who adhere to a healthy lifestyle and are ready to buy high-quality and inexpensive meals. The abundance of the target client is average. Food truck, its design, pricing and menu in the cafe should be selected depending on the chosen concept.

Before opening any business, it is necessary to analyze the macro and micro environment to assess possible threats to the future of the business. One of the main methods for assessing the macro-environment is PEST-analysis, it allows to consider a group of factors: political, economic, social and technological, without analyzing which it is difficult to predict and take into account the risk of occurrence of a particular event. Each group of factors is important and it is impossible to conduct a PEST analysis of the market without which group of factors, since they characterize the macro-environment in integrity. Therefore, to assess the macro-environment of the healthy nutrition market in Poltava, it is necessary to conduct a PEST analysis (Table 1).

Table 1

PEST-analysis of the healthy food market in Poltava

P	Rating	Weight	Result	E	Rating	Weight	Result
Change in food production legislation (implementation and implementation of HACCP standards).	0,2	3	0,6	Strengthening Migration Processes in the Labor Market.	0,3	4	1,2
Changes in tax legislation.	0,3	5	1,5	Change in income level of the population.	0,1	4	0,4
Strengthening of the euro integration processes in the current legislation (ISO standards).	0,1	4	0,4	Reduction (growth) of purchasing power of the population.	0,1	3	0,3
Strengthen control over issuing permits for nutrition.	0,2	5	1	Investment climate in the industry.	0,1	2	0,2
Strengthening political instability in the country.	0,2	2	0,4	Growth (decrease) in energy prices and utilities.	0,4	4	1,6
Total	1		3,9	Total	1		3,7
S				T			
Change the preferences of consumers (tastes).	0,3	5	1,5	Potential for introduction of information, product and technical innovations.	0,2	3	0,6
Demographic situation.	0,2	2	0,4	The level of updating the material and technical base of nutrition.	0,2	4	0,8
Promoting healthy eating in the media.	0,4	5	2	The level of implementation of automated control systems in the current process of nutrition.	0,2	4	0,8
The growth of social inequality in society.	0,1	3	0,3	Development and implementation of SMM-technologies in nutrition activities.	0,4	5	2
Total	1		4,2	Total	1		4,2

According to the PEST-analysis of the healthy nutrition market in Poltava, one can observe that two groups of factors prevail - social and technological. Changes in consumers' preferences (tastes) directly affect the development of specialized catering establishments; this factor affects sales and demonstrates interest in the product to potential consumers. The level of renewal of the material and technical base of the catering establishments and the level of implementation of automated control systems in the current catering process follow the general development of the food industry and depend on the innovative development of technologies. The development and implementation of SMM technologies in the activities of catering establishments is relevant today, as it allows to increase the number of potential consumers.

Analysts of the restaurant market believe that in the future fast-food restaurants will also be guided by the trend of ecological and healthy food, changing the menu or adding new positions to it. To assess the possibilities of fast street healthy nutrition, it is necessary to carry out a SWOT analysis (Table 2).

Table 2

SWOT analysis of the healthy food market in Poltava

The inner environment	
Strengths (S)	Weaknesses (W)
1. An attractive concept for consumers. 2. Propaganda by bloggers in social networks. 3. Support for vegetarians and vagaries. 4. Social effect.	1. Lack of specialized nutrition. 2. A small percentage of healthy meals in the menu. 3. Lack of healthy eating dishes in the stools. 4. A large share of the population is not interested in healthy eating and regularly attends fast food. 5. The population's ignorance of the rules of healthy eating.
The external environment	
Opportunities (O)	Threats (T)
5. Opening of specialized catering establishments. 6. Conducting lectures for students of schools and students. 7. Engaging in the movement of "healthy nutrition" of local authorities. 8. Creation of a tourist image of the city through gastronomic tourism. 9. Create a healthy eating festival. 10. Introduction of ecological food tableware.	1. Reducing the purchasing power of the population. 2. Rising prices for healthy eating. 3. Change the preferences of consumers. 4. The development and increase of the number of fast foods.

According to the SWOT-analysis of the healthy nutrition market in Poltava, it can be observed that the internal environment is dominated by weaknesses over the strengths, concerns the external environment, opportunities over threats prevail. An important element of weaknesses is precisely the absence of specialized institutions of healthy nutrition in Poltava, but weaknesses open up opportunities for the development of healthy nutrition, pointing to those segments that need attention and create certain conditions for the creation and implementation of startups.

Further, it would be advisable to make a matrix of a SWOT analysis of the healthy nutrition market in Poltava (Table 3).

Table 3

Matrix SWOT analysis of the healthy food market in Poltava

Opportunities + Strengths	Threats + Strengths
6+4 = 9	4+4 = 8
Opportunities + weaknesses	Threats + Weaknesses
6+5 = 11	4+5 = 9

Based on the data from the SWOT-analysis matrix, it can be concluded that the healthy nutrition market in Poltava refers to a protection strategy that includes measures or programs aimed at improving, changing or overcoming “weaknesses” in order to use the opportunities found.

