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PROJECT MANAGEMENT OF A FAST FOOD NETWORK CREATING (ON THE EXAMPLE OF THE "CULINARY CROSSROADS" PROJECT)

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ABSTRACT

Zheng Xiaoyan. Project Management of a Fast Food Network Creating (on the Example of the “Culinary Crossroads” Project)

Master’s Thesis for an Education Degree “Master” in Specialty 073 “Management”. Lesia Ukrainka Volyn National University. Lutsk, 2024.

The master's thesis explores and systematizes the methodological and theoretical aspects of project management in the fast-food industry. The first chapter conducts an analysis of the theoretical and methodological foundations of project management in the fast-food sector, including an overview of key concepts, methodological approaches, and project types. The second chapter examines the implementation of the fast-food network establishment project “Culinary Crossroads”, including the formulation of project objectives, strategy, rationale for the choice of fast-food network concept, and project risk analysis. The third chapter discusses the planning and management of the “Culinary Crossroads” project, including the development of project scope, work schedule, team management, budgeting, and financial planning. The analysis and synthesis of the obtained results allow drawing conclusions regarding the peculiarities of managing the fast-food network establishment project and developing recommendations for its further development and improvement. The significance of such projects lies in their impact on the economic and social development of regions. They contribute to job creation, stimulate the local economy by engaging suppliers and producers, and increase the availability of diverse food options for the population. Additionally, the development of a fast food network can enhance service levels and introduce innovative technologies in the public catering sector, positively affecting customer satisfaction and the overall growth of the industry.

Keywords: project management, fast food network, project implementation analysis, project management methodology, project financial planning, project resource management.

АНОТАЦІЯ

Чжен Сяоянь. Управління проектом створення мережі швидкого харчування (на прикладі проекту «Culinary Crossroads»).

Магістерська робота на здобуття ступеня «магістр» за спеціальністю 073 «Менеджмент». Волинський національний університет імені Лесі Українки. Луцьк, 2024.

У магістерській роботі досліджено та систематизовано методичні та теоретичні аспекти управління проектами в галузі швидкого харчування. В першому розділі проводиться аналіз теоретичних та методичних основ управління проектами в сфері швидкого харчування, огляд ключових понять, методологічні підходи та типи проектів. В другому розділі роботи розглядається аналіз забезпечення реалізації проекту створення мережі швидкого харчування «Culinary Crossroads», включаючи формулювання мети, цілей та завдань проекту, стратегію та обґрунтування вибору концепції мережі швидкого харчування, а також аналіз ризиків проекту. У третьому розділі розглядаються планування та управління проектом «Culinary Crossroads», зокрема розробка змісту та обсягу робіт за проектом, розробка робочого графіку та управління командою проекту, а також бюджетування та фінансове планування проекту. Аналіз та узагальнення отриманих результатів дозволили зробити висновки щодо особливостей управління проектом створення мережі швидкого харчування для розробки рекомендації щодо подальшого розвитку та вдосконалення проекту. Значення таких проектів полягає у їхньому впливі на економічний та соціальний розвиток регіонів. Вони сприяють створенню нових робочих місць, стимулюють місцеву економіку через залучення постачальників та виробників, а також підвищують доступність різноманітних харчових продуктів для населення. Крім того, розвиток мережі швидкого харчування може сприяти підвищенню рівня обслуговування та впровадженню інноваційних технологій у сфері громадського харчування, що позитивно відображається на задоволеності клієнтів та загальному розвитку галузі.

Ключові слова: управління проектом, мережа швидкого харчування, аналіз забезпечення реалізації проекту, методологія управління проектом, фінансове планування проекту, управління ресурсами проекту.

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INTRODUCTION

The relevance of the research topic is determined by the necessity for the development and optimization of modern gastronomic businesses amidst continuous competition growth and changes in consumer preferences. Since the inception of fast food ideas many years ago, this market segment continues to remain relevant and promising. In recent years, there has been an increase in demand for quick and convenient food services, supported by the growing mobility and active lifestyles of modern society. The creation of a fast food network project is a promising and important task in the gastronomy field, as it not only satisfies consumers' needs for fast food but also contributes to industry development by creating new job opportunities and fostering entrepreneurship. Working on this topic will not only allow for the exploration of current aspects of project management in the fast food industry but also identify key success factors and factors that may affect project performance. Such experience can be valuable for professionals in the gastronomy field, project managers, and students studying project management.

Project management has been studied in the works of scholars such as Castiglione A., Chen J., Crawford J. K., Han D., Huang Y., Li D., Pena-Mora F., Pinto J. K., Reis A., Shi Q., Weng T. H., Westland J., Wideman R. M., Xia B., Zuo J.

The aim of this master's thesis is to study and analyze the project management process of creating a fast food network using the specific example of the "Culinary Crossroads" project. To achieve this aim, the following *objectives* have been identified:

- Investigate the fundamental concepts and approaches to project management in the fast food industry.
- Analyze the types of projects in the fast food network creation sector and their characteristics.
- Examine the methodological aspects of project management in fast food network creation.

- Analyze the formulation of the idea, purpose, objectives, and tasks of the project.
- Determine the strategy and rationale for choosing the fast food network concept.
- Conduct a project risk analysis.
- Investigate the procedure for developing the content and scope of work for the project.
- Analyze the development of the work schedule and project team management.
- Examine the procedure and specifics of budgeting and financial planning for the project.

The object of the study is the project management process of creating a fast food network. *The subject of the study* includes the methods, strategies, techniques, and tools for managing the project of creating a fast food network using the specific example of the “Culinary Crossroads” project.

The theoretical basis for writing the master’s thesis consists of scientific articles and publications that address general project management issues and the specifics of project management in the food service industry, as well as data from official company and organization websites, etc.

Research methods. The master’s thesis utilizes methods of systemic analysis, synthesis, observation, forecasting, comparative analysis, and logical-structural methods.

Practical significance lies in the fact that the recommendations and conclusions formulated in the master's research can be directly applied in the educational process for the study and teaching of disciplines in the relevant field.

The structure of the thesis consists of an introduction, three chapters, conclusions, and a list of references.

CHAPTER 1.
THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF PROJECT MANAGEMENT IN FAST FOOD NETWORK CREATION

1.1. Overview of concepts and approaches to project management in the fast food industry

In the modern world, the fast food industry holds a significant place in the global economy, playing a vital role in meeting consumer needs. Project management in this sector is a critical aspect for the successful competitiveness of enterprises. Fast food, as an industry, is one of the most dynamic sectors of the global economy. It's not just a place to quickly eat for a small cost; it's a complex system that encompasses various aspects of production, marketing, gastronomy, as well as cultural and social influences.

Fast food did not originate in the United States, as most mistakenly believe, but was known to ancient Romans almost 2,000 years ago. The principle of inexpensive and nutritious take-out food was popular among urban dwellers, as evidenced by modern archaeological findings. In the contemporary territory of Rome, there were small tents, known as thermopolia, where visitors were offered fresh bread, meat, fruits, and even sweets. A vivid example of this is the ruins in Pompeii, discovered in 2021. On the other hand, the popular and beloved American chain of McDonald’s restaurants entered the market in the late 1940s, just 20 years after the opening of the first fast food restaurant, “White Castle”, in Kansas, whose main dish was hamburgers.

The term “fast food” first appeared in the Merriam-Webster dictionary in 1951.

When it comes to the “American” fast food that we typically think of, it’s worth noting that there are no strictly American dishes or restaurants. Most of them were brought to the United States by immigrants. Burgers and hot dogs came from Germany, bagels from Eastern Europe, even French fries originated from France.

However, frying various unexpected foods – from pickles to ice cream – is an American specialty.

The fast-paced and hectic rhythm of life, purchasing power, new habits, and values – all of these factors undoubtedly influenced the choice of fast food. Among the main reasons for the popularity of fast food are quick preparation, convenience of consumption (you can eat at dining establishments, at home, at work, or on the street), convenient locations (usually on the way to work, home, or near areas with high foot traffic), and significantly lower cost compared to traditional restaurants. Small kiosks offering shawarma or chebureki are as popular as giants of marketing like McDonald's, KFC, or Burger King. These establishments, along with Pizza Hut, Subway, Starbucks, Domino's Pizza, Dunkin' Donuts, and Papa John's, make up the top 10 most popular and largest fast food chains in the world, with tens of thousands of locations in various cities on different continents.

The importance of the fast food industry in the global economy is characterized by specific facts and figures [53]:

- In 2021, the global fast food market reached a significant size. According to Statista, the value of the global fast food market in 2021 was about 570 billion US dollars.
- Thousands of fast food chains operate in the world, including major global brands such as McDonald's, KFC, Subway, Starbucks, Burger King and others. For example, in 2021, the number of McDonald's restaurants in the world exceeded 38,000 establishments.
- The fast food industry provides a large number of jobs worldwide. According to the National Restaurant Association in the US, in 2021 more than 15.6 million people worked in the restaurant business sector, including fast food.
- The fast food industry has a significant impact on the economy of countries. In many countries, it constitutes a significant part of the gross domestic product (GDP). For example, in the United States of America, the restaurant business

sector, including fast food, played an important role in the country's GDP, bringing in more than US$709 billion in 2021, which was about 4% of GDP.

- The fast food industry is present in almost every country in the world. Its products and services are available to billions of people and play an important role in satisfying consumer needs for fast and convenient food [32].

Fast food has become an integral part of the modern lifestyle, and its convenience and affordability attract millions of consumers every day. However, the fast food industry has long been the subject of scrutiny and debate due to its impact on public health, the environment and the economy.

From a health perspective, consuming fast food is associated with various health problems, including obesity, heart disease, diabetes, and high blood pressure. The high sodium content, trans fats, and added sugars in fast food can have detrimental effects on physical well-being, especially with regular consumption. This has led to growing concerns about the long-term consequences of a high fast food diet and its contribution to the global health crisis.

Furthermore, the fast food industry has also been criticized for its impact on the environment. This includes excessive packaging waste, high energy consumption, and greenhouse gas emissions associated with the production and transportation of food products. Dependence on animal-derived products in many fast food items also raises concerns about animal welfare and meat production sustainability. These factors have led to calls for greater transparency and accountability in the industry, as well as a push towards more sustainable practices and alternatives.

On the economic front, the fast-food industry has been both praised for creating jobs and criticized for its labor practices and impact on local economies. While fast-food chains provide employment opportunities for millions of people around the world, they are also often accused of paying low wages, limited benefits, and contributing to income inequality. In addition, the prevalence of fast food establishments in many communities is associated with the displacement of local businesses and the homogenization of food culture [49].

Despite these criticisms, proponents of the fast food industry argue that it offers valuable benefits, including convenience, affordability and consistency. Fast food restaurants offer quick and affordable options for people with busy lifestyles or limited resources, especially in urban areas. They also contribute to the diversification of the food industry by providing opportunities for entrepreneurship and innovation.

The term *"fast food"* covers a wide range of foods that are prepared, served and consumed in a relatively short time. This may include burger joints, pizzerias, snack bars, fast food restaurants, coffee shops, takeaways, and other establishments that specialize in quick service and food preparation.

The fast food industry is a highly competitive and dynamic environment that requires effective project management to stay ahead in the market. There are various approaches and understandings of project management in the fast food industry, each with its own advantages and disadvantages.

The *"supply chain"* in the fast food industry is a comprehensive system that encompasses all stages of production and product supply, from raw material suppliers to end consumers through various distribution channels.

A fast food chain is a network of restaurants or fast food establishments owned by a single company or franchisor. They share a common brand, standardized products, and service procedures.

Menu engineering is a strategic process of developing a menu in a fast food restaurant to attract customers, increase sales, and optimize profitability. It includes analyzing popular and profitable dishes, studying taste preferences, assessing seasonality, and other factors.

Branding in fast food plays a key role in creating and maintaining the company's image. It involves developing a unique identity, logo, packaging design, and other elements that differentiate the brand from competitors and enhance its market recognition.

The concept of “food on the go” describes eating while on the move or in transit. It is becoming increasingly popular among consumers seeking convenient and quick ways to snack or take food with them.

Innovations in food industry

Fast food is always looking for innovative ideas and technologies that will improve the quality of service, reduce costs or make the food preparation process more efficient. This may include the use of robotic systems, the introduction of online ordering and delivery, and the development of new recipes and ingredients [15].

The pandemic has changed the eating habits of consumers, and fast food restaurants have embraced this challenge by offering their patrons greater convenience and flexibility in ordering and consuming food outside of a traditional indoor restaurant. Parking lots are increasingly becoming huge transaction centers for restaurant chains, with enhanced options for patrons to use the parking lot to place orders from their phones and consume food. Video analytics with the help of artificial intelligence can increase the speed of service outside the restaurant.

A defining characteristic of quick service establishments is the presence of a drive-thru service (ordering without leaving the car, “through the window”). Moreover, major restaurant brands report significant growth in drive-thru sales over the past few years. To provide better service, fast food establishments are turning to security technologies.

Drive-thru ordering has become the new battleground for restaurants seeking to attract customers, delight them with fast service and conveniently packaged food, and keep them coming back for new dishes. Restaurants are investing in a set of technological solutions and concepts for the drive-thru. Video from point-of-sale cameras can be analyzed with real-time computer vision algorithms to increase sales, improve order accuracy, reduce chargeback claims, identify food safety issues, and track order abandonment before purchase [48].

Food technologies

In fast food, a lot of attention is paid to technologies that allow efficient preparation and serving of meals. These can be specialized devices for quick food

preparation, process automation systems in restaurants and other innovative developments.

Social responsibility of the enterprise

In the world of fast food, more and more attention is paid to the social responsibility of enterprises. This includes turning to eco-friendly products, reducing waste, supporting communities and more. More businesses in this industry are developing corporate social responsibility (CSR) programs to promote sustainable development.

In recent years, the fast food industry has seen trends that affect company strategies, consumer preferences, and interaction with global trends. These trends not only affect the way fast food companies operate, but also open up new opportunities for innovation and development in the industry (Figure 1.1).

