

Project management in the context of environmental marketing

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Abstract. The aim of the work is to develop a methodology for an environmentally oriented marketing project in the restaurant business and the choice of tools for its implementation. In accordance with this goal, the areas of project management in the field of restaurant marketing are considered, the advantages of implementing an environmentally oriented project approach in the restaurant business are revealed, the dynamics of the ecological state of the environment and indicators of the development of the restaurant market in the Russian Federation are analyzed, examples of projects of the restaurant industry of the country with reference to the implemented environmental strategy are given, the methodology of project marketing management has been developed taking into account the ecological orientation of the restaurant and the tools of project management of sustainable marketing of the restaurant have been proposed. The practical significance of the research results lies in the possibility of implementing a project approach to marketing management of sustainable development in the restaurant business. The theoretical significance lies in the elaboration of the methodology of environmentally responsible project management, the assessment of the possibility of applying a particular environmental strategy in the restaurant industry, the applicability of individual project management tools in the implementation of the principles of environmentally responsible marketing.

1 Introduction

Project management in the environmental sphere is a set of procedures for planning, management, coordination of labor, financial and material and technical resources that contribute to the effective solution and prevention of existing environmental problems. The introduction of project management contributes to the improvement of the quantitative and qualitative indicators of the activities of enterprises, including in the restaurant business, which is characterized by constant updating of the methods of organizing production and service methods.

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The restaurant industry is one of the most promising, dynamic and in-demand areas of the Russian economy and at the same time one of the most adaptive business areas. The growing environmental awareness of consumer choice, the growing demand for environmentally friendly products leads to the need to introduce and promote restaurant services through environmental marketing, which allows satisfying the interests of consumers with minimal environmental damage. Active steps of the restaurant industry towards an environmentally responsible business are made on the basis of a project approach that allows solving the problems of planning and developing enterprises in this area.

As a working hypothesis of the study, the need to use a project approach was put forward in order to introduce and implement the principles of sustainable marketing in the restaurant business. The aim of the study is to develop a methodology for an environmentally oriented marketing project in the restaurant business and to select tools for its implementation. Performing the tasks of analyzing the content of the project approach in restaurant marketing, assessing the state of the environment in the Russian Federation, identifying the role of environmental marketing and project management in the process of greening a restaurant, as well as studying environmental strategies and projects of restaurant business enterprises in Russia or to achieve the goal.

The results of the study are suitable for application in the scientific and business fields in the field of project management, aimed at introducing the principles of sustainable marketing in the restaurant business.

The formation of project management as a scientific direction began in the 30s of the twentieth century and was developed in the 60s, and since the 90s, the active introduction of project management methods into the management of organizations in various fields of activity began. At present, the need to apply the principles of project management, which make it possible to determine the tasks of the organization's development and correctly allocate resources for their implementation, is beyond doubt. A significant number of works of foreign and domestic authors [1-7] are devoted to the issues of evolution and technology of project management. The relevance of the application of the project approach as a key component of management activity in all spheres of the economy is indicated. The necessity of implementing project management is substantiated, which makes it possible to clearly define the goals and criteria for their achievement, accumulate resources, conduct detailed monitoring of the progress of the project and, in general, increase the efficiency of the organization's market activity. M. Sheiner, D. Westland, R. Young consider various project management methods, paying attention to the fact that, along with the presence of various approaches, there is no methodology that is equally suitable for organizations in all fields of activity. It has been argued that the best methodology is the one that is most appropriate for the project, the team, and the client [8-10].

The topic of project management in the restaurant business is gaining popularity. The works of G. Chernov [11], A. Gulieva [12], E. Artemova [13], I. Shchepetova [14] and others are devoted to this. Recommendations for building a management system in the restaurant business are considered in the works of V.V. Zhdanova, V.V. Lyakhova, E.V. Agamirova. The authors note that to date, domestic and foreign theory has already developed the basic principles of project management and now it is necessary to consider project management as a more focused and, at the same time, complex process based on knowledge in the field of economics, finance, social psychology, ecology, jurisprudence, etc. The peculiarities of the restaurant business determine the need to implement the transformations required by customers and the market, and therefore the development of process and cost management procedures for the project becomes a key area for improving efficiency. The restaurant business is recognized as promising in terms of project management in the service industries.