Conclusion. Thus, the absence of specialized institutions of healthy nutrition can be corrected by opening at least a few such cafes or even food trucks. Influencing the lack of knowledge of the population on the rules of healthy eating can be done through lectures or other educational events for schoolchildren and students. A significant part of the population that is not interested in healthy eating and regularly visits fast food can become a consumer of a healthy food establishment if there is fast food there and prices are lower than in a cafe - that is, at the level of used street fast food.

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Черниш Ірина Володимирівна, доктор економічних наук, доцент. **Челембісню Катерина Сергіївна**, магістрантка. Полтавський національний технічний університет імені Юрія Кондратюка. **Планування та реалізація стартапу в сучасному бізнес-середовищі.** Розглянуто поняття й різновиди стартапів. Обґрунтовано можливість реалізації стартапу із запуску фудтраку із пропозицією корисного харчування.

Сьогодні стартапи є однією з основних загроз для корпорацій. Невеликі молоді компанії здатні за короткий проміжок часу створити не менше глобальний продукт, ніж величезна досвідчена корпорація. Різні аспекти діяльності стартапів відображені в роботах багатьох зарубіжних дослідників, підприємців. У загальному розумінні стартапом є будь-яка нова бізнес-ідея, яка має теоретичне обґрунтування та практичне застосування, тобто ця бізнес-ідея має приносити певну вигоду. На сьогодні в Україні термін «стартап» уживається щодо нових бізнес-проектів, створених з розрахунком на швидке їх зростання і високу, внаслідок цього, капіталізацію. Метою дослідження є визначення й аналіз результатів упровадження успішних стартапів та огляд законодавчих аспектів для їх розроблення й упровадження; обґрунтування можливостей для реалізації стартапу із запуску фудтраку з реалізацією страв здорового харчування. Попри те, що поняття «стартап» в Україні існує більше ніж 70 років, воно залишається достатньо специфічним явищем, яке викликає багато різноманітних зауважень і питань. Значна кількість неоднозначностей виникає під час процесу реєстрації та процедур пов'язаних з оподаткуванням такого бізнесу. Нормативно-правове регулювання господарської діяльності й порядок здійснення інвестиційної діяльності стає на заваді створення та реалізації стартапів. Наведено довідження на зразок SWOT-аналізу ринку здорового харчування в Полтаві. Так, у внутрішньому середовищі переважають слабкі сторони над сильними, що ж до зовнішнього середовища, що тут переважають можливості над загрозами. Важливим елементом слабких сторін є саме відсутність спеціалізованих закладів здорового харчування в Полтаві, проте слабкі сторони відкривають можливості для розвитку здорового харчування, вказуючи саме на ті сегменти, на які необхідно звернути увагу та створити певні умови для розроблення й реалізації стартапів.

Ключові слова: стартап, фудтрак, здорове харчування, ринок харчування, підприємництво.

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Chernysh Iryna, Doctor of Sciences (Economics), Associate Professor. **Chelembiienko Kateryna**, master student. Poltava National Technical Yuri Kondratyuk University. **Planning and Implementation of a Startup in a Modern Business Environment.** The purpose of the article is to identify and analyze the results of the implementation of successful start-ups and review the legislative aspects for their development and implementation; substantiation of possibilities for realization of a startup on launch of a food truck with the implementation of healthy food. The concept and types of startups are considered. It justifies the possibility of implementing a start-up to launch a food truck with a suggestion of healthy nutrition.

Key words: start-up, food truck, healthy food, food market, entrepreneurship.

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Черныш Ирина Владимировна, доктор экономических наук, доцент. **Челембиенко Екатерина Сергеевна**, магистрантка. Полтавский национальный технический университет имени Юрия Кондратюка. **Планирование и реализация стартапа в современной бизнес-среде.** Рассмотрены понятие и виды стартапов. Обоснована возможность реализации стартапа по запуску фудтрака с предложением полезного питания. Целью исследования являются определение и анализ результатов внедрения успешных стартапов и обзор законодательных аспектов для их разработки и внедрения; обоснование возможностей для реализации стартапа по запуску фудтрака с реализацией блюд здорового питания.

Приведены исследования вроде SWOT-анализа рынка здорового питания в Полтаве. Так, во внутренней среде преобладают слабые стороны над сильными, что касается внешней среды, то здесь преобладают возможности над угрозами. Важным элементом слабых сторон является именно отсутствие специализированных учреждений здорового питания в Полтаве, однако слабые стороны открывают возможности для развития здорового питания, указывая именно на те сегменты, на которые необходимо обратить внимание и создать определенные условия для разработки и реализации стартапов.

Ключевые слова: стартап, фудтрак, здоровое питание, рынок питания, предпринимательство.