

SYMSOFT SOLUTIONS: A CASE STUDY OF A B2G AND B2B IT SERVICE COMPANY BASED IN THE US, TO IDENTIFY CHALLENGES THAT MAY ARISE WHILE SCALING UP

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ABSTRACT

Like food, water, and shelter, IT has become the 4th necessity of man in the 21st century. Web Development services are growing in demand globally as the importance of visibility and online presence for businesses and governments is soaring. A micro-level study of US-based Web services provider SymSoft Solutions, LLC, working in the B2G and B2B spaces, has been done to understand business strategy and challenges with respect to the marketing mix, that may arise while scaling up. In the Indian context, it is relevant as many SMEs (Small and Medium Enterprises) struggle to operate smoothly amidst competition.

In this study, the interviewer collected information by interviewing experts from the related field for approximately 3 hours. An online survey was also undertaken to understand the perceived brand image portrayed on the website. From the inferences drawn, attempts to draw challenges from the promotion mix were made.

In the results of the survey, it was found that the site portrayed a positive brand image, but the structure has significant scope for improvement in order to act as a lead generating channel instead of a mere visibility tool. In order to improve their service performance and achieve even more efficiency in operations, certain actions can be taken by the company, such as simplifying offerings, exploring price standardization packages, blueprinting processes, redefining job roles, and others.

Keywords: Web services, Service operations, challenges, scaling up, trade in services, solutions, redesign, services marketing.

Introduction:

Services constituting major income in GDP identify developed economies because the modern globalized world is a product of the services industry. International integration of economies fuels the demand for all kinds of services like logistics, packing, legal, education, health, IT, and others. Subsequently, countries that develop skilled resources for services relentlessly, gain advantage and become "Service Economies". But not all service economies are developed nations and may rely heavily on services like tourism, which are extremely volatile to crisis.

Some services like Information Technology (IT), however, always stand strong due to their requirement across all industries. Like food, water and shelter, information technology has now become the 4th necessity for man's subsistence in the 21st century. Globally, information technology markets have grown to over \$9 billion USD in 2022 and are expected to grow at a rate of 10.37% till 2027. Due to Industry 4.0, incorporating IT in business processes results in integration of all business functions. Another major area where technology plays an integral role in today's business is achieving visibility. The modern era belongs to consumers. That is why businesses are competitive and fixated on reaching prospects at the right place, right time and in the right way. The internet has made a virtual identity an important tool for improving brand visibility. Thus, marketing departments are actively engaging in creating and maintaining online presence using the 'customer facing web-services'.

Web Design and Development services enable an impressive online presence and influence the service perception to a huge extent. In 2021, more than 1.8 billion websites existed. The market is evolving at a rapid stage and the pandemic exclusively led to the growth of this market. Since this niche in the IT industry has a strong future and contemporary relevance, the object of study herein is SymSoft Solutions- a US based Web Development services provider. It is a provider of completely customized solutions in the said niche.

How it deals with business challenges, how a customized IT business can be scaled and what potential changes in service operations can be implemented are major questions answered in the study which identifies internal and external challenges of SymSoft Solutions by deriving 8P's of Marketing Mix and understanding its business strategy and proposing solutions to them.

Literature Review:

Social media marketing tools unveil undoubted potential in discovering needs, presenting value, closing sales, and providing post sales services. (Buratti 2018). Service quality of website development services can be benchmarked on the basis of the various functions performed by the site and the presence of components serving the said functions effectively. (Caron and others 2006) Management control systems helping in aligning business functions through the object of control framework which specifies results, actions, personnel, and cultural controls. (Dollija 2020). SERVQUAL suffers from significant methodological problems when applied to B2B services. The researcher proposed a new model, INDSERV, which considers 4 dimensions that make up the industrial customer's perception of service quality (Gounaris 2005). New service-based pricing models are taking into consideration the competition (Harmon 2009). Cost-based models focus on price advantages and increased customer ROIs value-based models focus on understanding the customer requirements fully and developing intangible experiences that provide value to them.

