PROJECT MANAGEMENT TECHNOLOGIES IN B2C AND B2G

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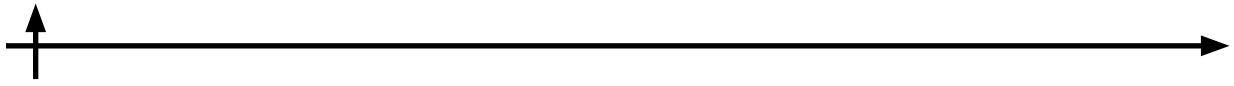
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Abstract. At present day project methodologies are used to arrange and systematize business processes based on project management. In addition to being used in the B2B segment, they can also be employed in other business areas. This article examines the fundamental differences between these segments compared to B2B as well as identifies the problems that can be solved using specific elements of project management methodologies. Based on theoretical aspects of project management and fundamental differences between B2C and B2G business sectors, this research aims to provide possible solutions for IT market. In accordance with the obtained results, the authors suggest a range of project methodology-based solutions for each of the prospective challenges.

Keywords: B2C, B2G, project management, agile, project technologies

ТЕХНОЛОГИИ УПРАВЛЕНИЯ ПРОЕКТАМИ В B2C И B2G

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Аннотация. На сегодняшний день проектные методологии используются для структурирования и систематизации управления бизнесом на основе проектного менеджмента. Помимо использования в B2B, они также могут быть использованы в других сегментах бизнеса. В данной статье рассматриваются фундаментальные различия между сегментами по сравнению с B2B, а также выявляются проблемы каждого сегмента, которые могут быть решены с использованием элементов методологий проектного управления. Основываясь на теоретических аспектах и фундаментальных различиях между ведением бизнеса в B2C и B2G сегментах, данное исследование нацелено на предоставление возможных решений для рынка IT. В результате, авторами были предложены элементы методологий проектного управления, предоставляющие возможность наиболее эффективно решить самые актуальные проблемы B2C и B2G сегментов.

**Ключевые слова:** B2C, B2G, проектный менеджмент, гибкие методологии, проектные технологии

Introduction

Unlike the B2B, the emotional component plays a major role in the B2C, meaning that divergence in the key principles of business is shaped depending on the specifics of each segment. Thereby, one long-term project with established distribution channels for products in the B2C spills over into multiple sales, while a singular purchase makes the outcome of a B2B project. What is more, the nature of connections formed during different projects also varies: B2C relies on short-term connections between the company and the buyer, while the connection in the B2B segment is often long-term (Cooper, 2009).

The barriers for the B2G segment to overcome also differ from B2B and B2C. The purchase of a product or service offered by a company is determined by the choice of the consumer, while in the B2G segment a tender system is common. Before starting cooperation with a government organization, it is necessary to undergo verification, collect the necessary documents, and apply for a competition, where the government selects the most suitable option according to the requirements. On the one hand, the procedure involves more red tape compared to other market segments, while on the other, winning a tender results in a corresponding benefit. No matter how lucrative cooperation with government organizations may seem, the number of problems that arise on the way is also impressive. The key challenge is the payment procedure when cooperating with the government. The company is supposed to possess large funds since the B2G uses a post-payment system, meaning that the company receives funds only upon closing the project. Another impediment is that the legislation that regulates participation in competitions is changeable. Tenders require competence in the current legislation and the ability to
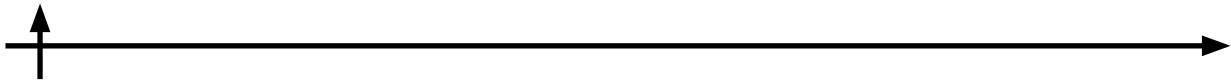
monitor changes in application procedures. These necessities often discourage many companies from cooperating with government agencies (Cooper, Edgett, 2012).

