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STARTUP ECOSYSTEM OF AGRO-INDUSTRIAL COMPLEX

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In the process of political reorientation of Ukraine there are some changes in the structure of the economy. This requires public institutions and the private sector to adapt to modern conditions. Such conditions provide for the promotion of competitive innovative products. The most effective forms of business include startups. The concept of a startup is relatively new for Ukrainian conditions. Under this concept is understood the common name for a radically new project. The startup assumes the existence of a certain innovative business idea, which has not yet found ways to implement and requires organizational design, financing, development and market testing. The development of a startup is influenced by a large number of factors of the internal and external environment. Therefore, startup developers need to determine the factors of positive and negative impact on the project in the initial stages. It is also important to reinforce the positive and eliminate the negative factors. This should be done to make the startup development process as efficient and effective as possible. Implementation of agroinnovation at the enterprises of the agro-industrial complex creates additional economic, ecological and social effects. Implementation of agroinnovation at the enterprises of the agro-industrial complex creates additional economic, ecological and social effects. A sign of agroinnovation is the use in the innovation process of natural factors and components, which are the direct objects of agroinnovation. Therefore, the main tasks of the innovative strategy of agricultural development are its technical and technological modernization, saving resources, improving the quality characteristics of products, improving the environmental component of agricultural development. The task of implementing this strategy is to form a sufficient stock of competitive advantages. These benefits should ensure operation in the face of adverse changes in the external economic environment. Ukraine has tried to create a single strategic program for the development of agro-industrial complex. This program states that one of the ways to overcome the negative consequences and distortions in the structure is to increase the share of high-margin crop production (fruit, wine, etc.) and increase the number of cattle.

Keywords: startup, innovative business ideas, innovative strategy, innovative entrepreneurship, economic growth.

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Introduction

Entrepreneurship is an indispensable condition for the functioning and development of the country's economic system. Entrepreneurs organize economic activities at the expense of their own or borrowed funds. They are responsible for its results and risk their own capital. Ukraine's political reorientation is affecting changes in the structure of the economy.

This requires public institutions and the private sector to adapt to modern market conditions. These conditions provide for the promotion of more competitive products created using innovative approaches and advances in science and technology. The most effective forms of business include startups [1,2].

There are two models of entrepreneurial activity:



classical and innovative model. According to the classical model, the entrepreneur seeks to organize the work with the expectation of maximum return on investment of resources. According to the innovation model, the entrepreneur aims to make a profit by creating and actively disseminating innovations in all areas of the economy.

Innovative entrepreneurship is completely based on the search and active use of new solutions to meet consumer needs and non-trivial approaches to enterprise development [2,8].

Innovative entrepreneurship is the process of creating and using technical and technological innovations for commercial purposes. Innovative entrepreneurship is a priority for development in Ukraine.

The purpose of the article

The purpose of the article is to study the conditions and features of creating startups in the agro-industrial sector of Ukraine.

Analysis and research of publications

The works of the following economists are devoted to the study of the process of startup development: K.O. Boyarinova, O.A. Gavrish, V.V. Dergachova, I. Yu. Dumanska, M.O. Kravchenko, K.O. Kopishinska, A.Yu. Pogrebnyak and others. However, the issue of active dissemination of innovations in all areas of management based on the start-ups needs to be clarified.

Statement of the main material

The concept of «startup» originated in the 30s of the twentieth century in the United States. It was then that Hewlett and Packard founded the company and called it a «startup». It turned out that the company has a great future – today it is known as Hewlett-Packard, or HP [3].

The term «startup» was actively used by Forbes in August 1976 and BusinessWeek in September 1977 to refer to companies with a brief history. The concept became established in the 1990s and became widespread during the dot-com boom.

Relatively new is the concept of a startup, which is used as a common name for a radically new project that was recently created. The startup assumes the presence of a certain innovative business idea, which has not found ways to implement and requires organizational design, financing, development and market testing [5,5].