Level of client satisfaction in web development services is influenced by ease of use of the website, user interface, information, security, and privacy of user (Haq 2018). Since, customers are incapable of scientifically evaluating the quality of service received by them, they take the size of the provider's firm and fee premium as signals for superior quality (Ho and Sharma 2015). With growing demand for web-based services, companies need to support their web content management systems with 4-layer hierarchy: content, activity, outlet, and audience (McKeever, 2003). With the right blend of behavioral and attitudinal loyalty, managers enable habitual buying and set up smooth processes for repeat purchases for long term. The perceived ease of use of mobile websites is affected by the system quality whereas the perceived usefulness is affected by information quality affecting customer satisfaction. (Zhou, 2011)

Research Methodology:

This empirical research studying the problem, "What challenges may arise while scaling for a B2G and B2B web service provider and can solutions be proposed for the same?" is qualitative exploratory research covering the US, India, and Australia within its geographical scope. Secondary data was collected from official websites, journals, news articles, blogs whereas primary data was collected through semi-structured expert interviews and a brand perception survey with a sample size of 33. Non-probabilistic sampling method and percentage analysis were used.

Interviews with the founder, Savita Farooqui were conducted in-person and were semi-structured during her visit to India in January 2023. Online interactions were conducted through zoom calls.

The aim of the survey was to understand the promotion mix better by studying the website as a tool, influencing brand perception. Since brand perception affects customer experience, marketing messages and website design may be altered by adopting the changes suggested for the problems that surfaced during this survey. A google form was circulated as responses were collected majorly from India and Australia and for convenience of respondents to view the website on electronic devices and answer the questions simultaneously.

This research paper considers SymSoft Solutions and does not test feasibility of the suggested solutions. It also does not highlight the factors that may have different consequences of the same operations of similar firms in the Indian context. Hence scope further research is to test feasibility of suggested solutions, performing comparative analysis with the other players and Indian consequences of the deliverables.

Data Analysis:

- Company Profile:

SymSoft Solutions, LLC, is a California based software service provider in the B2G (Business to Government) and B2B (Business to business) markets. It has been working in the "web development" industry since 2006 and has achieved specialization in providing "Solutions" to clients' digital problems.

SymSoft = "Symphony" + "Software" Solutions

According to Savita Farooqui, cofounder of SymSoft, "The name means, creating a Symphony (collaboration) of resources and employees' expert skills to deliver solutions and maximum value to the customers. It provides IT services across 6+ verticals from Governments to large private firms. Founded by Savita Farooqui, Abdul Farooqui and Bhavik Patel, SymSoft has created several solutions and been awarded on several occasions.

- Why is the study of SymSoft Solutions relevant in the Indian context?

The Indian IT sector is one of the fastest growing and robust industries in the world that has become the largest offshoring destination on the globe comprising 30% of the global outsourced IT-BPM market. According to IBEF

report on the IT & BPM Industry 2022, 1.96 million people were employed in the sector in FY 2009 rising to 4.85 million in FY 2022. This study will give meaningful insights on a micro level for Indian SMEs to improve their operations and employ innovation and customization effectively.

▪ **Business Strategy of Symsoft Solutions:**

Figure no 1 Business Model Source: <https://cdn2.hubspot.net/hubfs/4952096/the-business-model-canvas-1.pdf>

The gap between what is offered in the market and what is needed by the client is bridged by SymSoft through the optimization of their websites and customization of solutions. Collaboration among employees and systems is the main internal service strategy. Key strategies are as below:

- Complete customization
- Eliminate distrust through relationship building.
- Obtaining referrals via behavioral customer loyalty.