Existing scientific research on the topic highlights problems associated with implementing project management technologies as tools to control product development. It can be explained by the inability of manufacturers to stop the project despite having discovered problems during one of the cycles (Denisova, 2022).

The main goal of this research is to distinguish possible solutions to streamlining project management in B2C and B2G of an IT market. In order to hit this goal, it is necessary to pay specific attention to:

1. Finding elements of project management technologies that are capable of evaluating control over different aspects of IT projects in B2C and B2G.

2. Tailoring such elements based on differences between B2C and B2G business sectors.

3. Providing justification of efficiency for each solution.

Materials and Methods

The methodological basis of this research rests on collection and assessment of data, comparison, description, and mapping. Analysis includes general business structure comparison as well as project structure description, with project cycle processes, project team, and project risks for each of the corresponding business segments. The authors also map out specific elements of project management technologies that may contribute to more efficient problem-solving.

Results and Discussion

B2C (business-to-consumer) is a business model where the recipient of goods or services is the end consumer. Unlike the B2B model, the company seeks to satisfy not one client but all at once, which results in demand for the products offered by the company. The key feature of the B2C segment is that the buyer and the consumer are the same person.

In the current market conditions, the "high risk, high reward" system is in function, but the degree of risk can be reduced if a project to create and release a new product to the consumer market is structured properly. In order to achieve this, the project itself is supposed to be well structured and managed in accordance with the suitable methodology. Nowadays, methodologies have migrated from different areas and can be used everywhere. Thus, for example, Agile, developed for the IT sector, can now be implemented in retail as well (Edgett, Cooper, 2008).

B2G (business-to-government) is a business model where a manufacturer provides goods and services to government agencies. Relations in the B2G market are characterized by their long-term nature, since it is easier for the government to buy from one manufacturer rather than change manufacturers after a certain period. The scale of orders from the government is typically large, with the purchases being made via the tender system.

Although B2G projects are similar in general structure to B2B projects except for the client, they still differ significantly. Thus, B2G projects also need a project methodology to simplify the procedure for participating in competitions for obtaining government orders (Trachuk, 2013; Umyarova, 2022). It is assumed that the general structure of the project processes and teams is similar to the B2B segment, but the risks may differ due to the specifics of working with the public sector. A general comparison of business models is presented in Table 1.
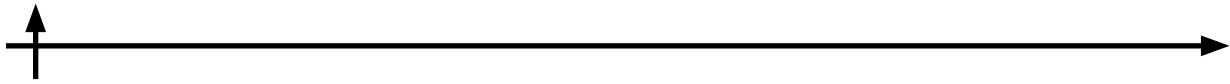
Table 1. Business model comparison

	Clients	Promotion tools	Transaction speed
B2C	Individuals	Contextual and targeted advertising, SMM, promotions, sales	Fast
B2B	Companies (legal entities)	Contextual advertising, SEO, email marketing, PR, event management	Slow
B2G	Government	Tenders	Slower than B2B

According to stage-funnel model, a project to develop a new software product includes the following processes:
– Selecting an idea.
– Scaling.
– Calculating financial indicators.
– Implementation.
– Prototype testing.
– Product launch.
– Post-project analysis.

The main advantage of this model is the presence of funnels between processes, when the company can revisit the feasibility of implementing the project. Upon completion of all stages of the project, the new product enters the market.

However, Cooper's research proves that this model of managing a project to develop a new product is poorly suited to companies, since the funnels that exist to implement strict control over the project rarely lead to the closure of the project; most companies implement the project despite possible negative indicators in the funnels.

Accordingly, even with clearly defined processes and boundaries established between them, during the implementation of projects there is no project management tool, that is, a methodology capable of monitoring the progress of the project. This statement explains why many companies do not achieve the desired indicators.