Ukraine belongs to the category of those countries that lost the chance to develop their startup ecosystems at the beginning of the technological boom. The combination of social and economic problems hinders the dynamic development of the Ukrainian startup ecosystem. At the same time, some European countries emphasize the role of startups as a tool for solving social problems and directly accelerating economic growth. All this leads to the

emergence of governmental and corporate initiatives that are slowly changing the structure of the economy [1,4].

To modernize domestic industry and provide it with its own new technologies is the only way for Ukraine to develop its economy. Most Ukrainian startups receive their further development abroad. According to the Ukrainian Venture and Private Capital Association, more than \$ 630 million has been invested in domestic startups over the past five years. But now the vast majority of companies piloted in Ukraine are outside its jurisdiction. The reasons are imperfect regulatory environment, high level of country risk, lack of domestic investment, and so on. But if this contradiction is not overcome, Ukraine will not be able to become an economically efficient and independent country [2,8–14].

The agricultural sector can become key for the investment market of Ukraine. 20% of national GDP [6], the position of the world's second largest exporter of cereals in 2019–2020 [7], 60 million hectares of land (70% – agricultural land; 40% of agricultural land in Ukraine – is chernozem [8]). Therefore, businessmen are ready to invest in agriculture. There is another reason: the demand for high technology in agriculture is constantly growing.

In modern economic conditions, the intensification of the startup movement is one of the fundamental prerequisites for technological renewal and innovative development of agriculture and the country as a whole. Therefore, it is important to find and attract financial resources to support and develop startups. This is facilitated by the rapid growth of the number of Ukrainian startups and their demand for the implementation of the innovation process in the agro-industrial complex [9,122]. In recent decades, startups have become the most common form of small innovative entrepreneurship in the world. There is currently no single common interpretation of the concept of startup. The name «startup» is used as a common name for the newly created company and is used until the optimal business model of their further development and scaling. The startup assumes the presence of an ambitious innovative business idea, which has not yet found ways to implement and requires organizational design, financing, development and market testing [10,14].

Since the late 1980s, technology has been producing innovation and capital at an exponential pace. The technology sector is growing much faster than the world economy. Most innovation and venture capital are concentrated in only a few regions of the world. Startups are the main driving force through which countries can reap the benefits of technological change. But starting startups depends entirely on the ecosystem. The formation of startup

ecosystems (CE), in turn, takes years and even decades [1, 4].

There are two main ways to define a startup: you can think about it in terms of real business, or you can focus on the spirit and mentality. The key principles of a startup are [10]: speed of decision-making, a small number of founders, self-financing in the initial stages, transitivity between companies and areas. It is necessary to consider these principles in more detail. Only those companies that are able to reorient the company, scale the business, admit mistakes and not be afraid to correct them as soon as possible will succeed. A startup is a product of a small group of people (up to five people). They will make the key decisions. Startups in the early stages are an entity that exists through self-financing or business angels. Unlike regular business, business angels can offer startup advice or even mentoring. The most important difference between a startup and a small business is that a startup is not tied to a specific market and can be scaled. Most startups are technology companies that only need access to the Internet. A startup starts with a small number of people. It tends to grow too fast and needs to be scaled. Startups are very cost-effective operations in terms of resource use, time and overall size.

Another feature of the startup is its novelty in the first five years of its existence. At the same time the market offers a new or improved product. But from this follows an undesirable feature - uncertainty. Everything changes almost every day. That is why most startups are not able to compete and leave the market. Working without a clear plan in a changing environment creates a sense of instability.

A startup is a registered business. Without proper documents, this is just an idea.

The homeland of this business concept is the United States. Today, this country accounts for more than 50% of the total number of registered projects. The report of the Kauffman Foundation notes that in the period 1977–2015, startups created more jobs than traditional companies [2,16].