<p>Key Partners </p> <p><u>Technology partners:</u></p> <ol style="list-style-type: none"> 1. Amazon Cloud services 2. Azure 3. Sitecore 4. Adobe Experience Manager 5. Outsystems 6. Other <p><u>Other Partners:</u></p> <ol style="list-style-type: none"> 1. Web & Doc Accessibility providers 2. Visibility channels (online newsletters, 	<p>Key Activities </p> <ul style="list-style-type: none"> - Maximum interaction with clients - Assemble specialized human resources - Maintain rapport with clients - Understand client requirements completely <p>Key Resources </p> <ul style="list-style-type: none"> - Technically skilled employees - Technology partners - Outsourced specialized organizations 	<p>Value Propositions </p> <ul style="list-style-type: none"> - Complete customization of solution - Accessibility provisions and features - Robust and technically reliable websites (technical quality is high) - Knowledge discovery assistance 	<p>Customer Relationships </p> <ul style="list-style-type: none"> - In-person interaction - Complete consideration of customer's requirements - Hefty discounts for strategically relevant customers - Referrals <p>Channels </p> <ul style="list-style-type: none"> - Business Partners like media houses - Lead generation through referrals - Discoverability through website, word of mouth, etc. 	<p>Customer Segments </p> <ul style="list-style-type: none"> - Government Institutions - Public sector organizations - Private sector, medium or large-scale organizations
<p>Cost Structure </p> <p>Major cost overheads for the company are: Rent, Equipment (replacement every 3 years), Salaries, Utilities, Support on Computer, Idle Time, Legal fees, etc.</p>		<p>Revenue Streams </p> <p>Value-based pricing model, Broadly classified, major sources of revenue are as follows: Consulting fees, Implementation fees, Support and operation fees, Training fees</p>		

- Value-based pricing model
- Securing Public Sector clients and Government Institutions, seconded by private sector organizations.
- Premium offerings and technical quality
- Responsiveness and transparency
- Robust Solutions
- **Challenges:**
- Need for exploring new markets: Currently, major concentration is on B2G deals. A huge opportunity lies in exploring small business or start-up market. A steady source of income can be built at manageable costs. Maintaining the degree of customization after scaling up: Major risks lie in customized offerings as more resources need to be employed more clients need to be acquired. These risks must be mitigated.
- Personal interactions: While this is a differentiating aspect of the services offered by SymSoft, expansion may lead to stress on employees due to the increased technical workload as well as emotional labor. This may exhaust employees and deteriorate the quality of services.
- **A possible threat from startups and freelancers:** When startups and freelancers come together and offer a pool of services at a cost-benefit to the client, it may be a threat for the company. Although the quality may be inferior, the zone of tolerance of clients may be marginally greater. Business may be lost.
- **Product Mix:**
SymSoft provides customized online solutions that connect businesses with their customers by offering over 20

solutions and 7 packages, which are categorized into 2 types: Customer facing and Internal implementation solutions. Customer facing services create connectivity between clients and their customers whereas; internal solutions focus on improving the operations of the clients. Range of offerings is very wide so major services are classified as:

1. Core: Connecting customers to organizations- Web Development
2. Generic: Design, SEO, Content Mgt.
3. Expected: Accessibility, Fast-loading, Robust, Mobile websites.
4. Augmented: Knowledge discovery assistance, Compliance
5. Potential: ID mapping Solutions

Accessibility Compliance is a service that enables access of website information and ease of use for people with special needs. (Visually and hearing impaired, etc.).

Clients are provided with knowledge discovery assistance to improve their quality of participation in the service delivery process by ensuring that they provide relevant inputs. By introducing this, the company acts as the service repository as well.

SymSoft is a context-aware service provider of solutions that are customized according to the requirements and profiles of its clients. Primarily, customization arises based on deadline and information shared by the client which affects knowledge discovery assistance requirements and urgency of deliverables. Customization according to the scope of work accommodates additional-requested features. For example, Government sites which are informational in nature require the highest accessibility compliance. On the other hand, private business may have a greater requirement for customer loyalty portals, etc. In short, different websites created for different purposes, serve different functions. SymSoft currently works on an “on- demand” basis meaning, the services and functionality are completely dependent on the client requirement. It demands high engagement from the employees of SymSoft as well.