Project teams are formed depending on the specifics of the project; accordingly, knowing the procedures that are carried out during the project, one can select a set of specialists in different fields necessary and sufficient for the successful implementation of the project. However, the selection of a project team is a responsible procedure since the success of the project directly depends on who is assigned to the project (Gryaznov, 2020). There are several requirements for selecting a project team. The principles of selecting a project team include validity, multi-criteria selection, scientific nature, and a combination of strategy and tactics of management.

A typical project team for developing a new product in the B2C segment includes:
– Product manager.
– Project manager.
– Designers:
– Developers.
– Marketers.
– Sales department.
– Manager.

It should be noted that many companies practice involving consumers in product development, but they are not direct participants in the project team.
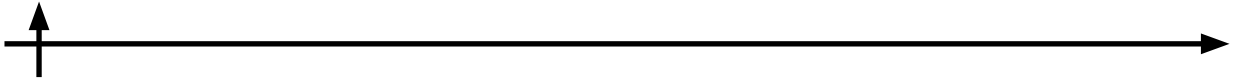
At different stages of project implementation, the degree of involvement of each project team member differs, which also needs to be regulated (Glukhov, Ilin, 2014). Without proper control, there is a risk of stagnation and low quality performance, which may potentially lead to freezing or even closure of the project and financial losses. In this regard, the project methodology will allow to regulate the work of project participants at each stage.

Each project has a set of risks that the company faces during the project implementation. The occurrence of a risk event during the project may have a negative impact on the success of the project, so it is in the interests of the company to prepare for risks before they occur. The risk management procedure is a complex event (Maydanova, Ilin, 2023). The key tool for dealing with risks is the risk register, which contains not only the risks themselves but also risk planning, analysis (both quantitative and qualitative), possible responses, and monitoring methods.

Unlike B2B projects, there is no risk of non-satisfaction of the customer's terms since the products developed for the consumer are mostly aimed at a mass audience, so the design of the product is based on the preferences of the majority but not on the requirements put forward by them (Pavlov, 2019). However, the consumer still has a strong influence on what the product will be like: the demand for the product manufactured by the company directly depends on what the future consumer wants to receive.

The main risks of a B2C project may include:
- Data security.
- Communication problems.
- Delays in project deadlines.
- Force majeure (unplanned work, natural disasters, etc.).
- Budget problems.

The structure of an IT project in the B2G segment is similar to the B2B segment, except for the bureaucratic component: before a company can start implementing a project, it is necessary to go through a long procedure leading to the company receiving an order.

The process of receiving an order begins with placing it on a specialized portal.

After completing the stated procedure, the company receives a government order, after which it can start implementing the project. Since the structure of project implementation in the B2G segment is similar to the implementation of a B2B project, the use of a project methodology is justified. However, it is worth noting the differences that arise from the specifics of working with the state:

- During the implementation of the project, there is no financing from the state. As noted earlier, the company receives money only after the project is closed, while in B2B projects, funds are distributed among financial flows coming from the customer during the implementation of the project phases. This feature limits the number of companies able to enter the B2G market.

- Rigid project structure. B2B projects allow for unplanned changes in the event of budget re-evaluation or revision of product functionality, but the probability of any unplanned changes in a B2G project is minimal. Each decision is agreed upon with the customer in advance, and no changes after approval are possible.

- Probability of working at a loss. Since the tender is based on the system of the lowest price offer, there is a possibility that during the project implementation it will turn out that the cost of implementing the project is higher than the price agreed with the customer. If in a B2B project there is an opportunity to re-agree with the customer for a different price, then in the case of a B2G project, an underestimated price in the tender will only lead to inevitable losses.

The decision to enter the B2G market has many strict frameworks, so the order analysis procedure is extremely important when putting forward an offer from the company (Kravari,
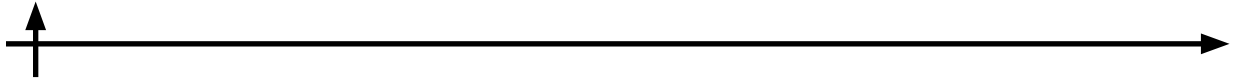
2016). The use of project management methodologies with sufficiently strict frameworks can facilitate the task of ensuring financial benefits because of project closure.