A startup is a temporary organization created to find a repetitive, scalable and profitable business model (the author of the definition is Steve Blank) [11,8].

Scalability – the ability to grow quickly, without a large number of resources to enter new markets – is one of the key characteristics of a startup [11,8].

A startup is not a small version of a large company. This is its earlier stage. The repeatability of the business model is its ability to adapt over time and make a profit in the long run [11,8;5,6].

A startup is a rather vague concept. Therefore, it is necessary to highlight its characteristics, recognized by many entrepreneurs [3].

1. Course on a new product. Most often, the

essence of a startup is to promote innovative ideas or improve the old ones. Startups can compete with even the most powerful corporations. That's why any startup is a leap into the unknown.

2. The startup is based on an interesting business idea. In a startup, the idea has a special value. For comparison: The Internet contains standard free ideas for starting your own business. Sometimes business plans are even added to them.

3. Creators of youth startups. Many well-known successful startups are the brainchild of yesterday's students. According to statistics, the average age of a startup is 25 years. That is why new ventures are sometimes called «garage business» with a touch of contempt.

4. Startups put everything on the line. The initiators of the startup put their whole soul into their idea. To implement it, a person is willing to take risks. The startup is not worried about the fact that the price of victory may be too high.

5. The initiative group works for the idea, not for profit. It is difficult to develop an endeavor alone. Therefore, a whole team led by a leader participates in the creation of a startup. Each member of this team performs certain functions: They are well aware that they will not be able to achieve everything at once. But they are interested in their work and believe in the possibility of making a profit.

6. Problems with funding. Lack of funds to implement the idea is the main feature of a startup. Startups are created by passionate young people who have a lot of energy but no money. That's why startups need investors. The investor is also attracted by the profit.

The main characteristics of a startup are:

- temporality. A successful startup often turns into a company, makes an exit (sold) or is absorbed by competitors;

- innovation. A startup must have a certain innovation component in order to compete successfully in the market;

- scalability;

- constant uncertainty and lack of stability, high risks [11,8].

Fig. 1 shows the life cycle of a startup, the cost, identifies key investors and investment [5,8–11;12].

The life cycle of a startup is a set of successive phases of startup development. These phases change each other, starting from the origin of the idea and ending with the operation of the company within the ordinary business [5,11].

The development of a startup is influenced by a large number of factors of the internal and external environment. Startup developers need to determine the factors of positive and negative impact on the project in the initial stages. It is important to

