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THE USE OF VALUE PROPOSITION CANVAS DURING THE VALUE ANALYSIS IN SCIENTIFIC PROJECTS

The study provides an analysis of the possibility of using the value proposition canvas to identify and structure the values of scientific project stakeholders.

Keywords: *scientific projects; scientific personnel training; value management; VPC; best practices.*

Problem statement. Nowadays, a competent scientific personnel is one of the factors that drive the changes leading the state economy out of the stagnant phase. The effectiveness of this problem's solution depends on consideration of the interests and value orientations of all the stakeholders of the scientific personnel training projects (SPTP). This substantiates the urgency of a study aimed at identifying and harmonizing the values of the SPTP stakeholders.

One of the leading latest trends in project and program management is the value-driven management and management of the project's product value [2]. Under unstable economic conditions, value orientation helps a company struggle through the crisis and enter a new stage of development. At the same time, value as an economic characteristic is a subjective and poorly formalized essence, which depends on the decision maker's personal attitudes [1].

Therefore, there is a need for the tools of identifying and managing the process of creating and transferring the project value, which would be effective in practice. One of the relevant and dynamically developing spheres of practical value analysis is the Value Proposition Canvas (VPC) [1].

The aim of the study is to demonstrate the possibility and ways of applying VPC when analyzing the value in SPTPs.

Results of the study. VPC is an additional module to the Business Model Canvas [1] allowing for a detailed analysis of the product's expected value for potential customers. The main task of the canvas is to match the value proposition (Product &

Services, Gain Creators, Pain Relievers) and the stakeholder's requests (Customer Jobs, Gains, Pains). As evidenced by [1], the advantage of VPC over similar tools (analogues, exhaustive search, surveys, etc.) is its low cost at a high efficiency.

In the most general case, the elements of the triple helix (state, scientific schools, business community) can be regarded as the SPTP stakeholders of SPTP [3]. Fig. 1 shows the basic VPC for SPTP from the point of view of a scientific school as the stakeholder.

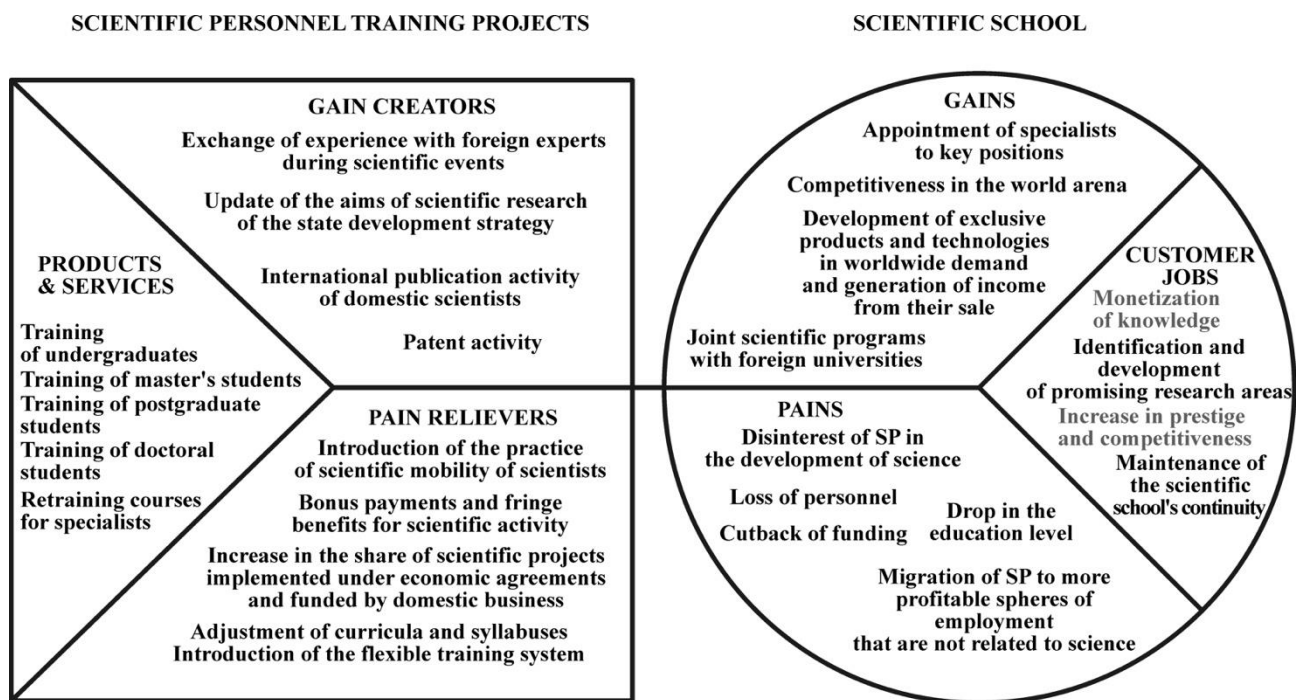


Fig. 1. Graphic model of the Value Proposition Canvas for a scientific school as an SPTP stakeholder

The VPC structure indicates that the main driving factors behind the creation and migration of the value for a scientific school include (but are not limited to): international publication activity, patent activity, exchange of experience with foreign experts (Gain Creators); scientific mobility, individual educational paths, increase in the number of projects implemented under economic agreements (Pain Relievers).

Conclusion. Application of VPC allows for a prompt identification and structuration of the value at the phase of project initiation. The obtained results may be taken as the basis for the formation of a canvas library of the best practices in SPTPs. Further research should be focused on development and elaboration of the models of

management decision making at harmonization of the interests of the SPTP stakeholders.

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