The implementation of a project in the B2G segment implies a high degree of involvement of the company's manager in interaction with the customer, i.e., with a government agency. Also, the specifics of project approval include work with legislation; therefore, a mandatory component of the project team is a lawyer who will be responsible for fulfilling the requirements from the legislative side of the project, as well as settling all requirements for registration for the competition (Nemtseva, 2022). The full composition of the B2G segment project team includes:
- Manager.
- Business analyst.
- Lawyer.
- Developer.
- Tester.
- Project manager.
- Product manager.
- Support specialist.

Unlike B2C projects, in the case of working with government agencies, there is no need to include a marketer in the project team since the product developed by the company can be considered sold. Accordingly, there is no need to focus on the "salability" of the product; the main tool for attracting the customer's attention is the price offered by the company for the execution of the order.

Like any project, a B2G project has its own risks, which are more specific than similar projects implemented in the B2B and B2C segments. A distinctive feature is cooperation with government agencies during the project implementation, while clients of other segments are individuals and legal entities. The following risks have been identified for projects implemented in the B2G sphere (Nandankar, Sachan, Adhikari, Mukherjee, 2023):
- Risk of the company being included in the register of unscrupulous suppliers (in case of evasion of concluding a contract or failure to fulfill a contract).
- Risks of incorrect electronic document management.
- Risk of delay in contract fulfillment.
- Risk of using outdated technologies.
- Risk of failure of equipment containing critical data.
- Risk of lack of communication between project participants.
- Risk of decreased financial stability.
- Risk of decreased liquidity and solvency.
- Risks of increased financial burden during the execution of a government contract.
- Risk of refusal to renew licenses for the use of foreign software.
- Risk of restrictions or prohibition on updating and servicing software that has no analogues in Russia.

The consequences of the risks described above also differ from the risks that occur during the implementation of B2B and B2C projects, the key ones of which may be the accrual of fines and penalties as well as a ban on participation in a tender for government contracts for up to 2 years, as well as the insolvency of the company up to and including bankruptcy.

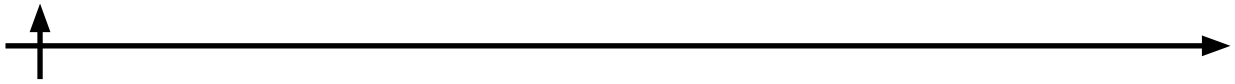Summary of project structure analysis is given in Table 2.

Table 1. Project structure comparison

	Project team	Risks	Budget
B2C	Product Manager Marketing Manager Designer Developers Data Analyst Customer Service Specialist	Data security; Communication issues; Project delays; Force majeure (unplanned work, natural disasters, etc.); Budget issues	Determined by the amount of funds that the company has
B2B	Business Analyst Systems Analyst Technical Team Implementation Team Product Manager Project Manager	Technical risks; Data security; Dependence on suppliers; Changing customer requirements; Financial risks; Communication problems	Discussed with the customer at the stage of concluding the agreement and can be revised during the project in the event of unforeseen circumstances
B2G	Manager Business Analyst Lawyer Developer Tester Project Manager Product Manager Support Specialist	Risk of the company being included in the register of unscrupulous suppliers; Risks of incorrect electronic document management; Risk of delay in contract performance; Risk of using outdated technologies; Risk of failure of equipment on which critical data is located; Risk of lack of communication between project participants; Risk of reduced financial stability; Risk of reduced liquidity and solvency; Risks of increased financial burden during the execution of a government contract; Risk of refusal to renew licenses for the use of foreign software; Risk of restriction or ban on updating and servicing software that has no analogues in Russia	Proposed by the contractor at the stage of participation in the competition and is not revised after winning the tender

The B2C segment is characterized by variability, caused by the end consumer of any business in this segment—the general population. Each consumer has their own preferences and tastes, their own triggers to attract attention: a catchy label, technology, a large advertising campaign, and so on. Therefore, the main point that ruins new companies is a superficial analysis of their target market. Many of them neglect such indicators as market saturation, market leaders, as well as the average price for goods in a similar category.