- BCG Matrix:
 - Star services of SymSoft: Web and application development solutions are priority offerings, as much of the business will be generated herein.
 - Question mark services of SymSoft: The future of knowledge discovery assistance services is unknown, but opportunities are immense.
 - Cash cow services of SymSoft: Support and operational services; training services are a part of service packages and generate steady revenue. They do not require marketing efforts.
 - Dog services of SymSoft: Web 3.0; Semantic Web have no market growth and no contribution to revenue. Strategically, discarding these technologies lead to better use of resources. Solutions keep on evolving with time and star products retain their place due to technological innovation. Hence, accurately estimating the PLC for different solutions is difficult.
- Challenges:
 - Lack of clarity on features of service packages: The website offers a range of service packages, but offerings are overlapping in nature as they are closely-knit. If a lay-man were to identify offerings, it would be very difficult for them to understand the packages and leads may be lost due to confusion.
 - Development of standard packages: Standardizing services will go against the business strategy. But providing customized solutions to all clients will demand more resources and add up to cost and consequently price.
 - Prioritizing offerings: Although the solutions are closely-knit and within the specialized range of web-development, if there's a mismatch between demand and supply, they may require prioritizing offerings. Investing in all services may not be financially wise.
- Price Mix:

A decade ago, pricing in the industry used cost-plus-profit model. This model dealt with a limited understanding of the clients' requirements and no intangible value-addition. At SymSoft, due to complete customization, it adopts the value-based pricing model by understanding client requirements and blending it with its own pricing

strategy. The client is central to project management decisions. The service packages are subject to change with respect to the client, urgency of delivery, change in clients' motive, etc. Price-discrimination is observed in this service. That is why adopting a standard pricing model is not possible here. Determining the price of solutions offered in web development services is still a challenging task. Especially, when clients from different portfolios are to be dealt with. The nature of each solution provided may completely differ for different clients. Accordingly, pricing models need to be adjusted. So, different models of pricing must be adopted for different solutions.

Different pricing models for solutions at SymSoft:

- Fixed pricing model of pricing: A strict deadline, definite scope of tasks and a limited budget is present.
 - Time & material model of pricing: The clients are billed on the basis of hours spent working on the solution; the hourly rates are predetermined.
 - Mixed price model of pricing: This is based on tight deadlines but allows flexibility in alterations and management of extra costs and strikes a balance between the desired and adequate service level.
 - Dedicated team pricing model: This is similar to building an internal team and selling its services to be a part of the project management team at the clients' firm. The pricing is highly flexible, and the responsibility is high for the provider. Finalizing a model depends on:
 - Complexity of the task, the size of the team required.
 - Client knowledge; clarity of requirements
 - Capacity of employees to manage an extra job.
 - Number of alterations estimated; cost estimation negotiated.
 - Level of control required on the provider's part.
 - Duration of the project
- Streams of revenue also influence pricing decisions. These are consulting fees, implementation fees, support and operation fees, training fees. Accordingly, the range of rates offered across price buckets is:
- Approximately, 5-8 buckets exist per project and change according to the scope of the project.
 - Rates within the buckets may range from \$125 per hour to \$250 per hour. (This is the average range). Client can pay in advance a fixed amount for a specific period with respect to the quotations to make the payment cycle easier. Support and operations fees can be collected as an annual subscription. The charges of SymSoft are premium as compared to standard market rates. Savita Farooqui said, "We are like a 5-star hotel. However small a room you book, the services availed would be of the same quality. Our robust and well-performing sites with a history of zero technical errors is a proof of that." Symsoft's specialization earns itself a fee premium. Discounts are given to customers that are strategic to the brand image, values and repeat business. With the purpose of "Getting your foot in the door"
- Challenges:
 - Difficulty in decision making for customers: Customers may find it difficult to estimate the price by themselves before contacting the company. This may discourage them from contacting in the first place. Referrals may not help customers in decisions as pricing rates, frequency is changeable.
 - Price Premium- Hindrances in targeting new segments: Assuming a better negotiation position of SymSoft and neglecting marginal risks taken up by itself, new customer segments in the B2B scenario, may expect less charges for composite services than total of individual services. This strategy may hinder penetration in B2B markets.
 - Client distress about usage - based pricing model may exist: Customers want an option to switch from usage-based pricing model to subscription and back. (2007)
 - Place Mix:

The main office of SymSoft is located in Sacramento, California which is home to data centers as well as startups, and is a government town: a reliable source of revenue. Office spaces and salaries are cheap. SymSoft can explore the B2B market from varied sectors profitably. Development, design, and maintenance are completely virtual processes. Virtual interactions may happen during planning, signing deals, making payments, etc. SymSoft

delivers quality by focusing on customer relationships and uses personal interaction as a powerful tool for building behavioral loyalty. For the government as a client, in-person meetings provide most value. That is why being located in a federal town is preferred. With respect to its scaling plans, the location provides a basis for scaling regionally and geographically. Although it is a virtual service, geographical boundaries matter and impact the service delivery process. They sign some deals virtually by following a systematic process and interactions happen on Zoom calls.

- Challenges:
 - In-person, on-site meetings with Government institutions: These are only possible within Sacramento and nearby places. If it continues with personal interactions for important clients, resource utilization and job roles may have to be re-designed. This may add to costs as well.
 - Online-interactions: An increase in frequency of meetings: Adopting online interaction methods may cause an increase in the frequency of meetings requested by clients. Multiple decision-makers are involved in the process. more stakeholders= more negotiations= more interaction. This can exhaust the workforce and affect their productivity as sellers and producers are the same.
- Promotion Mix:

SymSoft doesn't undertake active marketing campaigns to generate business. Most of their clients are acquired through referrals and word of mouth. Although a strong brand image is indicated in the market, the missed opportunities due to the absence of active marketing by the firm are also emphasized. Currently, personal brands of the founders are being leveraged for visibility. It is assumed that this is being done to embody the personal touch that clients receive with each project, and to instill trust. The personal statements mentioned on the website, personal interviews reflect these. This is like an ambassador program than a personal interaction leveraging strategy; a tactic generally used in B2C markets. Due to referrals, prospects end up purchasing the services due to confidence in the referee and effective brand image and communication. While this is an effective channel, more channels of lead generation can be employed to efficiently scale-up. Savita Farooqui had mentioned, "website of the company is less of a lead generating tool than it is a tool used for achieving visibility". It is the formal online presence of the company; however, it is not used actively for marketing. "At SymSoft, the person who sells the solution is the same person who makes it happen (creates it)", Bhavik Patel, CEO, SymSoft Solutions. This creates better understanding, eliminates communication gaps between sales and production and provides a personal touch to the project.
- Challenges:
 - Leveraging personal brands and storytelling on the homepage may seem irrelevant to prospective buyers: According to responses collected from the feedback survey issued to analyze the perceived brand image portrayed on the website, respondents pointed out that the story of how SymSoft started and values and cultures at the company seem irrelevant as a buyer.
 - Referrals as the only channel of lead-generation: Although referrals are the most effective way of securing leads, the provider cannot exercise control on this channel of acquisition. Even though this channel is working just fine for the business right now, not having enough control over external communication may potentially cause problems once the business scales up.
 - CTA may be revised: If SymSoft may provide a fundamental quotation or information about solutions, the process of contacting may be less intimidating. It is a possibility which requires understanding of prospect behavior. If this is the case, the required changes can be enforced. The current CTA may discourage the prospects from contacting due to the follow-ups and sharing of contact info.
 - Non-reliable Google reviews: Google reviews are one of the most trusted indicators of service quality as they establish a sense of authenticity and raw conversations. Conversations in the reviews of SymSoft Solutions are not updated and not in favor of the brand image. Special amendments need to be done to control this channel of conversation as it might affect the brand image and lead generation adversely. Right now, the reviews seem to be dormant which is again a sign of missing out on crucial marketing tactics.
 - Limited use of social-media-marketing tools: It helps in managing the relations with customers and interacting with other salient stakeholders. Currently, the company is missing out on channels of brand visibility and lead generation by being a skeptical firm.