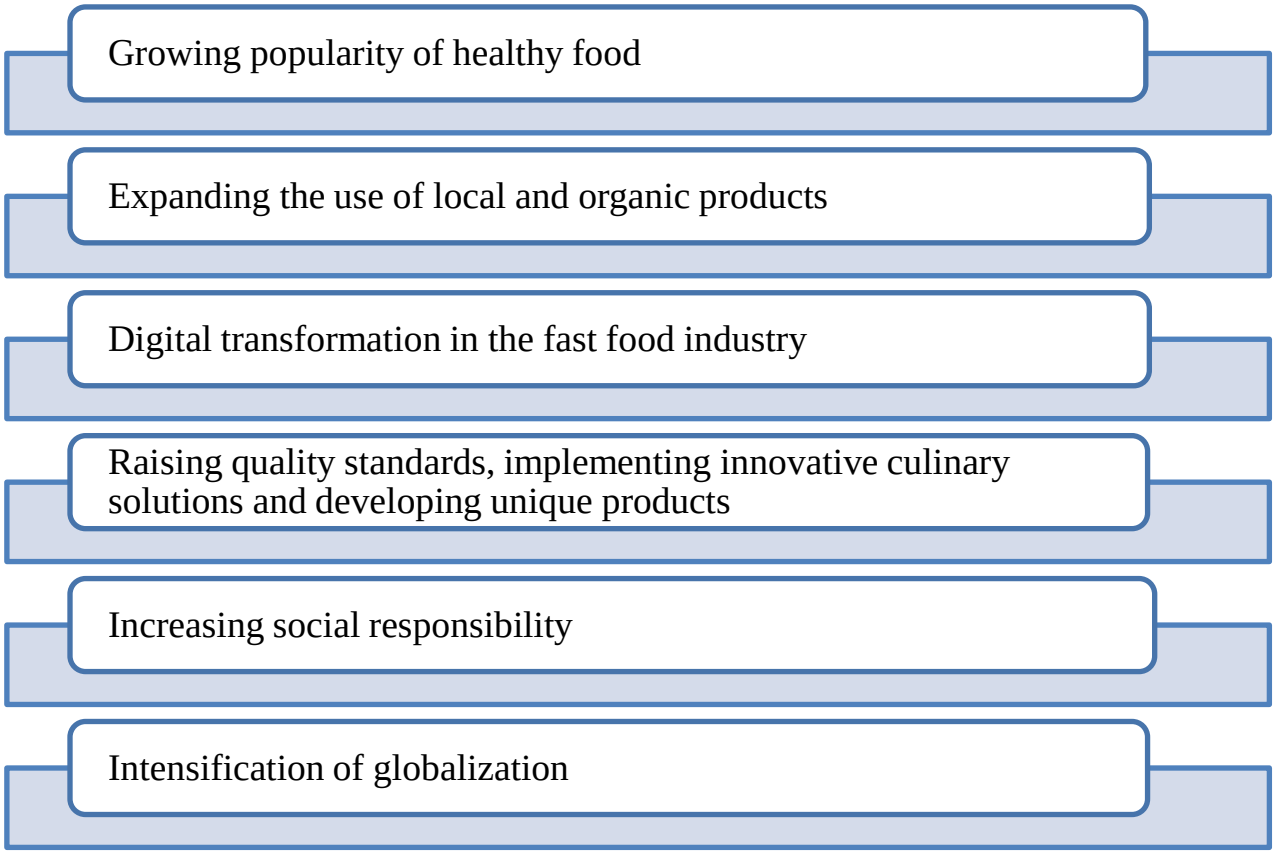

Fig. 1.1. Trends in the development of the fast food industry*

*Systematized by the author

1. Growing popularity of healthy food

Growing consumer awareness of the importance of a healthy lifestyle is driving demand for healthy food products, including in the fast food industry. Companies operating in this segment are beginning to actively respond to this trend, introducing more healthy dishes into their menus, limiting the use of trans fats, sugars and other harmful components.

McDonald's has expanded its menu with low-calorie options, including salads, vegetable sides and low-fat burger options. Also, McDonald's is actively introducing healthy drinks, such as water and low-calorie drinks without sugar. The Subway restaurant chain is known for its sandwiches, which can be ordered with a large selection of vegetables and meats that are extremely low in fat and calories. In addition, Subway actively promotes its dishes as healthy and dietary. The Canadian restaurant chain Freshii specializes in healthy food and offers a variety of options for those who pay attention to their health and diet. The demand for healthy food in the fast food industry is increasing, and companies are responding to this demand by expanding their menus and offering more healthy options for consumers [2].

2. Expanding the use of local and organic products

Growing attention to environmental issues and consumers' desire for healthy food is prompting many fast food companies to introduce products grown locally and according to organic standards into their menus. This means more attention to the source of products and their production, as well as reducing the impact on the environment.

Chipotle Mexican Grill restaurant chain actively uses locally grown and organic products in its dishes. They publicly advocate for local farmers and sustainable crop production practices. Shake Shack strives to use quality and local ingredients in its dishes. They also work with local farmers to provide their restaurants with fresh and natural products. The Bareburger chain of restaurants specializes in burgers made from organic and ostrich products. They actively support the idea of sustainable agriculture and use products from local farms. These examples

show that companies pay attention to the sources of their products and try to make their menus more environmentally friendly and healthy [51].

3. Digital transformation in the fast food industry

Digital transformation has become a necessity for fast food companies as it provides convenience and efficiency in customer interaction and business management. A variety of technologies, including mobile applications, online ordering, self-service and smart terminals, allow customers to order food quickly and conveniently, and companies to optimize service processes and resource management.

Starbucks introduced a mobile app that allows customers to order drinks and food in advance, pay for them online and receive the order directly in the store. This app also provides information about the loyalty program and personalized offers. Domino’s Pizza uses technology to simplify the process of ordering and delivering pizza. Their mobile app allows customers to order pizza and track the order status in real time. McDonald’s is implementing self-service technologies and smart terminals in its restaurants to speed up the service process and make it more convenient for customers. Digital transformation in the fast food industry has become a key factor in improving service processes and ensuring customer satisfaction.

Cloud technologies can bring numerous benefits to fast food establishments. A swift transition to cloud-based physical solutions is a boon for networked restaurants with multiple locations. The cloud provides a centralized system for managing physical devices or sensors, such as cameras, intrusion detection devices, and access control devices, from any connected device or smartphone application. When restaurant managers are reassigned, they no longer have to relearn everything they know about security management because they are dealing with an entirely new set of access codes and devices. However, this does not negate the value of local and hybrid solutions. Fast food establishments should collaborate with service providers who can optimize their technological infrastructure and advise on the most optimal cloud, local, or hybrid models, considering security, cost, and data storage considerations.

4. Increasing quality standards, implementing innovative culinary solutions and developing unique products

In today's world, consumers increasingly appreciate the quality and uniqueness of products, even in the fast food industry. Fast food companies are responding to this trend by trying to differentiate themselves from their competitors by offering higher quality products and innovative recipes.

Wendy’s is known for its burgers, which are made with fresh beef that is processed on site. It advertises its products as fresh and of good quality, which allows it to compete with other players in the market. The Five Guys restaurant chain promotes itself as the place to get an authentic American burger with fresh ingredients and a large selection of toppings.

In-N-Out Burger is known for its burgers, which are made with only fresh ingredients and no preservatives or artificial additives. Fast food companies are actively working to ensure the quality and uniqueness of their products to meet the needs of modern consumers.

5. Increasing social responsibility

Today’s consumers increasingly appreciate companies that demonstrate social responsibility and actively cooperate with local communities. In the fast food industry, this manifests itself in various initiatives aimed at reducing environmental impact, supporting local farmers and producers, and participating in charitable programs.

Panera has committed to removing all artificial colors, flavor enhancers and preservatives from its products by 2024. In addition, they actively support local farms and producers of organic products. Burger King has promised to increase the number of vegan and vegetarian menu items and reduce carbon dioxide emissions by 325,000 tons by 2030. Chick-fil-A is working to reduce its impact on the environment, including switching to more sustainable packaging and using energy-saving technologies in its restaurants. Fast food companies are increasingly aware of the importance of social responsibility and are actively involved in supporting local communities and preserving the environment.

6. Intensification of globalization

Globalization is an important aspect of the fast food industry, as companies in this sector are significantly expanding their presence in the international market. This opens up new opportunities for growth and development for them, and provides consumers in different countries with access to global brands and service standards.

McDonald's is one of the world's largest fast food companies and has restaurants in almost all countries of the world. It adapts its menus and marketing strategies to local cultural preferences to ensure success in different markets. The fast food restaurant chain KFC also has a significant global presence and has successfully adapted its dishes to different cultural contexts. For example, in many countries, KFC offers special menu options, taking into account local tastes. Subway is also present in many countries around the world and offers its customers the opportunity to choose the composition and ingredients that correspond to local tastes and dietary preferences. Globalization in the fast food industry allows companies to effectively adapt to different cultural contexts and market conditions, which contributes to their success at the international level [13].

Standardization in the field of fast food

Standardization in fast food is the process of developing and implementing standards for products, service, cooking and service processes that ensure the same quality of products and service in all establishments of the network.

In the fast food industry, there is a growing trend towards standardization. This trend is driven by a number of factors, including the need for greater efficiency, the desire to maintain consistent quality across multiple locations, and the demand for more streamlined and simplified food. Although standardization certainly brings certain advantages to fast food chains, it also has its drawbacks [16].

Fast food standardization can be beneficial in several ways:

- Allows increasing the efficiency of food production and service. By standardizing their menu and preparation processes, fast food chains can optimize their operations and reduce the time required to prepare and serve

food. This can lead to faster service and reduced wait times for customers, which in turn can improve the overall dining experience.

- Helps ensure consistent quality across multiple locations. By assigning specific recipes and cooking methods, fast food chains can maintain a high level of quality control and ensure that customers receive the same product regardless of where they visit. This consistency can help build customer loyalty and brand trust as customers learn what to expect from their dining experience.
- Facilitates cost control for fast food chains. By standardizing their menus and purchasing ingredients in bulk, chains can often reduce their operating costs and increase their profit margins. This can be especially important in an industry with tight profit margins, where even small savings can have a significant impact on the bottom line.

Standardization in fast food has its disadvantages:

- May lead to a lack of diversity and innovation in the industry. When fast food chains standardize their menus and food preparation processes, they often sacrifice the ability to offer unique or local dishes. This can lead to a uniform dining experience that lacks the variety and creativity that many consumers crave.
- May lead to loss of authenticity and local flavor. By prescribing specific recipes and cooking methods, fast food chains can distance themselves from local culinary traditions and ingredients that make each region unique. This may alienate some consumers who prefer to support local businesses and experience the authentic flavors of a particular region.
- Standardization can potentially lead to a loss of job satisfaction for employees. When fast food chains standardize their food preparation processes, they often require employees to follow strict protocols and procedures, leaving little room for creativity or individual expression. This can lead to a lack of satisfaction and motivation among employees, which in turn can affect service quality and overall customer satisfaction.

Thus, standardization in the fast food industry has both advantages and disadvantages. While this can lead to increased efficiency, consistent quality and cost control, it can also lead to a lack of variety, authenticity and job satisfaction. Fast food chains must carefully consider these factors and find a balance that allows them to take advantage of standardization while satisfying the diverse needs and preferences of their customers.

Franchising to expand the fast food business

Franchising has become a popular business expansion strategy in the fast food industry. This is a system in which a franchise owner (franchisor) grants another company (franchisee) the right to use its trademark, brand, products or service under certain conditions.

This allows entrepreneurs to develop their brand and enter new markets without the financial and operational burden of independently opening and managing new locations.

One of the key advantages of fast food franchising is the ability to quickly enter new markets. By allowing individual franchisees to open and operate their own establishments, a fast-food brand can quickly establish a presence in different geographic regions without significant initial investment. This not only promotes growth, but also helps develop brand awareness on a national or even global scale.

Franchising provides an opportunity for local entrepreneurship and job creation. By offering franchise opportunities to individuals who want to start their own business, a fast food brand can empower local entrepreneurs and stimulate economic activity in communities. This decentralized approach to expansion also provides a more personalized customer experience, as franchisees can tailor their offerings to the specific needs and preferences of their local customer base [17].

In addition, franchising can become a source of stable income for the parent company. Franchise agreements usually provide for the payment of upfront fees, ongoing royalties and other financial contributions from the franchisee. This can provide a consistent revenue stream for the franchisor, allowing it to recoup its initial investment and continue to support the growth and development of the overall brand.

Despite the many advantages, franchising also creates certain challenges for fast food businesses. One such challenge is maintaining brand consistency across franchises. With multiple independent operators, there is a risk of inconsistencies in product quality, customer service and overall brand image. To mitigate this risk, franchisors should invest in comprehensive training programs, operational guidelines and regular quality control assessments to ensure that all franchisees are meeting established standards.

Managing the franchisee-franchisor relationship requires careful communication and cooperation. Conflicts may arise over business decisions, marketing strategies, or operating procedures. It is imperative for a franchisor to establish clear lines of communication, provide ongoing support and maintain partnerships with their franchisees to resolve any issues that may arise and ensure mutual success for both parties.

Franchising is a great opportunity to expand your fast food business. This enables rapid growth, supports local entrepreneurship and provides a steady stream of income. However, it also requires a systematic approach to maintaining brand consistency and effectively managing the franchisee-franchisor relationship. With a thoughtful and strategic plan, franchising can become a powerful tool for promoting a fast food brand to new heights of success [10].

Consequently, the fast food industry is a complex and multifaceted sector with significant implications for public health, the environment and the economy. While it offers undeniable convenience and benefits, it also raises important questions that must be addressed to ensure a more sustainable and responsible food system. As the industry continues to evolve, it is important for stakeholders to engage in informed discussions and collaborative efforts to promote healthier, ethical and environmentally friendly practices in the fast food sector.

1.2. Types of projects in the fast food network creation sector and their characteristics

Creating a fast food chain is a complex and multifaceted process that requires careful analysis of various aspects of the business. One of the key steps in this process is to identify the types of projects needed to create and develop such a network.

There are several key features of the organization of quick service enterprises:

- the main advantages are cost-effectiveness of food, convenience of visiting, fast service;
- a distinctive feature is the absence of alcoholic beverages in their assortment. In this way, enterprises differ from ordinary eateries and cafes, where the sale of beer, wine, cigarettes is widely practiced in order to increase income;
- distinguished by strict standardization: interior, signage, furniture, dishes, assortment, business processes, technological equipment, advertising materials, etc.;
- for the successful development of fast food enterprises, the location of the establishment plays an important role. This institution should be located in crowded places - at train stations, gas stations, near the subway, on highways.

It is important to understand that the creation of a fast food chain requires a comprehensive approach that covers not only aspects of business planning and financing, but also concept development, location selection, interior design, advertising and marketing, personnel management and much more.

Figure 1.2 systematizes one of the approaches to the classification of projects in the field of creating a fast food network.

The first type of fast food projects is *a traditional fast food chain*. These are large-scale operations with a well-known brand and a proven business model. These chains often offer standardized menus, efficient service, and a focus on consistency across locations. Examples of traditional fast food chains are McDonald’s, Burger

King and KFC. These projects have managed to capture a significant market share due to their mass, recognizable brand and competitive price.