In addition to pre-project planning, during their activities, many companies neglect a competent financial apparatus as well as effective promotion (Morcov, 2023). The latter parameter proves to be the most important, since the key goal of any business in the B2C segment is to build a brand in such a way that would encourage the buyer to purchase it, or even more — impose a feeling of inability to function without it.

For small organizations, lack of flexibility leads to a decrease in customers, who logically tend to prefer companies capable of innovation in products and services they provide. A gradual decrease in the customer base leads to devaluation of the brand, which has often been built up over a long period of time. In pursuit of customers, B2C companies turn to price reduction, which in most situations results in the opposite outcome. Not all companies are capable of adaptation, having an organizational structure that quite strictly defines the responsibilities of
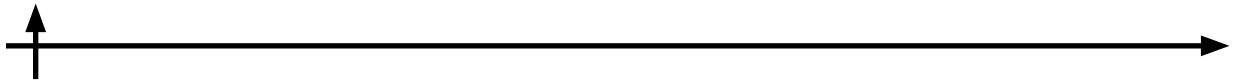
employees and the order of actions in the company (Rudenko, 2015).

The first tool useful for B2C companies is the Scrumban board. Depending on the scale of the company, its practicality may vary, but it allows to visualize the process of the product production cycle and, if necessary, make changes related to innovations and changing individual operations. Kanban is also suitable due to its short-term nature — there is no need for long-term planning for B2C companies; therefore, the Kanban board can be a useful tool for monitoring the implementation of the production cycle.

Flexible methodologies such as Scrum and Agile would also come in handy for B2C companies. Both methodologies have a high degree of adaptability, allowing companies to adjust to the preferences of the target audience quickly. Maintaining close communication with the customer can greatly contribute to the company's success (Ilin, Frolov, Lepekhin, 2020; Wong, 2018). Since the consumer and customer are the buyers, communication with them can be maintained in the form of surveys, marketing campaigns, and focus groups, etc. All the listed measures provide a clearer picture of the customer's opinion and increase brand awareness.

Scrum would be useful for companies that frequently deliver new products. In this case, dividing the work into sprints will increase the efficiency of producing a specific unit, while sprints can be changed if necessary. A trigger for such a change can be, for example, a drop in product sales. Regular meetings, typical of Scrum, will be useful in such cases. During the meetings, it is possible to brainstorm ideas for new products. They can be recorded and go from the Scrum Master up to the management, who then considers the received ideas for the feasibility of implementation.
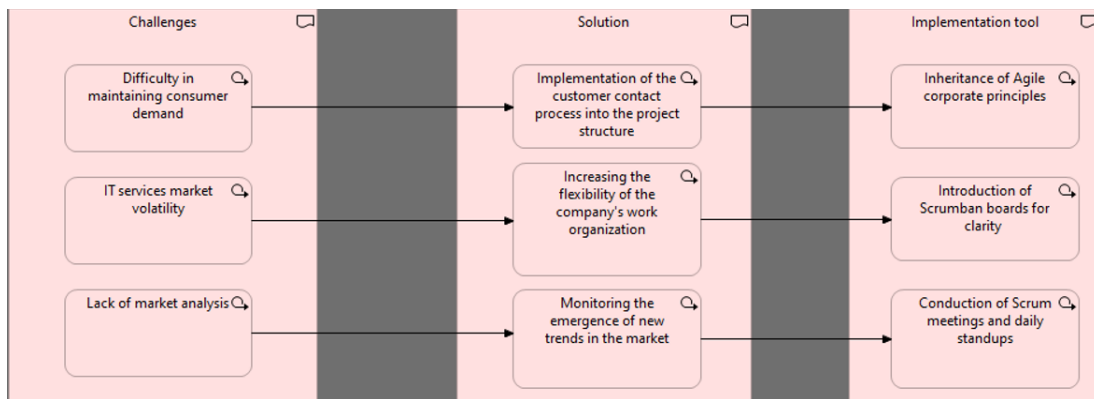