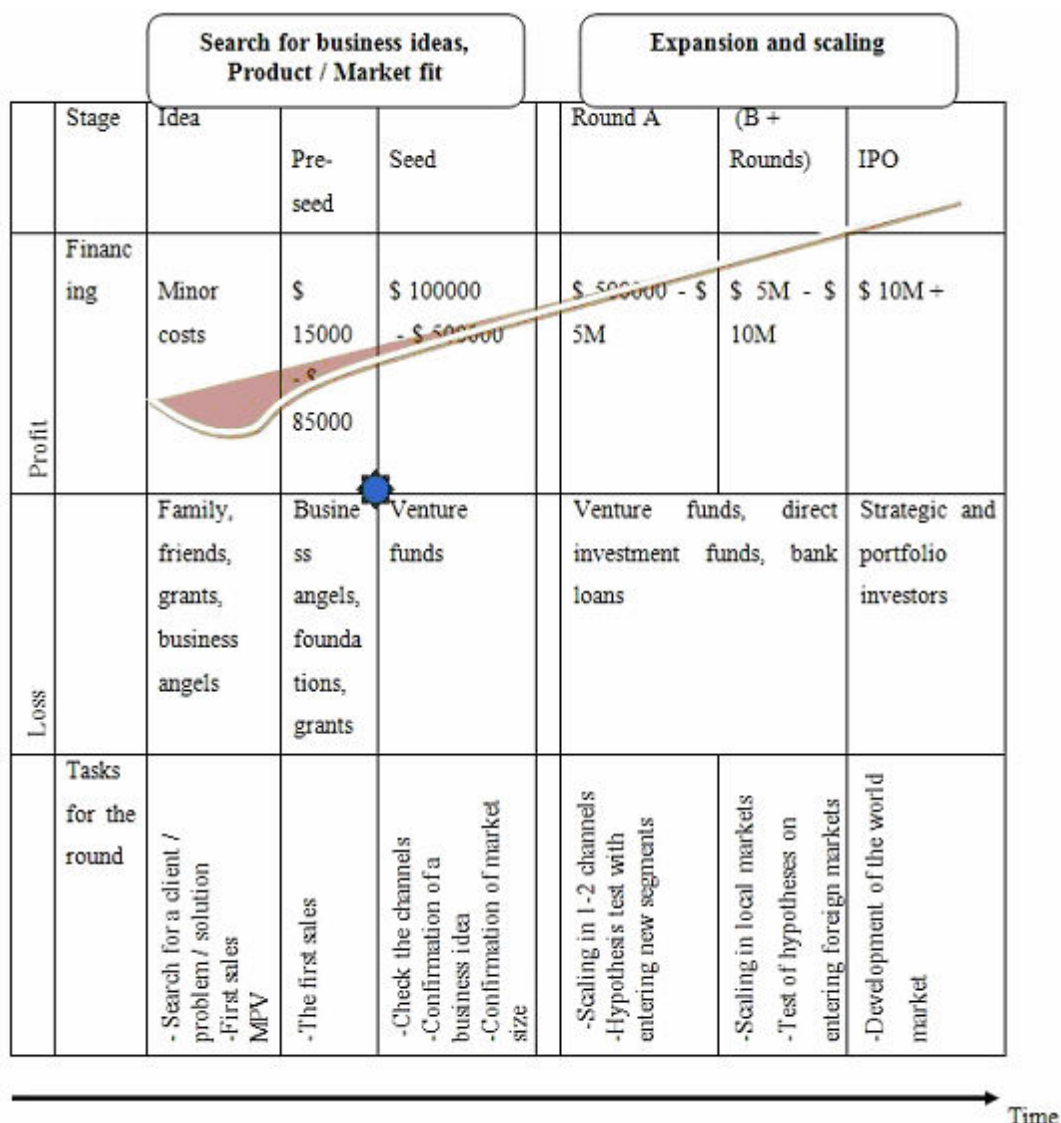


Fig. 1 Startup life cycle and its financing

strengthen the positive and try to neutralize the influence of negative factors.

Startups create the vast majority of innovative products and services. Startups can develop more effectively in a developed startup ecosystem [11,8].

A startup ecosystem is a set of two distinct systems: research and commercial.

In the post-Soviet space, including Ukraine, these two sectors interact rather weakly. It is important to significantly increase both private and public investment in R&D, as well as in innovative business. An important feature of a well-organized startup ecosystem is that the resources needed for research, development and innovation are supplemented from the private sector as a share of profits from innovation business [13].

Based on world practice, to initiate the formation of a startup ecosystem should be carried out by public or private structures. Most foreign

ecosystems have developed both under the direct influence of state institutions (especially at the stage of emergence) and on the basis of entrepreneurial initiatives. At the same time, the vast majority of ecosystems (including Silicon Valley, ecosystems of Beijing, Tel Aviv, Berlin, Stockholm, etc.) began to form under the state program.

The Ukrainian CE, like the Turkish one, is in its infancy. It is characterized by the advantage of imports of innovative products over their exports, low values of commercialization of R & D, etc. (Fig. 2, Fig. 3).