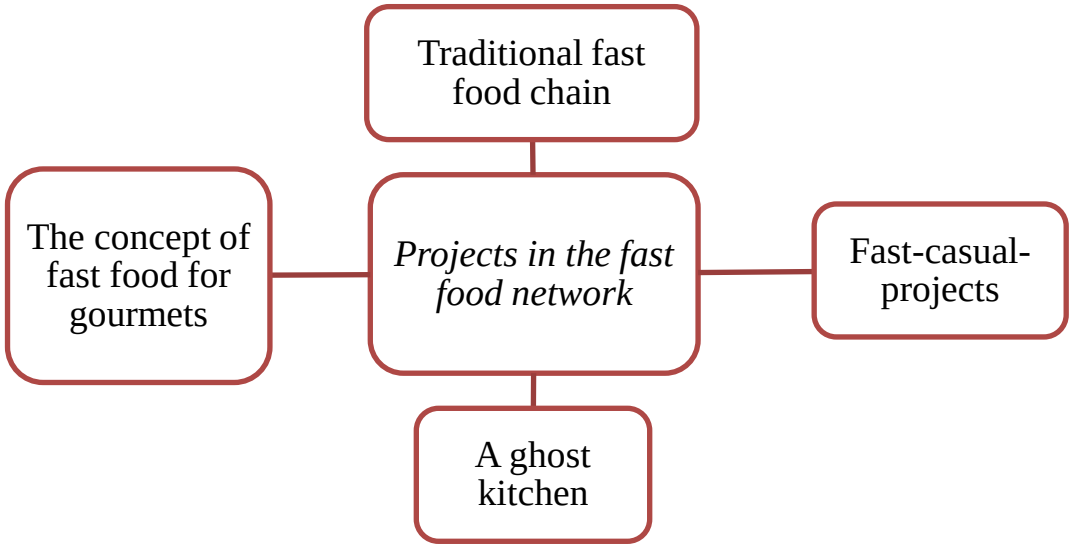

Fig. 1.2. Typology of projects in the field of creating a fast food network*

*Compiled by the author

Another type of fast food projects is *the concept of fast food for gourmets*. These projects aim to offer more upscale and unique dishes while maintaining the speed and convenience of traditional fast food. Gourmet fast food projects often focus on using high-quality ingredients, adding bold flavors and offering a more varied menu. These projects target a niche market of consumers looking for fast food without compromising on taste or quality. Examples of gourmet fast food chains include Shake Shack and Five Guys, which have successfully differentiated themselves in the market by focusing on premium ingredients and customizable options.

Fast food is a growing trend in the fast food industry. *Fast-casual projects* offer a middle ground between traditional fast food and sit-down restaurants, offering high-quality food with a more relaxed and inviting atmosphere. These projects often emphasize personalization, using fresh and healthy ingredients, and providing a more interactive and personalized dining experience. Examples of fast-casual projects

include Chipotle and Panera Bread, which have gained popularity by offering a more modern and healthy approach to fast food.

The development of food delivery services has also given rise to a new type of fast food, *the ghost kitchen*. These premises are intended solely for the preparation and delivery of food, with no physical storefront for patrons. Ghost kitchens allow for lower costs while reaching a wide customer base through online ordering and delivery services. This model has gained popularity in urban areas where space is limited and there is a high demand for convenient on-demand food delivery. Examples of ghost kitchen projects include virtual restaurants that exist only in food delivery apps, allowing for greater flexibility and experimentation in menu offerings. Ghost kitchens have been around for years, but they've flourished during the pandemic. They were seen as a lifesaver for the restaurant industry at the height of the pandemic, and they have proliferated as dine-in restaurants have closed and online ordering has become the primary choice for customers. Big investors, celebrity chefs and chains rushed to open ghost kitchens during the pandemic, and they were expected to make up more than 20% of the restaurant industry by 2025. But now ghost kitchens are collapsing [19].

The following types of fast food establishments are common:

- Monoproduct food establishments. Examples include pizzerias and sushi bars.
- Fast foods that came from Western countries – “McDonald's”, “Burgers King”, “Pepper Point”, “RFC” etc. Their menu consists of hamburgers, twisters, shawarma, fries, cold and hot drinks, milkshakes, juices, etc. Such establishments also offer “takeaway food”.
- Coffee-to-go. These are mostly self-service coffee shops, use disposable tableware, and do not have alcoholic beverages on their menu. There is no kitchen here, and food is delivered to the facility several times a day. Such cafes offer coffee, drinks, pastries and snacks. Service standards are quite strict: serving one customer should not take more than 2 minutes. In such institutions, the service “coffee and food to take away” is provided.

- Fast food establishments focused on national cuisine. Such establishments use local products, prepare dishes according to national recipes, the interior of the premises also has a national style.
- Unbranded retail outlets. They can offer pies, chebureks, sandwiches, hot dogs, sausages in dough, etc. Such establishments may not have their own dining hall, but have a small room with counters. Thanks to democratic prices, such institutions can serve up to 500 customers per day. Takeaway is also available.
- Free-flow establishments – “free access” is a certain combination of fast food and a restaurant. In such establishments, a marketing technique is the theatrical presentation and preparation of dishes. Dishes are usually prepared either behind a glass partition or directly in the hall. Only the most attractive technological processes are presented for general inspection: frying vegetables, decorating cakes and pastries. Cooks must be neatly dressed and perform their work artistically. Also, this type of establishment provides for free movement of customers around the hall and independent selection of dishes that are prepared in their presence.

In the field of fast food, there are well-known companies that have a wide network of restaurants and branded products around the world. The most famous companies in this field: McDonald’s, Subway, KFC (Kentucky Fried Chicken), Burger King, Starbucks, Pizza Hut, Domino’s Pizza, Taco Bell. They usually started their activities by opening one small establishment or restaurant, and later gradually developed to a global scale and are widely popular all over the world. Therefore, it is appropriate to analyze the development strategies of these companies in order to find ways to expand business in the field of fast food and to implement projects.

McDonald’s

The history of the McDonald’s company began in 1940, when brothers Richard and Morton McDonald opened the first fast food restaurant in the city of San Bernardino, California. In 1948, they rethought their operations and implemented a high-volume sales system that enabled them to provide service faster and more

efficiently. In 1955, Ray Kroc, a milkshake salesman from Chicago, visited a McDonald's restaurant and was impressed by its concept. He entered into an agreement with the McDonald brothers and became their franchisee. Ray Kroc opened the first McDonald's franchise restaurant in Des Plaines, Illinois, which became the first of a large chain of restaurants.

The success of the McDonald's company was based on its unique concept, which involved high speed of service, standardized processes of food preparation and cheap prices. She also made extensive use of mass advertising and marketing to promote her products and increase her customer base. McDonald's management methods include a standardized personnel training system, continuous improvement of processes and technologies, as well as strategies for developing new markets through franchising and investment. In addition, McDonald's studies the needs and demands of consumers to constantly update its menu and adapt to different cultural contexts [3].

Subway

The history of the Subway company began in 1965, when Fred DeLuca and Peter Buck opened the first large sandwich shop in the city of Bridgeport, Connecticut. The company faced difficulties in the initial period, but it grew, especially thanks to successful advertising campaigns and effective franchising. In 1974, Subway first introduced the concept of franchising, which allowed it to rapidly expand and locate its stores around the world. A key factor in the company's success has been the ability to personalize customer orders, allowing them to choose the ingredients for their sandwiches.

Subway became known for its "Eat Fresh" slogan and emphasis on healthy eating. She actively promoted her products as healthy and natural, using fresh vegetables and bread in advertising campaigns. Subway's management practices include strict product quality and safety standards, a training system for franchisees and employees, and active marketing and advertising campaigns to promote the brand. In addition, Subway is constantly developing new products and options to meet changing consumer needs [53].

KFC (Kentucky Fried Chicken)

The history of the KFC company began in 1930 in the small town of Corbin, Kentucky, USA, when Garland Sanders opened his first fast food restaurant. Sanders is known for his fried chicken recipe, which he has perfected over the years. In 1952, he opened the first KFC restaurant in Utah, using his secret blend of spices and herbs to create delicious fried chicken. The main reason for KFC's success was the unique taste of their fried chicken and Sanders' secret recipe. In addition, the company developed thanks to the franchising system, which allowed it to rapidly expand its network of restaurants both in the United States and around the world.

KFC's management methods include strict quality standards to ensure the same taste and quality of products in all restaurants. The company is also working on the development of new products and promotions to promote the brand. In its advertising campaigns, KFC emphasizes the unique taste and quality of its fried chicken, and also offers various promotions and discounts to attract customers.

Burger King

Burger King is an American fast food company that was founded in 1954 by David Edward and James McLamore in Miami, Florida. The first restaurant was called "Insta-Burger King" and was known for its burgers. In 1957, after financial difficulties, a new owner, the Pillsbury Corporation, purchased the company and renamed it Burger King. Later, in 1967, a joint franchising program was launched, which contributed to the rapid expansion of the Burger King network [39].

One of the key success factors of Burger King is their unique product – "Whopper", which has become legendary in the world of fast food. The company also actively promoted innovation in its menu, launching new products and attractive promotions for customers. Burger King's management methods include strict product quality standards, staff training and control over cooking processes. The company also uses various marketing strategies, such as advertising campaigns using famous characters and event sponsorships, to promote its brand and attract new customers.

Starbucks

Starbucks is an American chain of coffee shops that was founded in 1971 in Seattle, Washington by three partners: Jerry Baldwin, Zev Siegel and Gordon Bowkar. Initially, the company specialized in the sale of freshly roasted coffee, but later expanded its menu to include a variety of coffee drinks, teas, breakfasts and snacks. In 1982, the company was acquired by Howard Schultz, who later became president and chief executive officer of Starbucks. Under Shultz's leadership, the company began to actively expand, opening new coffee shops not only in the United States, but also abroad.

One of the key success factors of Starbucks is creating an atmosphere and culture of a coffee shop where customers can not only get a quality drink, but also enjoy the atmosphere, work or spend time with friends. The company is also known for its loyalty programs and personalized offers for customers. Starbucks management methods include strict coffee quality standards, staff training, and ensuring high levels of service. The company implements innovative technologies to optimize ordering and service processes, and is also involved in socially responsible initiatives, such as programs to support local communities and preserve the environment [46].

Domino's Pizza

Domino's Pizza is a pizzeria chain that was founded in 1960 by brothers Tom and James Monaghan in Ypsilanti, Michigan. The company was originally called "Dominick's", but due to copyright difficulties, it was renamed "Domino's Pizza" in 1965. The early years of Domino's Pizza were difficult, but from the 1970s the company began to expand rapidly thanks to its franchising approach. A key factor in Domino's Pizza's success was its unique "30 minutes or free pizza" offer promoted in their advertising and product promotion.

The company is also known for its innovative technology development strategy, including online ordering and delivery tracking. This allowed Domino's Pizza to take a leadership position in the field of technology in the pizzeria chain. Domino's Pizza's management practices include strict product quality standards, staff training, and the introduction of new technologies to streamline ordering and delivery

processes. The company studies the needs and tastes of customers to constantly update its menu and adapt to changes in the market.

Taco Bell

Taco Bell is an American chain of fast food restaurants specializing in Mexican cuisine, founded by Glenn Bell in 1962 in Downey, California. Bell originally opened a store where he sold traditional Mexican dishes such as tostadas and enchiladas. In 1964, Bell opened the first Taco Bell restaurant called “Taco Tia” in the state of California, and it became popular for its inexpensive and delicious Mexican dishes. In 1967, after successfully opening several Taco Bell restaurants, Glen Bell renamed his company Taco Bell [39].

Taco Bell’s success factors have been fast service and affordable prices, as well as unusual combinations of ingredients in their dishes, such as the “Crunchwrap Supreme” and “Doritos Locos Tacos”. These original dishes became a real hit among customers. Taco Bell’s management methods include strict quality control of products and their preparation, staff training and the introduction of new culinary innovations. The company also uses marketing strategies to promote its products, including event sponsorships and celebrity advertising campaigns.

Leading fast food companies such as McDonald’s, Subway, KFC, Burger King, Starbucks, Domino’s Pizza and Taco Bell are good examples of successful businesses that started small and then successfully expanded. Based on the analysis of their activities, it is possible to highlight the following directions of the development strategy that can be used to manage projects to create a fast food network:

- Creation of a unique product or concept that will attract the attention of customers and differentiate it from competitors. For example, McDonald’s is known for its burgers and fast service, Subway for its customized sandwiches, and Starbucks for its coffee shop atmosphere and high quality coffee.
- The use of franchising as a development strategy, which allows for rapid expansion due to investments and resources of the franchisee. This will make it possible to open new restaurants in different places in the future and attract local entrepreneurs to cooperation.

- Using marketing and advertising to promote your products and brand, developing targeted campaigns that attract consumer attention and create positive brand perception.
- Investment in innovation and adaptation to consumer needs. Successful companies constantly invest in research and development of new products, technologies and services. They quickly adapt to changes in consumer preferences, fashion and technological trends.
- Compliance with quality and service standards; this helps build consumer confidence and ensure repeat customer flow.

These principles of success can be used for the experience of creating and managing projects in the field of fast food. As for the types of projects in the field of fast food, they can be aimed at: opening a new restaurant, franchise development, renovation and reorganization of existing restaurants, development of a new product or concept, expansion into new markets or countries

Table 1.1

Directions for implementing projects in the field of fast food

The type of project	***Features***	***Examples***
Opening of a new restaurant	This may be one of the most common types of fast food projects. It includes choosing a location, designing and building a restaurant, developing a menu, hiring and training staff, launching advertising campaigns and launching the restaurant.	Opening of a new McDonald's restaurant on the square in the center of the city.
Franchising development	This type of project involves expanding the network through franchising. Includes finding potential franchisees, training them and supporting them in launching and managing restaurants.	Expansion of the Subway network through franchising in European countries.
Renovation and reorganization of existing restaurants	This project includes the modernization, renovation or restructuring of existing restaurants in order to improve the quality of service and increase business efficiency.	Renovation and restructuring of the KFC restaurant to improve the interior.

Development of a new product or concept	This type of project involves the creation of a new product or concept, which may include the development of new dishes, the introduction of new technologies, or the development of a new service format.	Development of a new breakfast line for Taco Bell.
Expansion into new markets or countries	This type of project involves the expansion of the fast food chain to new markets or to other countries. This may include market analysis, choosing a market entry strategy, adapting to local customs, and obtaining necessary permits and licenses.	Expansion of the Starbucks network to the Asian market with the opening of restaurants in China.

The fast food industry continues to grow and diversify to meet a variety of consumer preferences and market demands. From traditional fast food chains to gourmet concepts, fast food joints and ghost kitchens, the industry has demonstrated its ability to adapt and innovate in response to changing consumer behavior and technological advances. It is important to develop a unique product or concept, study the market and audience, develop an effective marketing and advertising strategy, invest in innovation and technology, and adhere to established quality and service standards. However, fast food projects also face challenges such as meeting the demand for healthier meals and addressing environmental issues. As the industry continues to evolve, it will be important for fast food projects to prioritize sustainability, health and innovation in order to remain competitive and relevant in an ever-changing business environment.

1.3. Methodological aspects of project management in fast food network creation

Project management *methodology* is a system of principles, approaches, methods and tools used to organize, plan, execute, control and evaluate project tasks and processes. It defines the framework and rules that help effectively manage a project from start to finish. Project management methodology includes developing strategies, defining roles and responsibilities, creating plans, allocating resources,

managing risks, monitoring task performance, and resolving conflicts. It simplifies the project management process, ensuring standardization and consistency of actions of all project participants, which contributes to the achievement of the set goals and successful completion of the project [36].

A project management *method* is a specific approach or set of techniques used to manage a project in order to achieve its goals. This can be determining the sequence of actions, developing a plan, dividing tasks between participants, using tools and techniques to control the performance of work, analyzing risks and taking appropriate measures for their management. The project management method can be universal or specialized for a specific type of project or field of activity. The use of appropriate methods allows you to optimize resources, reduce risks and ensure the successful completion of the project in conditions of limited amounts of time, budget and other constraints.