Fig. 1. Visualization of proposed solutions for the B2C segment

Key problems of business in the B2G segment are:

Compliance with regulatory requirements. Unlike the B2B segment, B2G regulates contracts concluded within the public sector according to a strict framework. Therefore, proposals made by the contractor to the customer must comply with data confidentiality standards, legal requirements, and ethical standards.

Long sales cycles. Efficiency cannot be called a characteristic feature of business operations within the public sector. Decisions, as a rule, are made quite slowly and consider all possible factors. Bureaucracy also plays a large role, including work with documentation, budget cycles, and consultations with stakeholders, which negatively affect the duration of the sales process. A long duration can cause financial damage to the contractor, who is in a state of inactivity (Zaitsev, 2022).

Transparency and accountability. Documentation generated when interacting with government agencies should be detailed and transparent, including positive aspects of the contractor to gain the customer's trust and convince him of the benefits of cooperation with a specific
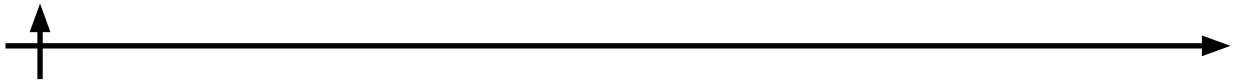
enterprise rather than with others.

Based on the above-described problems and challenges, it is possible to suggest a specific set of strategies that can increase the share of success for an organization entering the B2G market. They include:

Segmentation. Although different organizations belong to the public sector, each has different requests and requirements. For instance, the healthcare and military sectors function in completely different ways, and therefore the approach to each specific case is unique. The ability to adapt on the part of the organization would be a plus that can open new opportunities in completely different areas of the public sector. However, the ability to adapt, as described above, differs from the adaptation of the B2C segment.

Intellectual leadership. Public sector organizations pay attention to companies that occupy leadership positions in the field of knowledge. A huge benefit for the organization would be the presence of regular articles, webinars, and seminars held by the company. As in the case of B2C, a B2G company is supposed to have an image, since B2G, like no other segment, is subject to giving preference to a company that is on everyone's lips. Therefore, the structure of the organization is supposed to have a division engaged in methodological work. To some extent this type of work is another branch of marketing aimed at attracting the attention of government agencies. The effect of such marketing, however, becomes visible only during the competition, where this type of recognition will positively affect the outcome of the tender.

Examples of use. State organizations also appreciate the practicality of solutions offered by the supplier of goods or services. Instead of promoting a product based on its technological advancement, attention should be focused on its practical benefits. Cost reduction when using new software, reduction in the length of product routes because of implementing a transport information system — such examples attract a customer who has put forward an offer based on some need. Thus, focusing on the fact that the customer's product or service can satisfy this need will enable the organization to attract the customer.