Active development of the startup movement is a defining feature of the modern globalized socio-economic environment. It marks the transition to a new model of economic growth in the agricultural sector [9,122]. There are more than 20 business accelerators (business incubators) in the agro-industrial complex in Ukraine. The most powerful

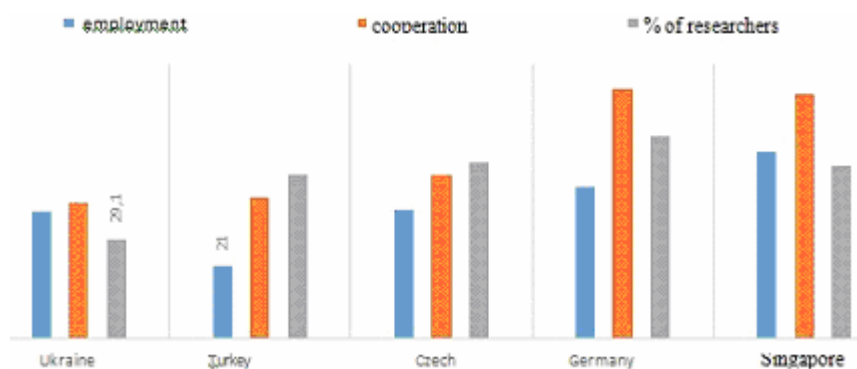


Fig. 2 Comparative analysis of R&D in business [14].

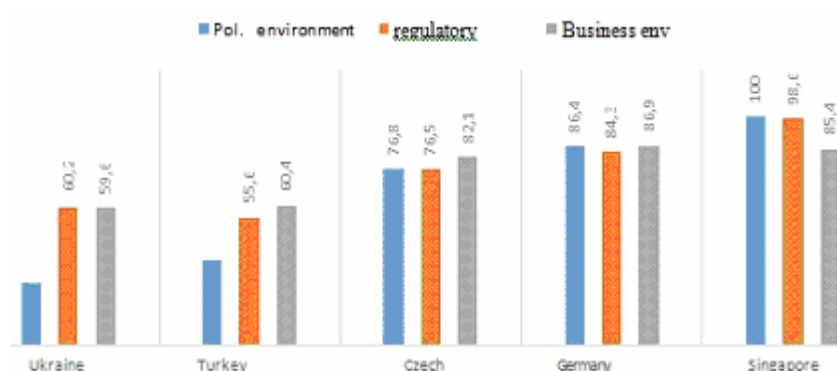


Fig. 3 Comparative analysis of exports / imports of innovative products [14].

among them are business accelerators in the field of IT: EastLabs (created in 2012), iHUB (2013), HappyFarm (2012), GrowthUp (2010), WannaBiz (2012), Voomy IT Park (2013), and Polyteco (2013) [9,125].

The agro-industrial complex plays a key role in Ukraine's economy. It accounts for 9% of GDP, 18% of employment and 6% of tax revenues [15, 138]. This level of its development has developed historically, as well as due to favorable natural and climatic conditions.

Over the last 10 years, the importance of the agro-industrial complex for Ukraine has been constantly growing. According to research by the Center for Economic Recovery in the general economic recession, the agro-industrial complex is falling less than others. Today Ukraine is the leader in the sale of low-margin products (grain – 46%, industrial – 32%) [15,145]). However, in 2020, agricultural production for the year fell by a total of 11.5% [6]. However, these tendencies in the Cabinet of Ministers of Ukraine are considered inexpedient to voice [15,16]. The national processing industry is mainly chicken, oil and sunflower. In monetary terms, Ukraine took the first place in terms of exports of sunflower oil and sunflower meal, rapeseed – the second place, corn – the third, barley and rye – the fourth [15, 138].

According to the conclusions of the Center for Economic Recovery in the agricultural sector there

are positive trends [16,10]. However, the production index in the livestock sector, in contrast to Belarus, Poland and Turkey, fell by 26% in Ukraine. There was a significant increase in plant production. However, our state is inferior in productivity to the nearest neighboring countries. In Ukraine, labor productivity is three times lower than in Belarus or Turkey. In terms of yield per hectare, Ukraine is about twice as low (in Ukraine this figure is 3.7 tons for wheat, in Belgium 8.4 tons, in Germany 6.7 tons).