▪ **Process Mix:**

Processes and their effective implementation have a profound effect on the performance of the employees. It can deeply affect the perceived service quality for the client. Hence there have to be processes for different activities: both internal and external. Broadly, in case of IT companies, the processes revolve around the “project life cycle”. It represents the steps in progression of the project at different time and products.



Figure No 2 Project Life Cycle (Prepared by the researcher)

Current Process Mix at SymSoft:

- loose process today.
- written on a very high level.
- not detailed; not enforced strictly.
- It relies on the heroism of individual employees, a lot of risk.
Since, employees at SymSoft are long-term, the challenge hasn't arrived yet. But if it experiences employee attrition for any reason, service quality could be deeply impacted.
Currently, it uses a process model which classifies tasks as: initial, repeatable (Processes defined/ documented), defined (standardizing), managed (monitored and controlled), optimizing (Processes are continuously improved)
Even the Job roles are not clearly defined currently in the organization. Due to customization, a standard process has not been created for managing scope creep, negotiations, demand, and supply mismatch, etc.
On a broad level, the processes for the following tasks are as follows:

▪ **Challenges:**

- **Absence of formal processes:** This leaves room for a lot of ambiguity and misdirection. Makes the systems fragile as fixed measures are unknown, authority is not specified in detail. In the absence of senior employees and top management confusion may be created in managing different events.

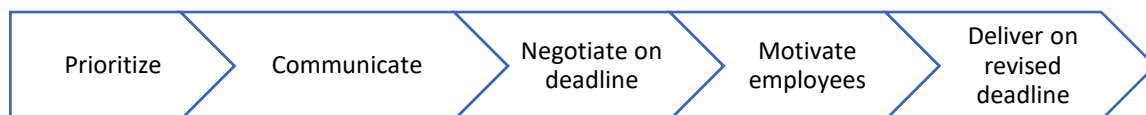


Figure no 3 Matching demand and supply (Prepared by the researcher)

- **Customer experience may be hampered:** Due to the absence of such blueprints, the top management may need to meddle at times, causing delays as the relationship among service components is not specified. Different customer actions, onstage actions, backstage actions, the support need to be connected showing relationships between elements.



Figure no 4 Project Delivery Process (Prepared by the researcher)

▪ **People Mix:**

- **Symphony of experts:** Experts specialized in different skills collaborate and deliver the best quality of custom

solutions. In the work environment employees are comfortable with their skills and are encouraged to seek help in the form of collaboration.

- **Employees: a strength:** The employees are the heroes which the company counts on. The workforce is imbued with values such as accountability, reliability, assurance, integrity, and transparency which is reflected in the company's brand image as well.
- **Skillset of employees:** For the management, talent of their employees is less in terms of skill than it is in terms of their attitude towards working and willingness to learn. It deeply values its employees as they fill the voids created by lack of processes and marketing with efficiency. They are the ambassadors of the company.
- **Employees and their roles:** The people who create solutions are the ones selling it. So, the employees take up multiple roles. The firm has its trust and confidence in the employees and to make work feel better, acts on implementing different measures.
- **Individualism and respect for employees:** The employees come from diverse backgrounds from all over the world. Individualism is deeply valued at the workplace. That is why, the employees are not given a formal dress code. They are given liberty to express themselves through their clothing.
- **Project- Employee Ratio:** Each project has a dedicated employee behind its development who looks after 60-80% of the total workings. The employees are vested with a degree of authority, responsibility, and liberty to make decisions.
- **Employee engagement:** Since the firm is a medium sized enterprise, and the employees often are the sellers and relationship managers as well, employee engagement is crucial. A checklist consisting of Gallup's 12 questions was studied and inferences were drawn based on researcher's observation.
The new employees may have ambiguity regarding job role expectations as they're required to play multiple roles. Employees have access to infrastructure required for service delivery. They take up challenges that allow use of their best skills and hone new skills, which is praised and encouraged. Founders interact with them regularly and actively participate in engaging conversations about personal lives, needs and employee experiences. They are given the authority to make decisions and are committed to integrity and quality work. Limited employee counts (11-50), so, employees in a similar age group may be good friends. Formal appreciation may boost morale. The work environment encourages learning. Glassdoor ratings reflect positive work culture, wherein 77% employees recommend working there.