Cooperation. Bureaucracy, of course, has a negative impact on the implementation of a project at the initial stage, but it allows to accurately determine the needs of the customer, get into closer contact with them and expand the horizon of knowledge about what is required of the contractor. Thus, the likelihood of canceling the project and ending cooperation will decrease, so attending meetings with stakeholders and communication with officials will have a positive impact on the course of the project.
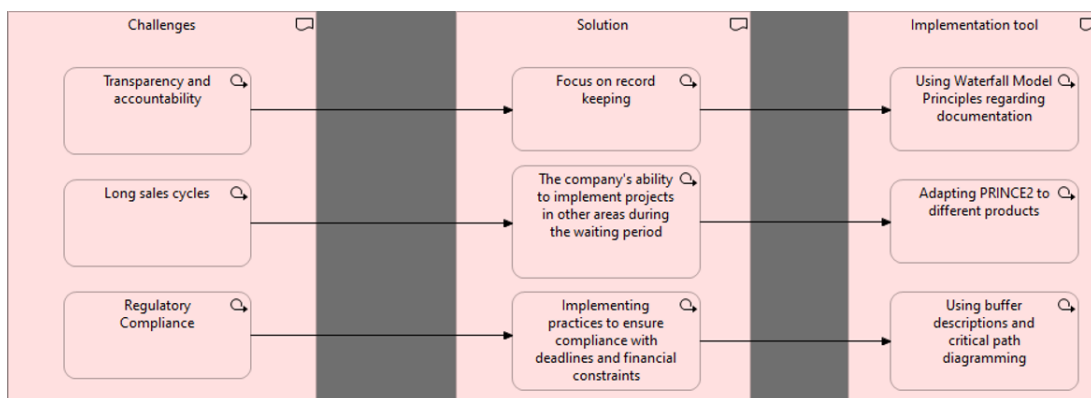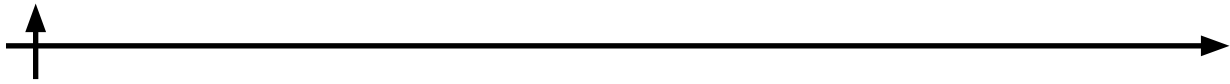

Fig. 2. Visualization of proposed solutions for the B2G segment

Conclusion

In this study, possible solutions to streamlining project management in B2C and B2G sectors of an IT market are shown. These solutions have been tailored based on unique aspects of the

stated sectors. According to the results of the research, elements of flexible methodologies have practical benefits for B2C companies, while more rigid methodologies are expected to have a positive effect on the activities of companies operating in the B2G segment. The most unexpected result is the highlighted division between possible solutions. Unlike B2B, which works well with both flexible and rigid methodologies, B2C and B2G favour either one or another.
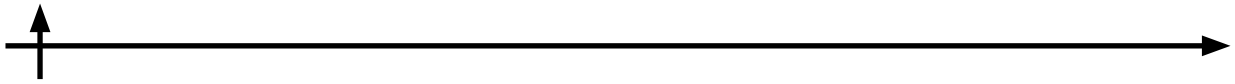
Thus, Scrum, Agile, and Scrumban methodologies would allow B2C companies to increase the flexibility of their activities, which is necessary for the company's ability to adapt to the changing preferences of the target audience. Kanban boards would allow visualizing the process of implementing goods by tasks and, if necessary, simplify the perception of information about changes in one or a group of production processes. Agile and Scrum, implying close communications within the team and communication with the customer, provide tools to more accurately capture the desires of potential customers and implement the necessary changes quickly enough.

For the B2G segment, methodologies with a rigid structure are more suitable, such as PRINCE2, Waterfall, and Critical Chain Project Management. This is due to the unambiguous requirements from the customer, which become clear at the pre-project planning stage. The above methodologies pay special attention to monitoring compliance with financial and time constraints, as well as strict adherence to quality standards of the product being developed.

Stated solutions are based on theoretical study; therefore, their practicality may differ from predictions suggested in the paper. These solutions have been tailored to IT market demands and might not be useful for other areas. Other markets haven't been reviewed because of a large number of differences in priorities and business structures.

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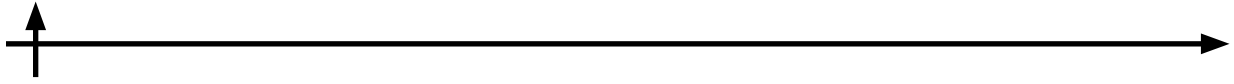
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