Increasing attention from science and the public is paid to environmental marketing, including in the restaurant business. The works of G. Reznik, A. Malyshev, G. Radonich and others [15-22] are devoted to these questions. O. Kozlova considers the problems and prospects for the development of environmental entrepreneurship [23]. A. Dakhkhan notes that at present, environmental or sustainable marketing, closely related to issues of producer responsibility, has turned from a trend into a way of doing business [24]. K. Hall discusses issues related to the production and consumption of food products, introduces readers to the concept of sustainable culinary systems and reveals the role of

restaurant sustainable development methods in increasing customer loyalty [25-26]. The authors note the growing contradiction in the life of modern society: on the one hand, the growth of anthropogenic pressure on the environment, on the other hand, increased attention to a healthy lifestyle and the purchase of environmentally friendly products. The restaurant business has been named one of the most unsustainable activities, characterized by a huge amount of waste and significant consumption of water and electricity. In this regard, the necessity of managing relations between producers and consumers by improving the environmental benefits of the proposed products and reducing the negative impact on the environment is substantiated. The role of ecological marketing in the field of public catering, based on the introduction of an ecological factor into the system of customer preferences, is emphasized. It is indicated that it is the application of the principles of environmental marketing that will minimize the negative impact on the environment along with meeting the needs of consumers in conjunction with the formation of a positive image of the organization and strengthening its competitive advantages.

Thus, the presence of the environmental needs of society at the present stage of development leaves no doubt. At the same time, it should be noted that the issues of the project approach in order to introduce the ideology of sustainable marketing into the activities of the restaurant business have not found theoretical confirmation in scientific, educational and journalistic literature, which necessitates a deeper study of this issue.

2 Methods and Materials

The logic of the study is based on a combination of significant socio-economic categories, the integration of which made it possible to create a methodological approach to the development and implementation of an environmentally oriented marketing project in the restaurant business (see Figure 1).

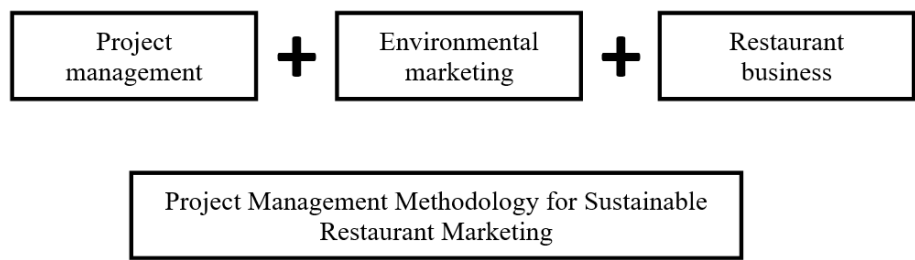


Fig. 1. Conceptual Logic of Research.

The methodological base was the use of general scientific theoretical and logical socio-humanitarian methods of research. The analytical method made it possible to assess the state of the environment in the Russian Federation, to identify trends and problems in the development of the restaurant market, to determine the extent to which the concept of responsible consumption is used in restaurant marketing. With the help of the method of analogies, the areas of project management in the field of marketing have been identified. Inductive reasoning and generalizations helped draw conclusions about the benefits of introducing an environmentally oriented project approach to the restaurant business, as well as explore environmental marketing strategies. The matching method was used to correlate the project activities of enterprises and the selected environmental strategies.

When developing a project management methodology and choosing project management tools for sustainable marketing of a restaurant, generalization methods and system analysis were used, which made it possible to build a logically justified set of project management stages and reflect their essential features.

3 Results

Project management is a concept and technology of management activities and includes the development and implementation of a set of interrelated solutions to achieve the planned results in the shortest possible time, at the lowest cost and at a given level of quality. It is the project approach that allows organizing the management of available resources in order to ensure the competitiveness of the organization in the face of dynamic changes in business conditions and internal organizational processes and to overcome the problems of marketing activities, including in the restaurant industry.

At present, project management has covered all areas of marketing activity, including not only the marketing mix, but also the functions that ensure its implementation - see Figure 2.