Challenges:

- **Heavy reliance on "heroism of employees"** The talent of the employees compensates the lack of processes, ambiguity in job roles and mismatch between demand and supply. If employee attrition takes place for any reason, the company may suffer due to lack of similar experience or lack of equivalent commitment to work.
- **Job roles need to be defined with a certain degree of flexibility:** Current roles may cause "burn-out" situations for employees as they're required to play roles of developers, project managers, sellers, communicators, etc. A better description of job titles and roles will create clarity in working and co-ordination internally.
- **Employee engagement can be boosted:** Currently, due to a smaller size of the firm, employee engagement measures are easy to enforce and monitor. While scaling, the engagement is likely to be affected. For this formal framework and activities may be the way to go to improve the productivity of the workforce.
- **Physical Evidence:**
The servicescape is more employee facing and includes office space, interiors, surrounding, business cards, logo, and merchandise. The virtual elements of physical evidence are interactive user platforms like their website. Some customer facing elements of physical evidence are the website, business cards, logo, etc. Majorly, the colors representing the brand are green and blue.



Source 4: Symsoft. (n.d.). Symsoft logo [PNG file]. Retrieved from https://www.drupal.org/files/styles/grid-4-2x/public/Symsoft-Logo-1024.png?tok=DPK_WY1lg



Source 5: Symsoft Solutions. (n.d.). Symsoft Solutions office photos [Photograph]. Retrieved from <https://www.glassdoor.co.in/Photos/Symsoft-Solutions-Office-Photos-IMG1280958.htm>

Figure no 5 Source: SymSoft Solutions Office Photos

Productivity and Quality Mix:

The productivity and quality model adopted at the firm actively is the capability maturity model or the CMM. The other management model used is six sigma, which is a process that makes use of statistics and data analysis to analyze and reduce errors or defects.

CMM is used to develop and refine an organization's software development process. The firms are ranked on a scale of 1 to 5; a higher number demonstrates better, mature software development processes. SymSoft Solutions ranks somewhere between 1 and 2 (as told by the cofounder). This establishes a framework for continuous process improvement.

Implementation of six sigma helps in improving processes like business expansion, gaining knowledge about processes, and improving human resources, marketing, sales, etc. These methods are used widely across many different verticals and industries.

- Challenges:
 - Use of limited and generic models for measuring quality of processes for a company that has been functional for over 15 years, use of generic models demonstrates the novelty and instability in processes. Use of other productivity models and metrics, formally, will help the management to purposefully address concerns dealing with different aspects of business.
 - Management Control Systems: It is unknown whether deliberate control systems have been established internally. If not, lack of management control systems means losing out on essential productivity tools and efficiency facilitators.

Data Findings and Interpretation:

75.8% of respondents of the survey were students. The validity of responses may be judged accordingly as respondents acting as business owners and actual business owners are different. Responses on loading time, and understandability of core packages were positive. However, mixed responses were received for understandability of technical terms used in offerings highlighting lack of clarity on offerings. 97% of respondents expect a standard

pricing rate contradicting the premium price at SymSoft. 30% of responses displayed hesitancy in making purchases. Several challenges mentioned in the paper are reflected in responses. Respondents suggested change in design and clarity, re-organization of data.