The potential of land in Ukraine can be revealed by increasing investments in technology, development of mineral fertilizers, reclamation systems and the transition to high-margin agricultural products.

Innovative products in the agro-industrial sector are becoming one of the most promising areas for investors and entrepreneurs. Over the past 5 years, investment in agro-innovation has increased almost tenfold and now amounts to more than \$ 3 billion per year [17,5].

Conclusions

Implementation of agroinnovation creates additional economic, environmental and social effects. A characteristic feature of agroinnovation is the use of natural factors and components in the innovation process. They are the direct objects of agro-innovative activity. In this context, the main objectives of the innovative strategy of agricultural development are its technical and technological modernization, resource conservation in the industry,

improving the quality characteristics of products, improving the environmental component of agricultural development. The task of implementing this strategy is to form a sufficient stock of competitive advantages that ensure the functioning under conditions of adverse changes in the external economic environment. Recently, Ukraine tried to create a single strategic program for the development of agriculture [15]. The way to overcome the negative consequences and distortions in the structure is to increase the share of high-margin crop production (fruit, wine, etc.) and increase the number of cattle. The import of high-tech equipment from abroad is mentioned separately in the strategic program. It is possible to draw a conclusion about the prospects of this sector for startups and innovations.

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СТАРТАП ЕКОСИСТЕМА АПК

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В ході політичної переорієнтації нашої країни відбуваються певні зміни у структурі економіки, що потребують від державних інституцій та приватного сектору адаптації до сучасних умов. Очевидно, що ці умови передбачають просування більш конкурентоспроможної продукції, створеної з використанням інноваційних підходів, досягненнях науки і техніки. До найбільш ефективних форм бізнесу, що здатна продукувати створення та реалізацію такого продукту є стартап. Відносно новим для вітчизняної практики є поняття стартапу, що використовується як спільна назва для радикально нового проекту. Стартап передбачає наявність певної інноваційної бізнес-ідеї, яка наразі не знайшла шляхів своєї реалізації та потребує організаційного оформлення, фінансування, розвитку та ринкової апробації. На розвиток стартапу впливає велика кількість факторів як внутрішнього, так і зовнішнього середовища. Тому розробникам стартапів необхідно на початкових стадіях визначити фактори позитивного та негативного впливу на проект, підсилити позитивні та намазати нівелювати вплив негативних факторів, щоб процес розвитку стартапу був максимально ефективним та результативним. Реалізація агроінновацій, що впроваджуються на підприємствах агропромислового комплексу, створює додаткові економічний, екологічний і соціальний ефекти. Характерною ознакою агроінновацій є використання в інноваційному процесі природних факторів і компонентів, які при цьому виступають безпосередніми об'єктами агроінноваційної діяльності. У такому контексті основними завданнями інноваційної стратегії розвитку аграрної сфери є її техніко-технологічна модернізація, забезпечення ресурсозбереження в галузі, підвищення якісних характеристик виробленої продукції, поліпшення екологічної складової сільськогосподарського розвитку. Отже, завдання реалізації даної стратегії — сформулювати достатній запас конкурентних переваг, що забезпечують функціонування за умов несприятливих змін зовнішнього економічного середовища. Нещодавно в Україні спробували створити єдину стратегічну програму розвитку АПК, де зазначено, що одним зі шляхів подолання негативних наслідків і перекосів у структурі є збільшення частки високомаржинальної продукції рослинництва (фрукти, вино тощо) та збільшення поголів'я великої рогатої худоби.

Ключові слова: стартап, інноваційні бізнес-ідеї, інноваційна стратегія, інноваційне підприємництво, економічне зростання.