The most common methods of project management are:

- PMBOK methodology (Project Management Body of Knowledge) – a set of standards, practices and procedures that allow effective project management. The PMBOK defines five main groups of project management processes: initiation, planning, execution, control and monitoring, and completion.
- Agile is a flexible project management method aimed at iterative and incremental development of a product or service. It is based on close cooperation between the customer and the team, regular updating of requirements and flexible response to changes.
- PRINCE2 (Projects IN Controlled Environments) is a project management methodology that provides a structured approach to project management. PRINCE2 divides the project management process into a number of stages and phases, providing a systematic approach to project planning, control and execution.
- Scrum is a flexible approach that emphasizes iterative development and self-organization of the team. Scrum is used for software development and other

projects where it is necessary to respond quickly to changes and constantly improve the product.

- Cascade model (Waterfall) - a traditional method of project management, where each stage of the project is successively executed one after the other in a specified order. Each stage must be completed before the next can begin.

The choice of a specific project management method depends on a variety of factors, including the characteristics of the project itself, customer requirements, specific conditions and circumstances. First of all, it is necessary to take into account the type of project and its complexity. For example, for fairly simple projects, the Agile method may be suitable, which allows you to quickly adapt to changes and use an iterative approach to development. At the same time, for complex engineering projects, the PRINCE2 method may be more appropriate, which provides a structured approach to managing projects with many stages and phases. The specifics of the team and organization should be taken into account. For example, if the team already has experience with Agile and has the relevant skills, then this method can be chosen for a new project. But if the organization has stable management processes and requires detailed planning and control, then the traditional waterfall method can be preferred. In addition, it is important to consider the requirements of the customer and his attitude to risks and changes. For example, if the customer is in an uncertain environment where frequent changes are the norm, then Agile may be a better choice to ensure flexibility and rapid response to requirements. Thus, choosing a specific project management method is a complex process that takes into account many factors, and there is no one-size-fits-all solution. It is important to analyze the needs and conditions of the project to ensure effective management of its implementation [45].

It is important to understand the specifics of project management in the fast food industry. The industry is characterized by high consumer demand, fierce competition and rapid changes in consumer preferences. As a result, fast food companies constantly need to innovate, introduce new products and improve the efficiency of their operations in order to remain competitive. Effective project

management plays a critical role in helping fast food companies achieve these goals by ensuring that new initiatives are planned, executed and effectively controlled.

Table 1.2

Project management methods in the fast food industry*

Project management method	*Application for fast food projects*
PMBOK (Project Management Body of Knowledge)	The methodology involves the use of standards and procedures for developing documentation, defining roles and responsibilities, managing resources and risks; as well as the application of methods of planning and control of costs, time and quality. At the project initiation stage, it is important to conduct a detailed analysis of the fast food market and competitive environment in order to correctly define the goals and scope of the project. At the planning stage, it is necessary to carefully develop the menu, taking into account modern trends in healthy eating and consumer requirements. Implementation of the project may include construction or modernization of the restaurant, purchase of necessary equipment and materials, training of personnel and development of marketing campaigns. Control and monitoring includes cost tracking, product quality control, and response to changes in the external environment.
Agile	In the fast food industry, Agile can be used to develop and test new dishes or concepts through an iterative approach. This means that instead of spending a long time developing one large product, the team can quickly create small parts of the product, test them, and make appropriate changes based on the results. This allows the enterprise to be more flexible and quickly respond to changes in consumer tastes or market requirements. This approach allows the enterprise to bring new products to the market faster and ensure greater competitiveness. Regular feedback from customers and adjustment of requirements allow us to quickly adapt to the needs of consumers.
PRINCE2 (Projects IN Controlled Environments)	PRINCE2 can be used to structure the restaurant project management process at various stages, from concept development to commissioning. A clear division of roles and responsibilities allows for effective performance of tasks and control over resources.

Scrum	Scrum can be used to organize teams developing new dishes or concepts, with increased self-organization and iterative product improvement. Sprints can be aimed at creating and testing specific menu or service components, testing new ideas, or implementing improvements in service processes to quickly respond to changes in consumer tastes.
Waterfall	Waterfall can be used for projects with a clear sequence of stages, for example, when building a new restaurant or modernizing an existing one. In the fast food industry, the use of the Waterfall method is not optimal, since this field is very dynamic and rapidly changing. The Waterfall method involves sequential execution of project phases such as planning, construction, and testing, and each phase must be fully completed before the next can begin. However, in the fast food industry, changes can occur very quickly, and applying such a rigid sequence can lead to delays and shortcomings in the implementation of the project. For example, plans to build a new restaurant may change based on market response or changes in consumer preferences. Therefore, for successful functioning in this field, methods that allow for more flexible adaptation to changes, such as Agile or Scrum, are most often used. These methods allow you to quickly respond to changes in requirements and provide more flexible project management, which is critical in the fast food industry.

*Systematized by the author

One approach to project management in the fast food industry is to use agile methodologies. Agile project management emphasizes flexibility, collaboration, and iterative development. This approach is particularly suitable for fast food companies, as it allows them to quickly respond to changing market conditions and consumer preferences. By breaking down projects into small, manageable tasks and constantly iterating on them, fast food companies can adapt to new trends and customer feedback in a more responsive way. However, some critics argue that agile methodologies may not be suitable for all types of projects and may require a high level of expertise for effective implementation [37].

Another approach to project management in the fast food industry is to use traditional project management methodologies such as Waterfall. Waterfall project

management follows a linear, sequential approach to project execution, with clear phases of planning, execution, and delivery. Although this approach provides a structured framework for project management, critics argue that it may be ill-suited to the fast-paced and rapidly changing environment of the fast-food industry. In addition, the rigid nature of the Waterfall methodology may limit the ability of fast food companies to adapt to changing market conditions.

For effective project management in this field, it is important to consider the different approaches that can be used. These can be quality management methods, supply chain optimization methods, the use of technology to increase productivity and reduce costs, as well as marketing and advertising strategies to promote products on the market [40].

One of the most important is the development and introduction of new products. In today's competitive environment, where speed of innovation is critical, the ability to rapidly bring new dishes to market or modify existing recipes becomes critical. New product project management covers all phases from ideation to implementation, including market research, concept development, testing, scaling, and marketing campaign.

Another important aspect is product quality management and customer service. In a highly competitive environment, it is important to ensure consistent product quality and a high level of service in order to attract and retain customers. Quality management includes quality control of raw materials, food preparation process, adherence to safety and hygiene standards, as well as staff training.

In addition, effective human resource management plays an important role in fast food project management. The ability to form effective teams, train and motivate staff, as well as manage conflicts and facilitate communication - all this affects the success of projects.

When considering fast food project management, it is also important to pay attention to strategic planning and risk analysis. Given the fast-moving nature of the market and constant changes in consumer preferences, businesses in this industry must be flexible and ready for rapid change. Strategic planning allows enterprises to

define long-term goals and develop strategies to achieve them, and risk analysis helps to identify potential threats and develop plans for their management [26].

In addition, it is important to consider the technological and innovative aspects of project management in the fast food industry. The use of the latest technologies in production, customer service and business management can significantly increase the efficiency and competitiveness of enterprises.

Not least the ability to analyze and use data plays a role in successful project management in the fast food industry. The collection, analysis, and use of data can help businesses identify market trends, forecast demand, improve manufacturing and customer service processes, and make informed decisions.

Effective project management in the fast food industry is a complex and multifaceted task that requires the integration of various approaches and strategies. Understanding the main terms, concepts and aspects of project management in this field is key to the successful implementation and execution of projects that contribute to the achievement of strategic goals and ensure the competitiveness of enterprises in the modern market environment (Table 1.3).

In this master's thesis, a project of a *mobile street food point* is proposed. For the implementation of the project of a mobile street food outlet, it is recommended to use project management methods that will ensure effective planning, execution and control over all aspects of the project.

Project management includes various approaches to improving processes and results. Improvement methods such as "Kaiaku" (breakthrough innovation) and "Kaizen" are widely known.

Kaiaku (breakthrough innovation).

The Kaiaku method, or breakthrough innovation, is a strategic approach to project management aimed at implementing radical and significant changes to achieve big goals or solve complex problems. This method is usually used in situations where it is necessary to carry out significant transformations or to find new, innovative ways to achieve project success [24].

Table 1.3

Features that should be taken into account when choosing a project management method for creating a fast food chain

Specificity, type of activity	Features determining the choice of the method
Dynamics and changeability	The fast food industry is often characterized by rapid changes in consumer tastes, market conditions and technology. Therefore, for successful project management in this field, it is important to choose methods that allow you to quickly respond to changes, for example, Agile
Competitive pressure	The fast food market is very competitive, so getting products to market quickly can be key. Project management methods must facilitate effective planning and execution of tasks to ensure competitiveness
Flexibility and creativity	In fast food, it is often necessary to introduce new ideas and concepts quickly to attract customers. Methods that allow the team to be flexible and creative, such as Agile or Scrum, can be useful in such conditions
Risk management	In the fast food industry, there are specific risks related to product safety, changes in consumer tastes, health risks, and others. Effective risk management is key to successful project execution in this industry
Resource management	Due to the large number of third-party suppliers, personnel and other resources, it is necessary to have effective resource management methods to ensure timely and efficient implementation of projects

The main characteristic of the Kaiaku method is its ability to ensure rapid and rapid implementation of changes. It enables projects to achieve significant results in a short period of time, making it highly effective for managing demanding projects. The Kaiaku method enables revolutionary changes in all aspects of a project, including strategic planning, technological development, manufacturing processes, customer service and business model. This approach provides an opportunity to identify new innovative ways and develop innovative solutions to achieve the desired results.

An important advantage of the Kaiaku method is its ability to facilitate the rapid development and competitiveness of the project in the market. The speed of implementation of changes allows enterprises to respond to changes in market requirements and implement innovations before competitors, which makes them more competitive and successful.

Features and principles of Kaiaku:

- Reaction speed. The Kaiaku method is designed to help companies quickly respond to changes in market, technology and consumer requirements. It encourages rapid innovation and change, allowing businesses to remain competitive.
- Concentration on significant changes. Kaiaku aims to implement radical changes that can turn things around and provide an enterprise with a competitive advantage. It can be the introduction of new technologies, a strategic turn in the business model or other significant transformations.
- Efficiency of resource use. Using the Kaiaku method helps to ensure efficient use of resources as it encourages rapid and targeted change implementation. This allows businesses to maximize their results and reduce costs.
- Continuous improvement. Kaiaku supports the idea of continuous improvement, which means that even after achieving breakthrough project results, the company continues to look for ways to improve and optimize it.
- Involvement of the team. For the successful implementation of Kaiaku, it is important to involve the entire project team. It encourages collaboration, innovation and joint efforts to achieve a common goal.

In the field of fast food, the Kaiaku method can be used for the development of new restaurant concepts, the introduction of innovative technologies in production and service, as well as for the creation of unique products and services that meet the modern needs of consumers. Thanks to this approach, companies can achieve significant results in a short period of time and secure a sustainable competitive advantage.

The Kaiaku method can be quite useful for fast food project management because of its ability to implement radical changes and achieve significant results quickly. The Kaiaku method can be applied in the following aspects:

- Introduction of new, revolutionary dishes or products that differ from the traditional assortment of fast food;
- Development of products that meet modern trends in healthy eating or dietary restrictions;
- Implementation of automated food preparation systems, which allow to reduce the waiting time for orders and increase the efficiency of service;
- Use of innovative inventory management and logistics technologies to optimize product supply and reduce costs;
- Creation of unique restaurant concepts that combine speed of service with sophistication and innovation;
- Implementation of innovative service formats, such as the use of self-service technologies or robotic service;
- Systemic changes in the culture and strategy of the company;
- Revision of the company's strategic goals and development directions in order to introduce radical changes in business approaches;
- Creation of an innovative corporate culture that supports and promotes the implementation of breakthrough innovations in all spheres of activity;
- Interaction with startups and innovative companies for joint development and implementation of new products and technologies;
- Establishing partnerships with academic institutions or research centers for joint research and implementation of scientific developments.

The Kaiaku Method is a powerful project management tool that allows you to implement radical and strategic changes to achieve big goals and ensure project success in a short period of time. Applying the Kaiaku method to fast food allows companies to achieve breakthrough changes that can turn the industry upside down and give them a competitive edge in the market.

Kaizen

The Kaizen method is a strategic approach to project management based on the principle of continuous improvement. The word “Kaizen” comes from the Japanese language and means “continuous improvement”. Kaizen is incremental, continuous improvement aimed at increasing the efficiency and quality of processes at each stage of work. Kaizen provides an opportunity to constantly adapt to changes in market requirements and conditions, ensuring sustainable project success for the long term.

The main principles of Kaizen include:

- Openness to change. Project participants must be open to identifying and accepting changes aimed at improving efficiency and quality;
- Involvement of all employees. The successful implementation of Kaizen requires the active participation of all project participants, including management, work staff and customers;
- Continuity. Kaizen is an ongoing, continuous process that requires continuous improvement and improvement in all aspects of the company's operations;
- Incrementality. Changes made through Kaizen are often small, incremental steps that add up to significant results;
- Systematic approach. Kaizen requires systematic analysis and implementation of changes at all stages of the project to ensure sustainable development and success [24].

The Kaizen method can be applied to fast food project management to improve efficiency, quality and customer satisfaction in the following ways:

- Use of Kaizen for continuous improvement of food preparation processes, including optimization of recipes, cooking methods and use of ingredients;
- Constant updating and modernization of kitchen equipment to increase productivity and reduce waiting time for orders;
- Implementation of Kaizen in service processes to ensure fast, efficient and high-quality customer service;

- Implementation of a feedback system from customers and constant improvement of the service based on received feedback and suggestions;
- Use of Kaizen for continuous improvement of optimization of inventory management systems, ensuring efficiency and accuracy of inventory;
- Implementation of innovative logistics methods, such as optimization of delivery routes and warehouse management, to reduce costs and increase service speed;
- Constant control of product quality and food safety at all stages of production and service;
- Implementation of a program of training and professional development of personnel on issues of food safety and sanitation;
- Creating a corporate culture that supports continuous improvement and employee initiatives;
- Involvement of all personnel in the search and implementation of ideas for improving processes and products.

In the fast food industry, Kaizen can be used to continuously improve all aspects of the business, including food preparation, customer service, inventory management, and logistics. Using this method allows companies to constantly adapt to changes in market requirements and competitive conditions, which ensures stable development and long-term success.

In addition to specific methodologies, it is important to consider the unique aspects of project management in the fast food industry. For example, project management in the fast food industry often involves coordinating with multiple stakeholders, such as suppliers, distributors, and franchisees. Effective communication and collaboration with these stakeholders is critical to successful fast food projects. Additionally, given the operational nature of the industry, fast food project management often involves managing complex logistics, inventory, and supply chain processes that require specialized expertise and attention to detail.

CHAPTER 2.
ANALYSIS OF THE IMPLEMENTATION SUPPORT OF THE “CULINARY CROSSROADS” PROJECT

2.1. Formulation of the project's purpose, objectives, and tasks

The process of formulating the purpose, objectives, and tasks of the project involves identifying the reasons for undertaking the project, establishing specific and measurable goals, and outlining specific actions necessary to achieve these goals.

The purpose of the project defines the fundamental reason for its existence and the overall benefit it aims to provide. This ensures a unifying principle for all project activities and ensures that all efforts are directed towards achieving the common goal.