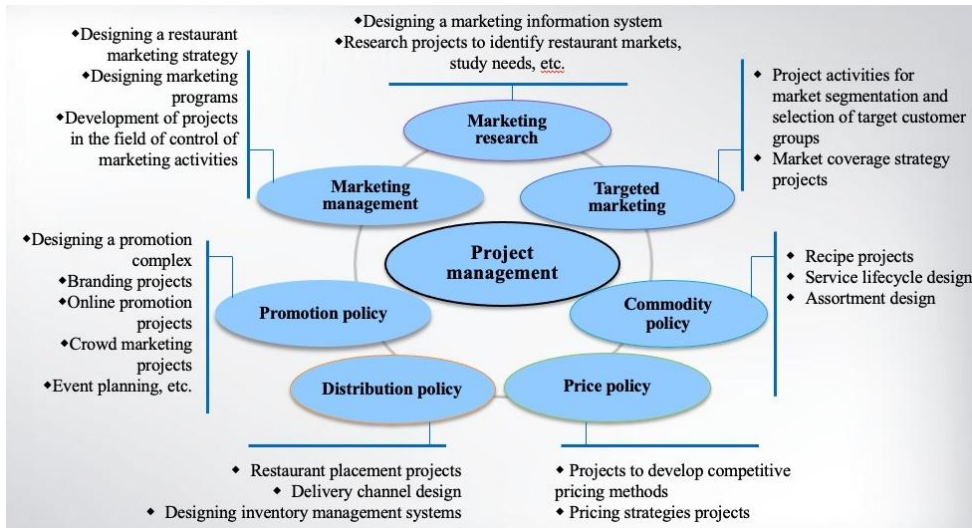


Fig. 2. Areas of project management in restaurant marketing.

Project management in the marketing research system, as a system of research procedures and methods based on objective and verified data, is aimed at studying the restaurant market, existing and potential customers, competitors, the internal and external environment of the organization. It also forms a system of marketing information and a data bank about customers, ordered services, the average cost of a check, the number of orders, etc. In target marketing, the project approach allows you to develop a marketing strategy focused on the characteristics of consumers and the range of the restaurant understanding and meeting the needs of target customers. In the process of developing and implementing a marketing complex, project management helps to adapt the complex to market factors, raise the level of competitiveness by choosing a competent and economically sound pricing policy, determining an effective way to deliver products in terms of time, money and labor costs, effectively the introduction of services on the market, sales promotion, informing and increasing customer loyalty. In the field of marketing management, with the help of a flexible project approach, the restaurant business focuses its production, marketing, financial, personnel activities on constantly changing market conditions.

One of the trends that have been actively developed in the restaurant business is environmental marketing, which focuses business on meeting the needs of customers in maintaining health. Environmental marketing is understood as an activity related to the development, creation and sale of products to meet the needs of the market, while minimizing the harm caused by the organization to the environment. The development of

environmental marketing is due to the growing social and environmental consequences of human activity and the need to ensure environmental safety as one of the main factors in the development of society. About 60% of the population of Russia, living on 15% of its territory, gives reason to designate these territories as "environmentally unfavorable". The top ten outsiders of the "National Ecological Rating of Regions" in 2022 included Omsk, Sverdlovsk, Irkutsk, Chelyabinsk regions, Trans-Baikal and Krasnoyarsk Territories and others [40]. In Moscow and the Moscow Region for the period 2017–2021, an increase in atmospheric air and soil pollution was detected; on the territory of Lake Baikal in 2021, an excess of the MPC of suspended solids in water and an increase in the area of the zone of pollution by sewage was observed; the mineralization of precipitation and the level of atmospheric air pollution in the Arctic zone of the Russian Federation are increasing [27].

As a result of applying an environmentally oriented project approach, enterprises receive strategic and tactical advantages in the form of cost reduction, sales growth, attracting new customers, improving the image - see table 1.

Table 1. Benefits of implementing an environmentally oriented design approach in the restaurant business.

Benefits		Content
Tactic benefits	Improving the efficiency of service delivery	Availability of a roadmap indicating the environmental objectives of the project, key milestones, milestones, responsible executors
	Improving the quality of products and services	Development of projects for introduction of eco-technologies for the processing, processing and storage of products, for the development of delivery, the use of eco-packaging
	Waste reduction	Implementation of projects for low-waste production, recycling, sale of by-products
	Cost reduction	Implementation of projects to reduce and recycle food waste, inventory management
	Income growth	Increasing prices for in-demand eco-products, attracting new customers, saving on waste disposal costs and reducing the number of resources consumed
	Improving the efficiency of staff work	Development of projects to increase the interest and involvement of personnel in the implementation of the principles of environmental marketing
Strategic benefits	Growth in customer satisfaction and loyalty	Meeting the expectations of customers for obtaining environmentally friendly products, satisfaction from the provision of services in an enterprise operating on the principles of sustainable marketing
	Improving the image of the organization	Focusing on delivering products and services that meet customer needs and reduce our environmental footprint
	Increasing Flexibility	The possibility of applying the best way to implement an environmental project
	Attracting new customers and increasing market share	Attracting customers interested in eco-products and loyal to organizations that use eco-practices in their activities

The success of project management in marketing largely depends on a well-designed strategy that systematizes financial, material, human and time resources. According to J. Ginsberg and P. Bloom, there is no single environmental marketing strategy suitable for each company, since the choice of strategy depends on market and competitive business conditions [28]. An organization's behavior can range from a relatively passive and silent "frugal green approach" to a more aggressive "extreme approach" - see Figure 3.



Fig. 3. Environmental Marketing Strategies.