СТАРТАП ЭКОСИСТЕМА АПК

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В ходе политической переориентации нашей страны происходят определенные изменения в структуре экономики, требующих от государственных институций и частного сектора адаптации к современным условиям. Очевидно, что эти условия предусматривают продвижения более конкурентоспособной продукции, созданной с использованием инновационных подходов, достижений науки и техники. К наиболее эффективным формам бизнеса, которая способна производить создание и реализацию такого продукта является стартап. Относительно новым для отечественной практики является понятие стартапа, который используется как общее название для радикально нового проекта. Стартап предполагает наличие определенной инновационной бизнес-идеи, которая пока не нашла путей своей реализации и требует организационного оформления, финансирования, развития и рыночной апробации. На развитие стартапа влияет большое количество факторов как внутренней, так и внешней среды. Поэтому разработчикам стартапов необходимо на начальных стадиях определять факторы положительного и отрицательного влияния на проект, усилить положительные и пытаться нивелировать влияние негативных факторов, чтобы процесс развития стартапа был максимально эффективным и результативным. Реализация агроинноваций, которые внедряются на предприятиях агропромышленного комплекса, создает дополнительные экономический, экологический и социальный эффекты. Характерным признаком агроинноваций является использование в инновационном процессе природных факторов и компонентов, которые при этом выступают непосредственными объектами агроинновационной деятельности. В таком контексте основными задачами инновационной стратегии развития аграрной сферы является ее технико-технологическая модернизация, обеспечение ресурсосбережения в отрасли, повышение качественных характеристик продукции, улучшение экологической составляющей сельскохозяйственного развития. Следовательно, задача реализации данной стратегии — сформировать достаточный запас конкурентных преимуществ, обеспечивающих функционирование в условиях неблагоприятных изменений внешней экономической среды. Недавно в Украине попытались создать единую стратегическую программу развития АПК, где указано, что одним из путей преодоления негативных последствий и перекосов в структуре есть увеличение доли высокомаржинальных продукции растениеводства (фрукты, вино и т.д.) и увеличение поголовья крупного рогатого скота.

Ключевые слова: стартап, инновационные бизнес-идеи, инновационная стратегия, инновационное предпринимательство, экономический рост.

STARTUP ECOSYSTEM OF AGRO-INDUSTRIAL COMPLEX

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In the process of political reorientation of Ukraine there are some changes in the structure of the economy. This requires public institutions and the private sector to adapt to modern conditions. Such conditions provide for the promotion of competitive innovative products. The most effective forms of business include startups. The concept of a startup is relatively new for Ukrainian conditions. Under this concept is understood the common name for a radically new project. The startup assumes the existence of a certain innovative business idea, which has not yet found ways to implement and requires organizational design, financing, development and market testing. The development of a startup is influenced by a large number of factors of the internal and external environment. Therefore, startup developers need to determine the factors of positive and negative impact on the project in the initial stages. It is also important to reinforce the positive and eliminate the negative factors. This should be done to make the startup development process as efficient and effective as possible. Implementation of agroinnovation at the enterprises of the agro-industrial complex creates additional economic, ecological and social effects. Implementation of agroinnovation at the enterprises of the agro-industrial complex creates additional economic, ecological and social effects. A sign of agroinnovation is the use in the innovation process of natural factors and components, which are the direct objects of agroinnovation. Therefore, the main tasks of the innovative strategy of agricultural development are its technical and technological modernization, saving resources, improving the quality characteristics of products, improving the environmental component of agricultural development. The task of implementing this strategy is to form a sufficient stock of competitive advantages. These benefits should ensure operation in the face of adverse changes in the external economic environment. Ukraine has tried to create a single strategic program for the development of agro-industrial complex. This program states that one of the ways to overcome the negative consequences and distortions in the structure is to increase the share of high-margin crop production (fruit, wine, etc.) and increase the number of cattle.

Keywords: startup, innovative business ideas, innovative strategy, innovative entrepreneurship, economic growth.

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