Setting clear and specific goals is equally important as it provides a road map for the project and allows stakeholders to measure the progress and success of the project. Goals should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound) to ensure they are practical and realistic. By clearly defining project goals, project managers and team members can align their efforts and resources to achieve those specific goals. The formulation of tasks is crucial for breaking down project goals into manageable activities and distributing responsibilities among team members [21].

Tasks are specific actions or steps that must be completed to achieve project goals. By identifying and organizing these tasks, project managers can create a project plan, schedule, and allocate resources effectively.

The process of formulating the goal, objectives and tasks of the project includes several main stages.

A thorough analysis of the project's context, including its purpose, scope and potential impact, should be carried out. This analysis helps to clearly define the purpose of the project and understand the specific challenges and opportunities it presents.

After defining the purpose of the project, the next step is to define the objectives. This involves defining the specific results or outcomes that the project aims to achieve. Objectives should be aligned with the project objective and should be formulated in consultation with key stakeholders to ensure their buy-in and buy-in.

The tasks necessary to achieve the project's objectives must be defined and organized into a coherent plan. This involves dividing the scope of the project into smaller, practical tasks, sequencing them in the correct order, and allocating responsibilities and resources to ensure their successful completion.

The development of the idea and justification of the goals of the project for the creation of a mobile street food point is an important stage in the planning and implementation of such enterprises. It is necessary to systematize the process of the emergence and formation of the project idea, as well as to set clear and achievable goals that determine the direction of activity and determine the success of implementation [58].

Everything starts with an idea. Only a well-thought-out concept will be successful in implementation. You need to think carefully about what you plan to cook, where and for whom. Usually, fast food points are tied to crowded places: gas stations, subways, bus stops, railway and bus stations. Another placement option is when the target audience is “white-collar workers”, that is, office workers. You need to know your buyer well, and then it will be clear what to prepare for the project to succeed. That is, the second of the key conditions is the analysis of the market and the target audience. It is necessary to understand profitability and not forget about competition. You should also take into account the fact that there is no set exact amount of resources for opening a fast food restaurant, as it is influenced by many factors – from the idea and location, to the menu and the necessary equipment. However, having a clear plan of action, you can independently make financial calculations [35].

The standard procedure for opening a fast food outlet is as follows:

- Development of a business plan (concept)
- Searching for premises or a place to set up a kiosk, processing documents

- Repair, connection to electricity and water supply
- Creating a menu
- Purchase of equipment, dishes, inventory
- Search for product suppliers
- Search for personnel
- Launch (includes testing of the establishment and advertising).

Even after the work has been started and adjusted, there are tasks that cannot be ignored. One of these tasks is to retain your client. You need to think about good advertising and promotional offers, convenience for visitors, motivation for employees, and most importantly - the taste of food should be consistently high. Every year we need to raise the bar in the quality of customer service. You can add new dishes to the menu and get rid of those that are less popular. It is important to constantly monitor competitors, learn from experience and not repeat their mistakes. According to representatives of the fast food industry, the costs of a fast food kiosk are usually covered very quickly, often several months are enough for this, provided it is successfully operated.

Table 2.1

Tasks at the initial stage of the project to create a mobile street food point

Task	*Actions required to complete the task*
Analysis of current trends in the food industry	Studying the latest trends and innovations in the food industry, such as the popularity of healthy eating, environmental sustainability, sustainable development and the growing demand for exotic foods or cultural consumption habits
Overview of market opportunities	- Analysis of the market situation, including competition, the level of demand and supply, trends in consumer demand, geographical features of the market, etc. - Identification of niche market segments that can be profitable for a mobile street food outlet
Identification of the needs of the target audience	- Determining the characteristics and needs of the target audience, including age groups, social status, taste preferences, financial capabilities, etc. - Conducting surveys or focus groups to gather feedback and insights from prospective customers regarding their requirements for a mobile food outlet.

The initial stage of idea development involves analyzing current trends in the food industry, reviewing market opportunities, and identifying the needs of the target audience (table 2.1). On the basis of these studies, the concept of a mobile street food point is formed, which meets the needs of the market and goes beyond the scope of traditional solutions. Such a concept may include a unique menu, innovative service methods or special programs to attract customers.

The results of the analysis of the current situation in the food industry indicate that *the popularity of healthy food is growing*:

- According to the Global Wellness Institute, the global health food market reached about $811 billion in 2020 and is projected to grow to $1.25 trillion by 2025 [57];
- Expanding the market for vegan and vegetarian products, increasing demand for alternative products based on vegetable proteins.

Attention to *environmental sustainability and sustainable development* is also noticeable:

- According to the study, as of 2022, 71% of consumers said that environmental principles are important to their food and beverage choices;
- Increasing demand for products with minimal packaging and a small carbon footprint;
- Growing popularity of the Farm-to-fork concept, which involves the use of local and seasonal products in dishes;
- Increasing interest in dishes from a healthy and sustainable source, such as seafood caught from fish-bearing regions.

Growing demand for exotic foods or cultural consumption habits:

- According to the National Restaurant Association, 80% of respondents expressed interest in trying new and exotic cultural cuisines;
- The popularity of Asian and Latin American cuisine is growing worldwide, opening up opportunities for innovation in mobile street food.

Let’s develop a Goal tree for the project of creating a mobile street food point. This will help define the main goal of the project, as well as identify goals and sub-goals that will help achieve this goal (Figure 2.1).

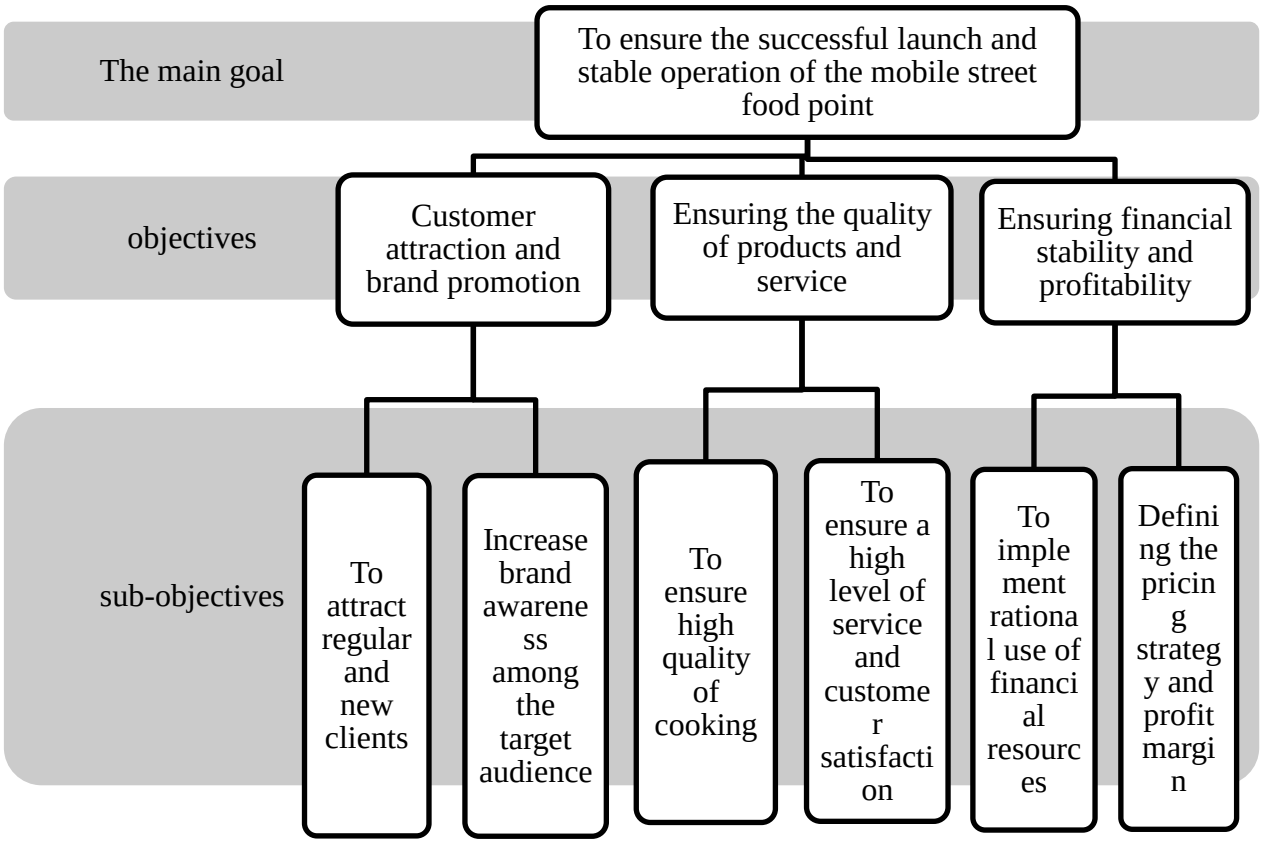

Fig. 2.1. Goal tree for the project to create a mobile street food point “Culinary Crossroads” *

*Compiled by the author

The main goal of the project is the successful launch and stable operation of the mobile street food point. This means that a series of objectives aimed at attracting customers and promoting the brand, ensuring product quality and service, as well as ensuring financial stability and profitability, need to be implemented.

To achieve the goal of attracting customers and promoting the brand, it is planned to develop an effective marketing strategy and conduct promotional activities and advertising campaigns. This will help attract both regular and new customers, as

well as increase brand recognition among the target audience. Customer attraction and brand promotion are important aspects because the sustainability of the competitive market and achieving profitability depend on them.

To achieve the goal of ensuring product quality and service, it is necessary to train staff in proper food preparation and customer service. Additionally, it is important to use high-quality ingredients and equipment to ensure high-quality dishes and customer satisfaction. Ensuring product quality and service is also a significant factor in success. The quality of food preparation and the level of service directly impact customer satisfaction and their loyalty to the brand.

To achieve the goal of ensuring financial stability and profitability, it is necessary to develop a budget and financial plan. It is also important to determine pricing strategy and profit margins to rationalize the use of financial resources and achieve the desired level of income. Financial stability and profitability are the basis for further business development and growth. Rational use of financial resources, establishing an effective pricing strategy, and achieving financial profitability will help ensure financial stability and successful operation of the street food point in the long term.

Considering the variety of objectives of the project to create a mobile street food point, it is important to have appropriate methods for measuring the achievement of each goal (Figure 2.2).

So, in order to evaluate the success of attracting customers and popularizing the brand, you can count the number of new customers who visit the point after the implementation of marketing campaigns, as well as conduct a questionnaire or survey to determine brand recognition among the target audience. For product and service quality assurance, it is important to collect customer feedback on the quality of food and service, as well as measure the time customers spend in line and service time. To assess the financial stability and profitability of the project, it is necessary to keep records of income and expenses. This means that all cash flows in and out of the project must be recorded in detail. Income includes all money earned from the sale of products or services, as well as any other sources of income. Costs related to

production and sales include: raw materials, wages, rental of equipment and premises, advertising and other administrative costs. You can then calculate the profit margin for each product by subtracting costs from revenues. This will help to find out which products or services are the most profitable, as well as the overall financial performance of the project.

Fig. 2.2. Indicators for measuring the goals of the project for the creation of a mobile street food point*

*Compiled by the author

These methods will allow you to objectively determine the achievement of the set goals and respond in time to any problems or deviations from the plan. It's also important to set specific desired metrics, parameters for each goal, and periodically analyze the results to make the necessary adjustments to your strategy.

The process of formulating the project's goal, objectives, and tasks is essential in determining the direction, focus, and roadmap for the project. It enables project managers and team members to coordinate their efforts, allocate resources efficiently, and track progress toward specific and measurable goals. Following a systematic approach to formulating a project's purpose, goals, and objectives can increase the likelihood of project success.

2.2. Strategy and rationale for choosing the concept for the “Culinary Crossroads” mobile street food point project

In the modern world, the restaurant business is constantly evolving, adapting to new demands and consumer expectations. One of the promising directions in this industry is the creation of mobile street food points. By considering current trends in the food industry and consumer preferences, the potential feasibility and prospects of implementing such projects can be justified. Taking into account success factors and risks is necessary for a well-founded assessment of the effectiveness of such projects in the context of the modern market environment.

The annual revenue of the fast food industry worldwide currently exceeds $885 billion and is represented by over 897,683 establishments employing 14.2 million people. A slowdown in the industry’s growth rates is expected in the coming years due to possible global economic downturns and an interest in healthy eating. At present, this sector has stable and growing demand, especially in developing countries.

The forecast for the development of the global industry of fast food restaurants for the period up to 2026 is as follows:

– market size – 798 billion dollars;

– number of enterprises – 874,638 units;

– employment in the industry – 13,458,146 people.

For the world market of fast food, such a service as online food delivery comes first. In 2021, its market was estimated at 151 billion dollars. [1].

In the United States of America, fast food is extremely popular. In 2019 alone, the turnover of the sector reached more than 280 billion US dollars. According to Fast Food Nation, 44% of US respondents eat fast food. The US market is worth 281.7 billion dollars. accounts for 32.7% of global income from fast food. The annual revenue of the fast food industry in the United States has grown by nearly $90 million over the past decade. In 2020, the fast food restaurant industry in the United States

was able to earn $ 239 billion. In 2020, the QSR industry employed more than 4 million people in the US. The number of employees employed by QSR has increased by 35% since 2010. 43% of US citizens are always looking for healthy food. In 2020, McDonald’s was the most valuable food brand in the world. 85% of Americans eat at McDonald’s at least once a year. There are about 200,000 fast food establishments in the United States. This means that there is one fast food restaurant for every 2,500 people.

In Asia, especially in China, fast food is also very popular. In 2021, the value of this sector in China was estimated to be approximately 165 billion yen. In China, the number of fast food restaurants is also rapidly increasing, given the high popularity of such chains as KFC, McDonald's and others. China is KFC's largest market outside the US.

In European countries, there is also significant development in the field of fast food. According to Euromonitor International, this market will reach a value of more than 58 billion euros in 2021. In European countries, the number of fast food establishments is also growing. For example, there are more than 33,000 institutions in Great Britain.

All this indicates the popularity of the fast food industry, so diversification and development of projects in this area can become profitable, provided an effective strategy is developed and an interesting concept is available.

Important aspects such as: management efficiency, location selection, marketing strategies and competitive advantages that can ensure the successful operation of a mobile street food outlet.

The creation of a mobile street food point has the following *socio-economic benefits*:

- The deployment of a mobile street food point can lead to the creation of new jobs, which will contribute to reducing unemployment and improving the socio-economic condition of the community;

- Supporting local entrepreneurs: usually mobile street food outlets rely on local food suppliers, which promotes the development of local businesses and agriculture;
- Mobile street food outlets can become attractive to tourists, which will lead to increased income for local shops and restaurants;
- Popular mobile street food outlets can contribute to increased tax revenues for the local budget through tax payments and increased economic activity.
- Placement of a mobile street food point can lead to the activation of public life and the creation of a pleasant environment for living and recreation in the local community;
- A mobile street food outlet can offer dishes that reflect local culinary culture and traditions, helping to preserve and promote community values.