Conclusion:

This study gives insights on managing small and medium sized enterprises (SMEs) in the web development B2G and B2B industry. Introducing fixed frameworks is not possible as offerings are completely customized due to which price differentiation exists. The office location is Sacramento, California; referrals are the main media of promotion; loose processes exist in the organization and people specialized in different skills are recruited in a healthy work environment. The client facing physical evidence is only the website and CMM and Six Sigma are actively used to measure the quality and productivity of processes and deliverables. Challenges that may arise while scaling up have been identified under each element along with challenges with strategy.

Suggested Solutions to Challenges: institution can make the strategies based on targeting B2B and B2G players regionally, using brand name to secure new clients, startups and their ability to pay. The product mix should be based on Standardized offerings easily scalable as variables remain fairly constant; safe bet. If startups are not in a position to pay for quoted prices, deals can be secured by holding equity as startups run low on investments and cash flow. Long term associations may be created with startups, to acquire new channels for long term. A stable revenue flow; mitigating risks are also to be considered. Degree of customization is most important. But limited to selective aspects of the project. Priority deliverables can be customized according to client segments. Recruiting in the marketing department (Relationship managers, sellers, etc.) can get help from Automation of interactions: using chat-bots over personal interactions. Cost-benefit and ROI to clients and Redesigning offerings according to the increased zone of tolerance due to cost-benefit can be done. Mentioning detailed characteristics like Core features of packages and range of features that can be customized to be mentioned separately.

Comparison of packages in a tabular manner on the website can be followed.

- Offerings: re-state using conversion copywriting.
- Business can be generated by offering standard solutions that are delivered within fixed budgets and strict processes for customers expecting standard rates.
- Complete customization needs priority for delivery to be decided. An option for customers to switch pricing models on-demand, better customer experience. Automation to derive probabilities of willingness to pay, most profitable deals, etc. Cutting costs or redesigning marketing messages to address prospect concerns of premium price. Less important features can be discarded from range of offerings. Breakup of similar project costs can be presented on website. Numbers to be used to set and control clients' expectations.
- Loose cost estimation to be presented with disclaimers. Specify factors affecting the final price with the respective rates. Calculations to estimate costs increase chances lead conversion. Improve the virtual client experiences by developing exceptional user interfaces. Online interactions may be encouraged. Unnecessary or trivial communications may be automated.
Use integrated processes like CRM systems, ERP systems; implement STP Strategy (Segmentation, targeting and Positioning). Undertake marketing with a purpose, target one of the stages of the marketing funnel. Seek interest of multiple stakeholders in the decision-making.
Prospect is interested in services offerings; prices; ROI Landing pages with relevant information about solutions and benefits. Personal brands and brand story are irrelevant to prospects. Adopt external communication channels with more degree of control. Display pricing information. Use LinkedIn: Paid campaigns; reach prospect clients directly, Facebook and Instagram: market research; activate different channels of lead-generation. Strengthen the brand image; start conversations. Active google reviews collection: Use of waiting times: windows of processing time; employees may have QR codes in phones.
- Communicating, appreciating client inputs; personalized replies to reviews. Start/end points of service delivery. Authority to intervene in processes: specification. Focus on customers' touchpoints, pain points. Remove points of friction. Pre-purchase experiences: Business growth. Identifying and managing response time to queries and claims processing, complaints, interaction channels, security of data, bottlenecks, analytical evaluation. Eliminating multiple role- single employee strategy.
Formally blueprinting processes. Well-defined backups for sudden "attrition" in unforeseen circumstances. Focus on specialization but authority to decision-making. Usage of Gallup's Q12 Survey and psychological elements. Focus on teamwork, growth, individual contribution, and basic needs. Regulating standards: establishing productivity metrics. Trial and experimentation to find the best suitable model for the business. Using object of

control: results, actions and personnel, cultural controls. Appraisals, administrative controls, pre-action reviews, accountability, redundancy of employees, code, conduct, etc. may be defined.

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