The development of a product concept for a fast food chain includes a comprehensive approach that takes into account the needs of the market and the target audience, the development of unique offers and ensuring high product quality

For the project of creating a mobile street food point “Culinary Crossroads”, the development of the menu is an important stage. This involves several key steps. First, it is necessary to define the concept of the establishment, which can be oriented towards various culinary traditions or specialize in certain types of dishes, such as vegan or gourmet cuisine. After that, a diverse menu is developed that satisfies different tastes and needs of consumers. When choosing ingredients, preference should be given to quality and fresh products, especially if the concept emphasizes healthy eating. After that, dishes are tested and feedback is collected from potential customers, which helps in making the necessary changes to improve the menu. Finally, an attractive menu design is created that reflects the concept of the establishment and attracts the attention of customers. This approach helps to ensure the successful functioning of the mobile street food point “Culinary Crossroads” and satisfy the needs of consumers.

Table 2.2

An example of the menu of the mobile street food point “Culinary Crossroads”

Type of dish	*Varieties*
Burgers and sandwiches	Classic hamburger Breaded chicken burger Vegan burger with quinoa and mushrooms Philadelphia sandwich with steak and cheese
Fried foods and fries	Sesame chicken Freshly fried coconut breaded shrimp French fries with aromatic sauces (barbecue, garlic, cheese)
Exotic delicacies	Thai salad with chicken and mango Vietnamese summer rolls with shrimp and fresh herbs Indian samosas with potatoes and chicken
Dietary meals for healthy eating	Quinoa salad with avocado and carrots Fresh fruit and vegetable juices Vegan burrito with beans and guacamole
Sweet desserts	Chocolate fondant with a soft filling Fruit charlottes with whipped cream Coconut raft with mango and soft caramel

It is also possible to diversify the menu by adding seasonal or themed offerings to increase interest and variety.

Additionally, more original approaches can be periodically used to popularize the mobile street food point. For example, this could be the concept of the “Global Culinary Marathon”.

The “Global Culinary Marathon” is a mobile street food establishment offering a wide range of original dishes from around the world. Through this concept, customers can “travel” culinary paths of different countries, allowing them to enjoy authentic flavors and atmosphere. The main ideas and characteristics of such a concept include:

Gastronomic journeys. Each day of the mobile street food point will be dedicated to dishes from a particular cuisine of the world. For example, one day could be dedicated to Italian cuisine with pizza and pasta, while another could focus on Japanese cuisine with sushi and ramen.

Innovative dishes. Development of unique versions of traditional dishes from different countries, such as sushi burgers or Thai noodle salad in a traditional burrito.

Interaction and entertainment. Creating a festival-like atmosphere with music, dances, and games to provide pleasant experiences for customers.

Corporate and private events. Services can be offered for corporate events, festivals, weddings, and other private occasions where the mobile street food point can become the main attraction.

Social responsibility. Using biodegradable or easily recyclable tableware and packaging, as well as promoting a healthy lifestyle and dishes made from fresh ingredients.

This concept will create a unique and exciting environment for street food, attracting customers with its original approach and huge variety of dishes.

The marketing strategy for promoting the product and attracting the target audience involves using various communication channels such as advertising, social media, promotions, and events.

The marketing strategy for the promotion of the mobile street food point “Culinary Crossroads” should be aimed at attracting the attention of the target audience and creating a positive brand image. This marketing strategy includes:

- Creation of a Culinary Crossroads website with detailed menu information, opening hours, contact information and photos of dishes.
- Active presence in social media (Facebook, Instagram, Twitter, etc.) to communicate with the audience, publish photos and videos of dishes, as well as announce special offers and promotions.
- Introduction of a loyalty program where customers can accumulate bonus points for each purchase and exchange them for discounts or free meals.
- Organization of promotions and raffles among subscribers in social networks to attract attention and create a positive mood among customers.
- Participation in local festivals, fairs and other public events where you can showcase your dishes and attract new customers.

- Organization of own events, such as tastings, master classes or themed parties, which will contribute to expanding the client base and increasing attention to the brand.
- Placing advertising banners in places with a large flow of people, such as shopping centers, beaches or parks.
- Conclusion of partnership agreements with local organizations, sports teams or companies for joint promotions and events.

The project summary is a short but informative overview of the main aspects and characteristics of the project. It is designed to quickly and conveniently familiarize interested parties with the main details and goals of the project. The summary helps to understand the essence of the project, its purpose, target audience, implementation strategy, expected results, budget and other key aspects. It is a useful tool for communication with stakeholders, potential investors, employees and other project participants, which allows you to quickly and effectively convey basic information and attract attention to the project [14; 22].

Summary of the project to create a mobile street food point "Culinary Crossroads"

Project name: Culinary Crossroads

General description of the project. The "Culinary Crossroads" project is an innovative entrepreneurial project aimed at creating a mobile street food outlet offering delicious and unique dishes from various culinary traditions of the world. Our mission is to provide customers with an unforgettable dining experience, combining the tastes of different countries in one place. "Culinary Crossroads" is distinguished by the high quality of products, an innovative approach to menu development, and taking into account the needs of different categories of customers. Our team is ready to provide the best service and satisfaction for our customers. We aim to become a well-known and popular brand among street food lovers in our region. Our strategy includes active advertising, participation in local events and festivals, a loyalty program for customers and cooperation with partners to promote

the brand. “Culinary Crossroads” is not only a place where you can enjoy delicious dishes, but also a meeting point for food lovers, where you can feel the atmosphere of diversity and cultural exchange. We aim to create an unforgettable experience for our customers and become the first choice for street food in our city.

The purpose of the project. Creation of a mobile street food outlet “Culinary Crossroads” with the aim of providing high-quality and tasty dishes that reflect various culinary traditions of the world and meet the needs of the community.

Target audience. The main audience of the project is community residents, office workers, students and tourists who are looking for fast and tasty food during their trips and stay in the community.

Implementation strategy. The project involves the creation of a mobile kitchen station with a diverse menu that will include dishes from different cuisines of the world. The strategy will include advertising campaigns on social media, participation in local festivals and events, and the development of a loyalty program for regular customers.

Expected results. It is expected to create a popular and recognizable street food brand, increase turnover and profit from food sales, meet the needs of the target audience and have a positive impact on the local community.

Budget and resources. The estimated budget for the implementation of the project is $40,000, which includes costs for kitchen equipment, ingredients, advertising and marketing costs.

Terms of implementation. Estimated project implementation time is 7 months (March-September 2025), with possible adjustments depending on conditions and circumstances.

Key responsible persons. The main people responsible for the implementation of the project are the project manager and the team members responsible for the production, marketing, finance and operational activities of the project.

The defined concept is based on taking into account current trends in the gastronomic field. The chosen strategy involves a combination of various culinary traditions from different countries to satisfy various tastes and preferences of

customers. The choice of the “Culinary Crossroads” concept is justified by the fact that it meets the needs of the modern market and allows us to differentiate ourselves from competitors by offering unique and tasty dishes. This approach will promote brand promotion, attract customers and achieve success in the field of street food.

2.3. Project risk analysis

Risk identification is the process of identifying potential threats and opportunities that may affect the success of the project. There are several methods of risk identification tools, including:

- SWOT analysis. SWOT analysis allows you to determine the strengths and weaknesses of the project, as well as the opportunities and threats that can affect its success. Risks can be identified by analyzing internal and external factors.
- Group brainstorming (brainstorming). Organization of meetings with key project participants to jointly identify possible risks and opportunities. This method allows you to involve different perspectives and experiences of team members.
- Analysis of previous projects. Research and analysis of similar projects or similar success/failure stories can help identify the same risks that may arise in a specific project.
- Expert evaluation. Consultation with experienced industry professionals who can identify potential risks based on their experience and expertise.
- Cause-and-effect analysis. This method allows you to identify the possible causes of risks and their possible consequences for the project.
- Using the risk register. Creation of a documented list of potential risks, their characteristics and ways of managing them. It helps to systematize and monitor risks throughout the entire project life cycle [60].

Each of these methods can be an effective tool for identifying risks in a project. It is important to use a combination of different methods to ensure completeness and accuracy of risk identification.

A SWOT analysis will allow you to carefully analyze the external and internal environment of the project of a mobile street food point, identify its competitive advantages and weaknesses, as well as identify opportunities for development and potential threats [54].

The SWOT analysis for the project to create a mobile street food outlet "Culinary Crossroads" provides a detailed view of the main aspects of its activity (Figure 2.3).

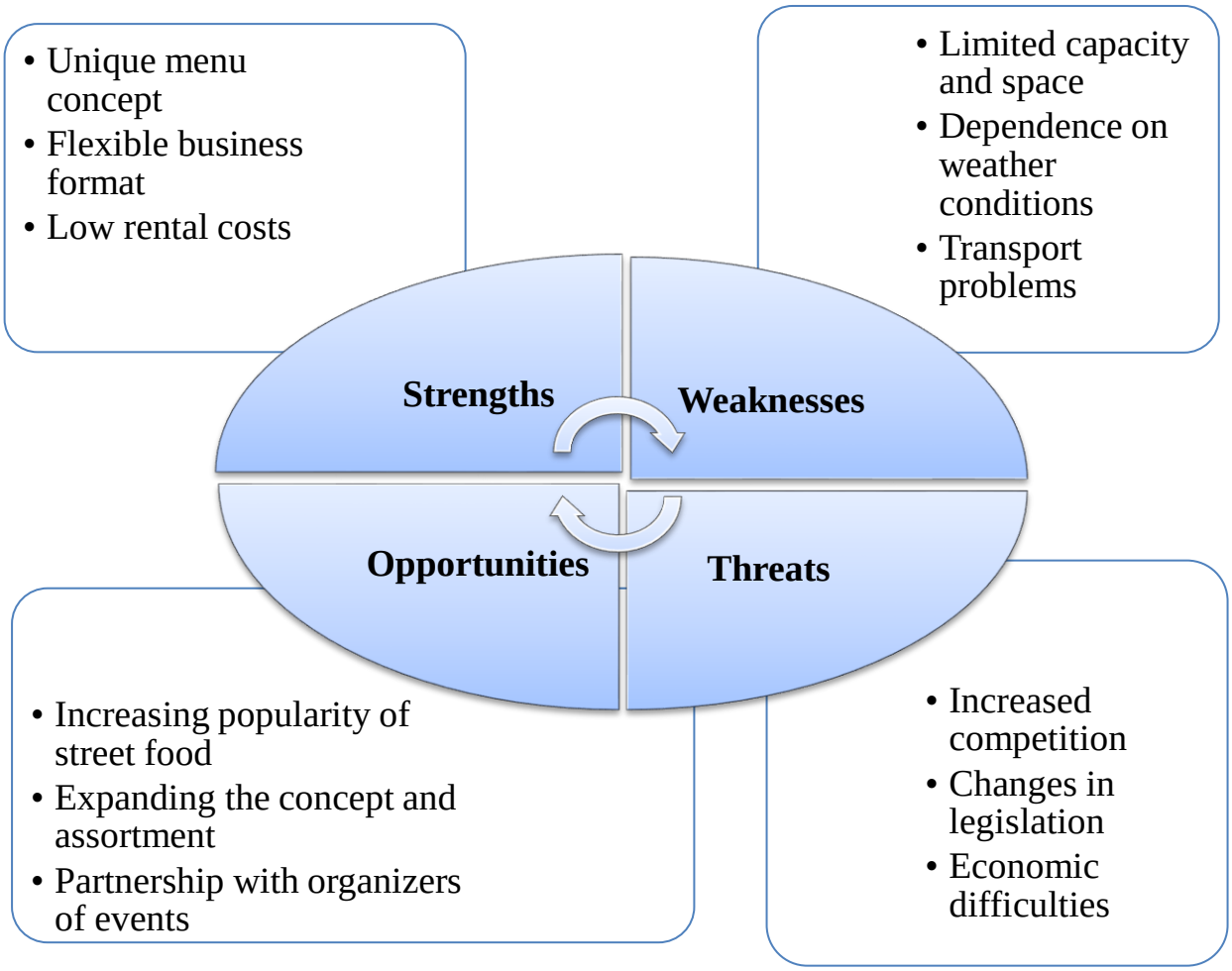

Fig. 2.3. SWOT analysis for the project of creating a mobile street food point*

*Compiled by the author

The strengths of the project are a unique menu concept that favorably distinguishes it from competitors, a flexible business format, and low rental costs. The development of an original and attractive menu with unique dishes can significantly attract the attention of potential customers and distinguish this restaurant from competitors. Flexible business format is another strength of the project. The ability to quickly adapt to changing market conditions and demand, move between different locations and respond to new trends will ensure the successful operation of the project in different conditions. Also, low rental costs are a significant advantage. Compared to stationary restaurants, a mobile food outlet can reduce the costs of renting premises and infrastructure, which is reflected in the overall financial costs of the project.

The weaknesses of the Culinary Crossroads mobile street food outlet include some limitations and challenges that may affect the effectiveness and success of the project. Limited capacity and space can create difficulties in organizing production and providing comfortable customer service, especially compared to large stationary restaurants that have more space for kitchen equipment and seating. Dependence on weather conditions can become a problem, as rain, snow or extreme heat can affect the number of customers and sales volume, which can affect the profitability of the project. Transportation problems, such as difficulties in transporting equipment and products between different locations, can delay the operation of the site and affect its availability to customers. Such challenges will require careful planning and management, as well as finding effective solutions to reduce their impact on project success.

The possibilities for the Culinary Crossroads mobile street food project are diverse. The fact that there is an increase in the popularity of street food opens wide opportunities for attracting new customers and expanding the business. This is due to the increase in the number of people who prefer fast and tasty food on the street. There is an opportunity to develop new concepts or expand the range of dishes, which can attract a variety of customers and satisfy their needs. This can include not only different types of cuisine from different countries, but also taking into account dietary

preferences and peculiarities. Cooperation with the organizers of festivals or local events can be an important step in promoting the project and attracting a new audience. Participation in such events will allow you to gain greater visibility among potential customers and increase sales by drawing attention to the unique offerings and atmosphere of Culinary Crossroads.

Threats to the implementation of the project should be studied especially carefully, because they are the ones that lead to risks. Increased competition could result in new entrants to the street food segment competing for the same audience, which could result in market fragmentation and reduced profitability for our Culinary Crossroads mobile food service. Changes in food safety and health legislation may primarily lead to the need to meet additional requirements and standards, which may increase project costs. Additional costs, in turn, can affect the overall profitability and efficiency of the project. Economic difficulties, such as fluctuations in the market and changes in consumer preferences, can significantly affect the purchasing power of customers. This can lead to a decrease in the demand for the services of the mobile street food point “Culinary Crossroads”, especially in the case of economic crises and a decrease in the income of the population. Considering these threats and taking appropriate measures to manage them is a necessary element of the project's risk management strategy.

In general, a SWOT analysis allows you to understand all aspects of a project, from its strengths and weaknesses to opportunities and threats, which helps to make rational decisions and develop an effective strategy for business development.

The implementation of a mobile street food point project may potentially encounter various risks that could affect its success. To ensure the successful implementation of the project, it is important to identify these risks in advance and develop strategies for their management. Taking measures to reduce or eliminate risks will help decrease the likelihood of their occurrence and ensure the successful implementation of the mobile street food point project.

Table 2.3

Ways to reduce or eliminate risks associated with the implementation of the project of a mobile street food point*

Type of risk	*Harmful consequences*	*Ways to reduce or eliminate risks*
Unfavourable weather conditions	Weather conditions can significantly affect the number of customers and turnover during the operation of the mobile point. Adverse weather conditions such as rain, snow, high winds or excessive heat can lead to a decrease in demand for street food.	Receiving information from weather stations for weather forecasting and timely planning of actions based on forecasts. Implementing alternative action plans for adverse weather conditions, such as offering delivery or temporarily suspending operations.
Location problems	Choosing a sub-optimal location can lead to low turnover and low profitability. The emergence of conflicts with local authorities or other businesses can make it difficult to carry out activities.	Conducting additional research before choosing a location to ensure that it meets the needs of the project. Conclusion of agreements and negotiations with local authorities to ensure long-term accessibility to the selected location.
Infrastructure problems	Inadequate infrastructure can make it difficult to access water, electricity and other resources. Problems with the connection to the sewage system or insufficient waste containers may arise due to the operation of the mobile station.	Cooperation with local authorities and service providers to resolve infrastructure issues before project launch. Implementation of an emergency plan in case of infrastructure problems during operation.
Competition and reputational risks	In the presence of strong competition, it can be difficult to withstand competition with other similar food outlets. Unsatisfactory product or service quality can lead to reputational damage and loss of customers.	Emphasis on the uniqueness and quality of products and service, which will allow the project to stand out among competitors. Actively running a marketing campaign and maintaining a positive reputation through social media and customer feedback.

Financial risks	Unexpected equipment costs, increased product costs, or rising advertising costs can affect the financial sustainability of a project. Insufficient funding may result in the inability to sustain a business.	Careful financial planning and budget management, taking into account possible unforeseen expenses. Search for additional sources of funding or cost reduction options to ensure the financial sustainability of the project.
Safety and Health Issues	Non-compliance with food safety standards can lead to food poisoning and customer complaints. Inadequate safety for employees or customers can lead to accidents and legal problems.	Staff training on food safety and compliance with sanitary standards. Implementation of a safety monitoring and control system at the workplace to prevent accidents and protect employees and customers.

* Systematized by the author according to [8; 29]

Safety is an important component for fast food restaurants. Thanks to advanced security technologies, more and more fast food operators are making their premises safer and improving the customer experience. Sean Foley, senior vice president of customer success at Interface Systems, notes that restaurant managers often face the following challenges:

- losses at cash registers (both due to fraud and employee errors);
- insufficient speed of service on distribution lines, which are now busier than ever;
- sometimes uncontrolled clients.

In addition, they typically rely on non-standard security infrastructure, which creates maintenance and staff training challenges and leads to low levels of security compliance. False alarms, blind spots of surveillance cameras at extended checkouts and parking lots, as well as outdated access control systems are just some of the problems fast food establishments need to overcome [43].

Currently, the fast food industry is modernizing business processes and technical security measures to meet new requirements. Interface Systems has shared its predictions for technology trends. It is assumed that cameras based on artificial

intelligence (AI) will begin to replace traditional security alarms and simpler video surveillance systems. Surveillance cameras are commonplace in many quick service restaurants and are located in various locations throughout the interior and exterior. The goal of this standard configuration is to solve traditional security concerns, such as preventing theft, providing video evidence after an incident, and improving the safety of employees and visitors. At the same time, cameras with video analytics based on artificial intelligence can help restaurants detect anomalies and dangerous situations in time without the need for constant human supervision. Motion-sensitive cameras that can identify the movement of a person or vehicle can be the first line of defense for proactive threat detection.

In addition, cameras with artificial intelligence can be used not only in the field of security. They can provide fast food and street food establishments with advanced business and operational analytics that inform and validate decisions from restaurant design to customer service and significantly improve their bottom line. Such smart devices can help understand customer behavior inside restaurants and in quick service areas such as checkout windows. Data such as checkout obstructions, table preferences, and service speed can be precisely measured to optimize restaurant design, seating arrangements, and the ordering process [42].

The implementation of a mobile street food project may face various risks, such as adverse weather conditions, location problems, infrastructural difficulties, competition and reputational risks, financial difficulties, and health and safety issues. Ways to reduce or eliminate risks include the use of weather stations for weather forecasting, additional research before choosing a location, cooperation with local authorities to solve infrastructure problems, emphasis on the uniqueness and quality of products to overcome competition, careful financial planning and the search for additional sources of financing, and staff training and implementation of security control systems. The implementation of these measures will help to ensure the successful implementation of the mobile street food point project and reduce the likelihood of risks.

CHAPTER 3.
PLANNING AND MANAGEMENT OF THE "CULINARY CROSSROADS" PROJECT

3.1. Development of project content and scope

Development of the content and scope of work under the project is a component of project management, as it determines the direction and scope of work that must be performed to achieve the set goal. This process includes the analysis of the requirements and needs of the project, the identification of tasks, their decomposition into smaller elements, as well as the determination of resources and deadlines for their implementation.

One of the first steps in developing the content and scope of work is to establish specific project goals and determine what needs to be done to achieve them. It is important to define all the components of work, which include various tasks, the completion of which depends on the success of the project. Decomposing tasks into smaller elements helps to understand what specific steps need to be performed for each component of the work. This allows you to better manage the work process and determine the necessary resources that will be used at each stage.

The development of the content and scope of work also involves setting realistic deadlines for the completion of each task and determining the necessary resources, such as human, financial, material, etc. This process also includes change management, as new requirements or circumstances may arise that require adjustments to the work plan. Thus, the development of the content and scope of work is the foundation for the successful implementation of the project and the achievement of its goal. The main goal of the process of developing the content and scope of work is to provide a systematic approach to defining tasks and determining what exactly needs to be done to achieve success in the project [12].

One of the important aspects of developing the content and scope of work is taking into account all project stakeholders - individuals or organizations that are

interested in the outcome of the project. This includes taking into account their needs, expectations and requirements for the project.

During the development of the content and scope of work, risks that may affect the implementation of the project are also taken into account. This helps ensure adequate risk management and development of risk management strategies. In addition, the development of the content and scope of work helps to establish priorities in work tasks and determine the sequence of their execution. This allows you to optimize the use of resources and ensure the effective implementation of the project within the stipulated time.

The development of the content and scope of work also includes the definition of success criteria for each stage and the project as a whole. This allows you to clearly define when and how the project can be considered successfully completed, and to ensure that the results meet the expectations of stakeholders.

The main result of the development of the content and scope of work is the creation of a detailed project plan that contains all the necessary details regarding the performance of the work, deadlines, resources and responsible persons. This plan is an important tool for project management, which helps to avoid delays, costs, and other negative consequences, and also ensures the effective completion of tasks within the established time frame [33].

Development of the content and scope of works under the “Culinary Crossroads” project involves careful planning of each stage from idea to implementation.

The first stage includes analyzing the market and competitive environment, researching the potential target audience, and identifying the key competitive advantages and unique value propositions of our project. This is followed by the development of a concept and business plan, including the selection of the location of the mobile point, the development of the menu, the determination of the necessary equipment and personnel.

The second stage covers preparatory work, such as obtaining the necessary licenses and permits, finding suppliers and concluding contracts for the supply of

ingredients and equipment. In parallel with this, the development of a marketing strategy and the planning of promotions to attract customers are carried out.

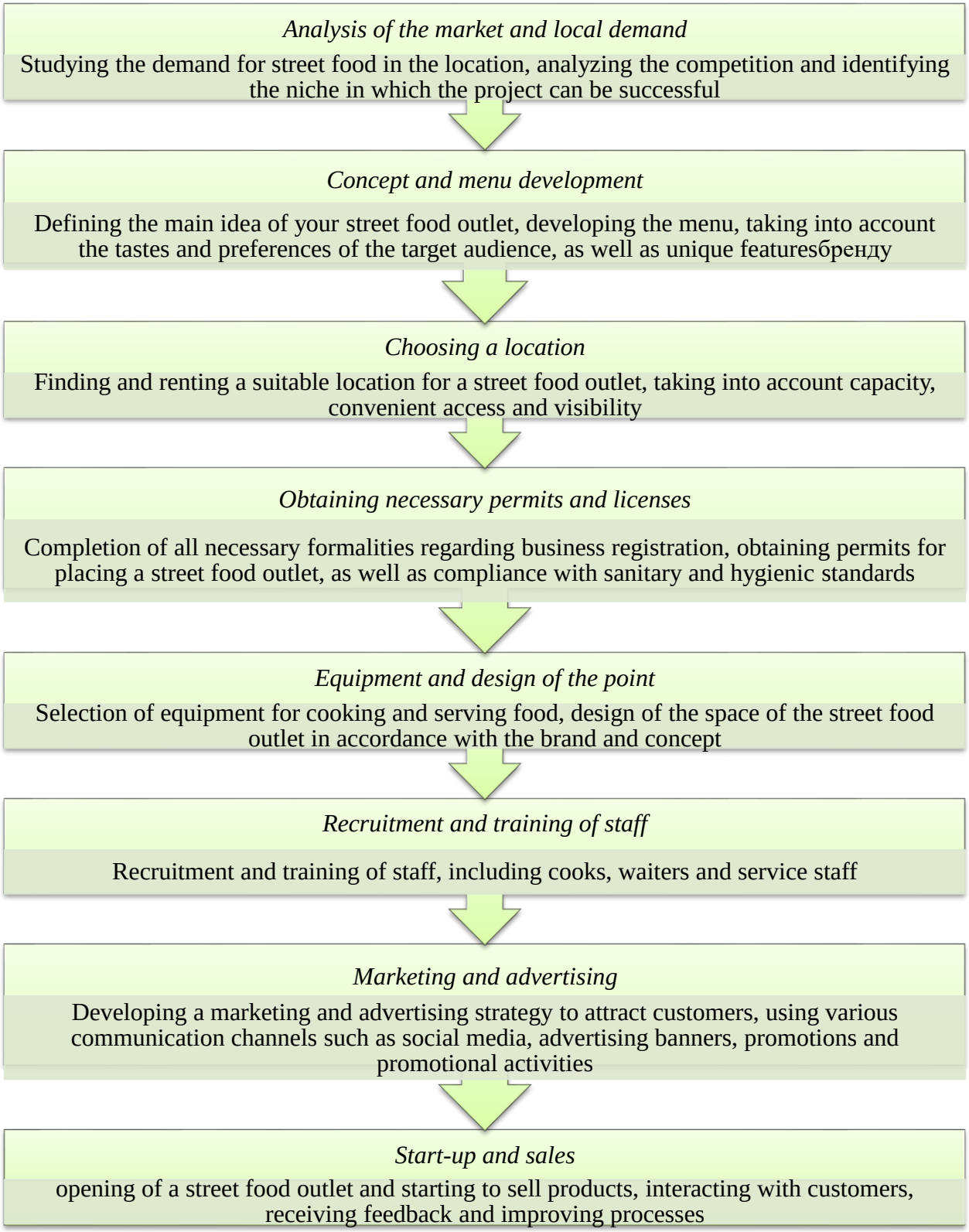

Fig. 3.1. The process of preparation for the implementation of the project of creating a street food outlet

The third stage is the direct implementation of the project, including the construction or adaptation of the mobile point, the organization of the process of cooking and serving food, training the staff and launching the activity.

The fourth stage is the monitoring and evaluation of the effectiveness of the project, the identification of problems and the development of strategies to solve them, as well as the continuous improvement of business processes to ensure the stable development of the mobile street food point “Culinary Crossroads”.

Implementation of the project of creating street food outlets includes a number of activities and stages. Specific stages may vary depending on the situation and project goals (Figure 3.1).

Considering the fact that the project of creating a mobile and mobile street food point is planned, additional steps should be included in the project implementation plan:

- Selecting a vehicle, finding and purchasing or renting a suitable vehicle for a mobile street food outlet, such as a van, trailer or specially equipped vehicle;
- Vehicle modification and equipment; carrying out the necessary changes and modifications to the vehicle to meet the needs of the street food business, including kitchen equipment, tables and counters;
- Locations and routing; development of a route plan and determination of locations for street food according to the schedule, potential audience and events;
- Licenses and permits for movement; ensuring the receipt of all necessary permits and licenses for the movement of the street food establishment along the specified routes;
- Developing a marketing strategy to attract attention to the mobile street food outlet, using social media, advertising campaigns and special events to promote your business;
- Conducting product testing, evaluating customer reactions and setting up processes before the final launch of the mobile street food outlet;

- Constant monitoring of sales, collecting feedback from customers and improving your business according to the received data.

Therefore, the development of the content and scope of work for the project is an important component of project management. It includes an analysis of project requirements and needs, identification of tasks and their detailing, as well as determination of resources and deadlines for implementation. The development of the content and scope of work also takes into account potential risks and changes that may occur during the project and establishes strategies for their management.

This process helps create a systematic approach to project execution, ensuring clear definition of tasks, management of resources and definition of success criteria. It also helps to develop a detailed project plan that includes all the necessary details and avoids possible problems during implementation.

3.2. Development of a work schedule and project team management

Developing a project work schedule is necessary to ensure the successful and timely completion of any project. A well-organized work schedule can help in efficient allocation of resources, effective task management and progress tracking.

A project work schedule should clearly outline the project's time frame, including start and end dates, as well as important milestones and deadlines. This schedule should be realistic and take into account any potential delays or setbacks that may occur during the project. In addition, the work schedule should clearly define the scope of work to be performed, including specific tasks, activities, and deliverables.

Another important point in the development of the work schedule of the project is the definition and allocation of resources. This includes human resources, such as project team members, as well as physical resources, such as equipment and materials. The work schedule should indicate who is responsible for each task, what resources are needed and when they will be used [23].

The work schedule should also take into account any dependencies between tasks. Certain tasks may need to be completed before others can begin, and these interdependencies should be clearly outlined in the schedule. This helps manage the workflow and ensure that tasks are completed in the correct sequence.

In addition, the work schedule should include risk management strategies. This involves identifying potential risks and developing contingency plans to mitigate their impact on the project timeline. By incorporating risk management into the work schedule, project managers can proactively address potential issues and minimize disruptions to the project schedule.

Communication with interested parties is one of the components of project work planning. It is important to involve key stakeholders in the development of the work schedule, as their input and support is essential to the success of the project. Regular updates and communication on project progress are also critical to keep all stakeholders informed and engaged.

Project management software and other digital tools can make creating and managing work schedules much easier. These tools can help with task planning, resource allocation, progress tracking, and reporting, which is essential for effective project management [41].

The main steps of this process of developing a project work schedule include:

- definition of project tasks (this is the division of the project into specific tasks that must be performed to achieve the goal);
- duration estimation (for each task, it is necessary to estimate how much time it will take to complete it; this may include an estimate of resources, labor intensity, dependencies on other tasks, etc.);
- determining the sequence of actions (it is necessary to determine the sequence of tasks, taking into account the dependencies between them; some tasks can be performed in parallel, but others may have predecessors that must be completed before they begin);

- creating a schedule (based on the above-mentioned steps, a work schedule is created that reflects the sequence and duration of each task; most often, project management tools such as Gantt charts are used for this);
- taking into account resources (it is necessary to make sure that there are enough resources (human, material, financial) to perform tasks in the stipulated time);
- monitoring and control (it is necessary to systematically monitor the performance of work in accordance with the work schedule and respond in time to any changes or delays);
- updating the schedule (changes during the project may lead to the need to update the work schedule to reflect the new reality and plan actions for the future).

There are several methods and tools used to develop a project work schedule. Some of them differ in their level of complexity and the possibility of use in different situations.

Gantt charts. This is one of the most common methods. A Gantt chart is a visual representation of a work schedule, where each task is represented as a bar, the length of which corresponds to the duration of the task. They allow you to display the sequence and dependencies between tasks.

Network diagrams (PERT/CPM). This method is used to model and analyze the sequence of tasks and the dependencies between them. PERT (Program Evaluation and Review Technique) and CPM (Critical Path Method) help determine the critical path of a project and estimate its duration.

Diagrams of task dependencies (Dependency Diagrams). These diagrams allow you to display dependencies between tasks in the form of arrows. They help to understand what tasks need to be completed before others.

Visual planners (Project Management Software). There are specialized software tools for developing work schedules, such as Microsoft Project, Trello,

Asana, and others. They make it easy to create, update, track work schedules, and collaborate on them with your team.

Specialized methods of planning. Sometimes specific methods are used to develop a work schedule, taking into account the specifics of a specific project or industry. For example, in flexible methodologies, Scrum boards can be used for planning and tracking tasks [25].

A Gantt chart is a project management tool used to visually represent the sequence and duration of tasks in a project. This method was developed by American engineer Henry Gantt in the early 20th century and has become one of the most popular tools for project planning and control.

Elements of a Gantt chart:

1) Time axis (horizontal axis) - This is a horizontal line representing the entire duration of the project. It can be divided into days, weeks, months, or other units of time measurement.
2) Tasks (bars or strips) - Each task in the project is depicted as a bar or strip on the Gantt chart. The length of these bars corresponds to the duration of the task.
3) Time scale (date scale) - A date scale is usually located at the top or bottom of the Gantt chart, helping to define the project's time frame.
4) Milestones - These are significant events or achievements indicating the completion of certain stages or phases of the project. They are represented on the Gantt chart as vertical lines or special markers.
5) Task dependencies - The Gantt chart can also display dependencies between different tasks, helping to avoid conflicts and optimize the schedule.

The Gantt chart helps project managers and project teams better understand timelines, allocate tasks, and track project progress. A calendar plan for the project of creating a mobile street food point is provided in Table 3.1.

Table 3.1

Gantt chart for the project to create a mobile street food point “Culinary Crossroads”

Task name	*March 2025*	*April 2025*	*May 2025*	*June 2025*	*July 2025*	*August 2025*	*September 2025*
Idea development and concept formation. Market research and competition analysis. Choice of location and vehicle.							
Obtaining necessary permits and licenses. Menu development and equipment purchase.							
Recruitment and training of personnel. Preparation of the vehicle and the point for work.							
Launch of a mobile street food point. Conducting promotions and advertising campaigns.							
The first month of work: analysis of efficiency, receiving feedback from customers							
Improvement of processes based on the experience gained. Development of a business development and expansion strategy							
Final assessment of the pilot project. Preparing for business scaling or considering opportunities to continue the project							

Team management is a factor in the success of any project. Whether it's a small-scale enterprise or a large-scale initiative, the ability to effectively and cohesively manage a team can make a huge difference to the outcome of a project.

Effective team management promotes synergy and cooperation among team members. When a project manager can effectively assign roles, delegate tasks, and develop a sense of teamwork among team members, it creates an environment in which people can work together toward a common goal. This collaborative approach often leads to increased creativity, better problem solving, and more efficient use of resources.

Proper team management helps maximize team members' strengths while mitigating their weaknesses. A good project manager understands the skills and experience of each team member and can allocate tasks accordingly. By doing this,

the team can use individual strengths to achieve the best results. By identifying and eliminating weaknesses, the project manager can provide the necessary support and training to improve the team's overall capabilities [5].

The development of the Culinary Crossroads mobile street food project requires a team consisting of various specialists who will ensure the implementation of various aspects of the project (Table 3.2).

Table 3.2

Key roles for the development of the project to create a mobile street food point “Culinary Crossroads”

Project team member	*Functions that are performed*
Project manager	Responsible for management and organization of the entire project. Coordinates team work, sets goals and schedule, resolves issues, and coordinates reporting.
Chef or cooking expert	Responsible for menu development, selection of ingredients, recipes and culinary concepts that correspond to the “Culinary Crossroads” concept.
Advertising and marketing manager	Develops marketing strategy, is responsible for brand promotion, advertising campaigns and cooperation with the media
Finance manager	Responsible for budgeting, financial planning and cost control
Operations Manager	Responsible for the operational process of production and service, including site selection, logistics and inventory management.
Interior designer	Responsible for the design of the mobile food outlet, ensuring a comfortable atmosphere for customers
Lawyer or consultant on licensing and permit documentation	Responsible for obtaining all necessary licenses and permits for opening and operating a mobile food outlet.

A project manager who can effectively communicate project goals, expectations, and timelines creates an atmosphere of trust and accountability. This clarity ensures that all team members are aligned with the project's goals and understand their role in achieving them. Open communication channels allow for

timely resolution of any issues or conflicts that may arise during project implementation.

A skilled project manager understands the importance of recognizing and rewarding the efforts of team members. By recognizing their contributions and creating a supportive and encouraging work environment, the project manager can maintain high team morale, which leads to increased productivity and commitment to project success.

A project manager who can effectively manage the team's workload, time and budget ensures optimal allocation of resources. This includes identifying and eliminating any potential bottlenecks or inefficiencies in the project workflow, thereby maximizing the overall productivity and cost-effectiveness of the project [34].

Table 3.3

Employees needed for the implementation of the project to create a mobile street food outlet “Culinary Crossroads”

Employee	*Functions that are performed*
The cooks	They prepare meals according to the menu of your street food outlet. They must have experience in preparing different types of food and the ability to work quickly and efficiently
Waiters or service staff	Take orders from customers, serve tables (if needed) and serve meals. They must be friendly, sociable and able to work at a fast pace.
Barista (if needed)	If the menu includes beverages such as coffee or tea, then you may need a specialist to prepare these beverages
Sales and customer service manager	Responsible for organizing the work of the staff, controlling the quality of service and promoting customer satisfaction
Driver	A vehicle driver who is responsible for moving the mobile street food point to different locations
Planning administrator or manager	Responsible for organizing work, scheduling, keeping inventory, ordering ingredients, and coordinating team work
Marketing specialist	Develops and implements marketing strategies to attract new customers and retain existing ones

An important aspect of effective team management is the ability to adapt to change and unforeseen challenges. Project managers must be able to anticipate potential risks and have contingency plans. In addition, they must be flexible and responsive to changing project requirements, market conditions, or other external factors that may affect project performance. A well-managed team can effectively adapt to these changes, ensuring that the project stays on track and achieves its goals despite any obstacles.

Employees with different skills and responsibilities are also needed for the implementation of the project of creating a mobile street food point (table 3.3).

Therefore, developing a project work schedule is a complex task that requires careful planning, coordination and communication. A clearly developed work schedule is an important condition for the successful and timely completion of the project. Project managers must create a work schedule that serves as a road map for the successful completion of the project. Effective team management is critical to the success of any project. By fostering collaboration, maximizing individual strengths, maintaining clear communication, and fostering motivation and adaptability, an experienced project manager can guide a team toward effective and efficient achievement of project goals.

3.3. Budgeting and financial planning of the project

Regardless of whether it is a small-scale initiative or a large-scale project, effective budgeting and financial planning ensure that the project remains financially viable and sustainable. Budgeting and financial planning play a crucial role in project management as they help to define the financial framework within which the project will operate. This involves assessing the costs associated with the project, efficiently allocating resources, and ensuring that the project stays within the established financial constraints. A well-defined budget and financial plan provide a roadmap for the project, outlining expected expenses, income, and financial milestones.

Budgeting and financial planning help identify potential financial risks and uncertainties. By conducting thorough financial analysis and creating a detailed budget, project managers can anticipate potential financial issues and develop strategies to mitigate them. This approach enables the project team to make informed decisions and take appropriate actions to address any financial obstacles that may arise during the project lifecycle.

Developing a budget and financial planning contribute to the overall success of the project by aligning financial resources with the project's goals and objectives. A well-thought-out budget ensures that funds are allocated to the most critical aspects of the project, thereby maximizing the project's chances of success. It also helps prioritize expenses and avoid unnecessary spending, which is crucial for maintaining financial discipline throughout the project [31].

With a starting budget allocation of $40,000 for the implementation of the mobile street food point project, it is important to balance expenses across various aspects. The distribution of funds for the realization of the “Culinary Crossroads” project is shown in Table 3.4.

Effective budgeting and financial planning also promote accountability and transparency within the project team. When financial parameters are clearly defined, team members are aware of their financial responsibilities and are more likely to stick to budget constraints. In addition, stakeholders and investors have a clear view of the project's financial needs and can track the project's financial progress, which promotes trust and confidence in project management.

To be successful in budgeting and financial planning, project managers must consider several aspects. First, they must conduct a comprehensive financial analysis to accurately estimate the cost of the project. This analysis should consider all potential costs, including direct costs, indirect costs, contingency funds, and any other financial reserves that may be required. Second, project managers must prioritize the allocation of resources based on the project's critical needs and objectives. This requires a thorough understanding of the scope and requirements of the project, as

well as a careful assessment of the potential return on investment for each type of expenditure.

Table 3.4

Distribution of funds for the implementation of the “Culinary Crossroads” project

The direction of using financial resources	Estimated cost	
	% of the total budget	in dollars
Transportation including:	**30**	**12000**
Purchase or rental of a vehicle (van, trailer, or car)		10000
Modification and equipping of the vehicle for kitchen and food service		2000
Equipment and inventory including:	**25**	**10000**
Kitchen equipment (stove, grills, refrigerators, etc.)		5000
Utensils, tableware, food containers, tables, and chairs		3000
Other necessary items (cookware, kitchen utensils, cleaning solutions, etc.)		2000
Licenses and permits (obtaining all necessary permits and licenses for operation)	**2,5**	**1000**
Marketing and advertising including:	**5**	**2000**
Logo and brand development, packaging design, and production of advertising materials		500
Advertising in local media and social media, conducting promotional campaigns and events		1500
Purchase of food products including:	**15**	**6000**
Purchase of ingredients and food products for cooking		6000
Employee wages including:	**17,5**	**7000**
Salary for chefs, waiters, and other staff		7000
Reserve for unforeseen expenses	**5**	**2000**
Total	**100**	**40000**

In addition, project managers should regularly monitor and evaluate the financial performance of the project against the established budget and make adjustments if necessary. This involves tracking actual costs, identifying any deviations from the budget and taking corrective action to effectively manage project finances.

Budgeting and financial planning are integral components of project management that contribute to the overall success of the project. By creating a well-defined budget and financial plan, project managers can reduce financial risks, align resources with project goals, and promote accountability and transparency within the project team. By addressing key aspects of budgeting and financial planning, project managers can ensure that their projects remain financially viable and achieve their intended outcomes.

CONCLUSIONS

1. The fast food industry is a complex and multifaceted sector that has significant implications for public health, the environment, and the economy. While it offers undeniable conveniences and benefits, it also raises important issues that need to be addressed to ensure a more sustainable and responsible food system. As the industry continues to evolve, stakeholders must engage in informed discussions and collaborative efforts to promote healthier, ethical, and environmentally friendly practices in the fast food sector.
2. The fast food industry continues to evolve and diversify, catering to various consumer preferences and market demands. From traditional fast food chains to gourmet concepts, food trucks, and ghost kitchens, the industry has demonstrated its ability to adapt and innovate in response to changing consumer behavior and technological advancements. It's important to develop a unique product or concept, study the market and audience, devise effective marketing and advertising strategies, invest in innovation and technology, and adhere to established standards of quality and service. However, fast food projects also face challenges such as meeting the demand for healthier options and addressing environmental concerns. As the industry continues to evolve, prioritizing sustainability, health, and innovation will be crucial for fast food projects to remain competitive and relevant in a constantly changing business environment.
3. Effective project management in the fast food industry is a complex and multifaceted task that requires the integration of diverse approaches and strategies. Understanding the key terms, concepts, and aspects of project management in this industry is crucial for the successful implementation and execution of projects that contribute to achieving strategic goals and ensuring competitiveness in the modern market environment. In addition to specific methodologies, it is important to consider the unique aspects of project management in the fast food industry.

4. The process of formulating the purpose, objectives, and tasks of a project is crucial for determining the direction, focus, and roadmap for the project. This allows project managers and team members to coordinate their efforts, allocate resources effectively, and track progress towards specific and measurable goals. By adhering to a systematic approach to formulating the purpose, objectives, and tasks of a project, the likelihood of project success can be increased. The initial stage of idea development involves analyzing current trends in the food industry, reviewing market opportunities, and identifying the needs of the target audience. Based on this research, a concept for a mobile street food point is formed that meets market needs and goes beyond traditional solutions. This concept may include a unique menu, innovative service methods, or special programs to attract customers.
5. The chosen concept is based on consideration of current trends in the culinary field. The selected strategy involves combining various culinary traditions from different countries to satisfy diverse tastes and preferences of customers. The choice of the "Culinary Crossroads" concept is justified by its alignment with the needs of the modern market and allows differentiation from competitors by offering unique and delicious dishes. Such an approach will contribute to brand popularization, customer attraction, and success in the street food industry.
6. The implementation of a mobile street food point project may encounter various risks, such as adverse weather conditions, location issues, infrastructure difficulties, competition and reputational risks, financial constraints, as well as safety and health concerns. Ways to mitigate or eliminate these risks include using weather stations for weather forecasting, conducting additional research before selecting a location, collaborating with local authorities to address infrastructure issues, emphasizing uniqueness and product quality to overcome competition, thorough financial planning and seeking additional sources of funding, as well as staff training and implementing safety control systems. Implementing these measures will help ensure the successful implementation of the mobile street food point project and reduce the likelihood of risks.

7. Developing the content and scope of work for the project is an important component of project management. It involves analyzing project requirements and needs, identifying tasks and detailing them, as well as determining resources and deadlines for execution. Developing the content and scope of work also considers potential risks and changes that may arise during the project and establishes strategies for managing them. This process helps create a systematic approach to project execution, ensuring clear task definition, resource management, and defining success criteria. It also contributes to the development of a detailed project plan that includes all necessary details and helps avoid potential problems during execution.
8. Developing a project work schedule is a complex task that requires careful planning, coordination, and communication. A clearly developed work schedule is a crucial condition for the successful and timely completion of the project. Project managers must create a work schedule that serves as a roadmap for successful project execution. Effective team management is crucial for the successful execution of any project. By fostering collaboration, maximizing individual strengths, maintaining clear communication, and promoting motivation and adaptability, an experienced project manager can guide the team towards effective and successful project goal achievement.
9. Financial planning is an integral component of project management that contributes to the overall success of the project. By creating a clearly defined budget and financial plan, project managers can reduce financial risks, align resources with project goals, and promote accountability and transparency within the project team. By considering key aspects of budgeting and financial planning, project managers can ensure that their projects remain financially viable and achieve planned results.

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