The Lean Green strategy is the most passive. The interest of the company is to reduce costs and achieve beneficial actions through pro-environmental initiatives without disclosing the activities carried out, although some efforts may be made to gain the image of a company with high social responsibility. The "Defensive Green" strategy involves targeting the segment of potential "green" consumers, whom the organization cannot currently attract, but, thanks to ongoing activities, hopes to cover. Efforts to promote environmental initiatives are sporadic, with only small events and programs being sponsored. Such companies are not yet able to take advantage of a sustainable competitive advantage based on environmental behavior, but strive to be eco-responsible. When implementing the Shaded Green strategy, the company assumes significant financial and non-financial obligations, invests in long-term and systemic environmental processes, providing the client with direct and tangible benefits and thereby gaining a competitive advantage. At the same time, signs of environmental friendliness are not paramount for the company, and the most common goal is to implement proposals that help the consumer save on operating costs. The "Extreme Green" strategy is the company's operating philosophy, where environmental-logical issues are fully embedded in the business system. Serving mainly niche markets, the company analyzes the environmental impact at all stages of the product life cycle, uses environmentally friendly production and integrated quality management, that is, the entire company policy is based on environmental awareness of the implemented processes and their results.

The development of the restaurant market is accompanied by an understanding that environmental friendliness is not only a way of showing social responsibility, but also helps to increase customer loyalty. Experts point out: "... Taking care of the environment is one of the most important points for gaining trust and cultivating the desire to consume a product in a modern client" [29]. Examples of environmental projects implemented by Russian enterprises are shown in Table 2.

Table 2. Environmental strategies and projects in the restaurant business.

Environmental Marketing Strategies	Restaurant	Sample of project	
Lean Green	Cucumbers Saint-Petersburg	• Waste sorting • Rejection of recyclable packaging • Purchases in bulk	
	200 coffees Saint-Petersburg	• Serving drinks to the guest's container • Discounts for refusing disposable tableware	
	Grun Saint-Petersburg	• Waste sorting • Delivery of non-food waste for processing • Introduction of waste-free production elements	
	Meal Saint-Petersburg	• Processing of glass containers • Introduction of waste-free production elements	
Defensive Green	KM20 Moscow	• Making vegan food and detox • Abandoning disposable tableware in the kitchen and replacing it with boxes labeled 5PP • Using disposable shipping utensils made from recyclable plastic • Open access to event reporting	• Discounts on drinks in your container • Collection of recyclable plastic • Delivery of non-food waste for processing and regular reporting • Minimizing printed menus and replacing them with QR codes
	Bushe Moscow	• Waste sorting • Delivery of secondary raw materials for processing • Purification of polluted water from production • Rejection of disposable tableware	• Discounts on drinks in client's container • Free provision of drinking water in the client's container • Use of energy efficient equipment
	Greenhouse Moscow	• Vegan and vegetarian cuisine • Use of greenery of own production • Use only locally produced products	• Rejection of disposable tableware • Introduction of waste-free production elements • Use of energy efficient equipment
Shaded Green	Björn Moscow	• Waste sorting • Delivery of secondary raw materials for processing • Delivery of food waste for processing • Rejection of non-recyclable packaging • Use only locally produced products • Introduction of waste-free production elements • Using only natural ingredients • Participation in reforestation programs	• Free provision of drinking water in the client's container • Supply of products directly from suppliers and farmers • Replacement of consumables with materials from secondary raw materials • Using phosphate-free and chlorine-free products • Use of energy efficient equipment • Environmental education of the team and guests

	Tigrus Moscow	• Use of energy efficient equipment • Delivery of food waste for processing • Reforestation • Eco-education of guests • Transfer of a percentage of proceeds to the rescue of rare animals • Environmental training system for personnel	• Use only locally produced products • Discounts on drinks in your container • Sale of food after 7 pm at a discount • Delivery of non-food waste for disposal • Rejection of tea bags and wet wipes • Using recycled materials or replacing them with electronic media
	Harvest Saint-Petersburg	• Waste sorting • Delivery of non-food waste for processing • Rejection of non-recyclable packaging • Use only locally produced products • Introduction of waste-free production elements • Refusal of disposable utensils in the kitchen	• Rejection of disposable materials • Counting trash footprint • Drawing up a protocol of economic indicators for responsible production • Placement of reporting materials on the corporate website
Extreme Green	According to experts, there are currently no enterprises in Russia that fully follow the strategy of environmental marketing, since the trend towards environmental friendliness is only gaining momentum. Glass recycling, the underdevelopment of the eco-packaging industry, the slow promotion of initiatives at the state level, and insufficient interest on the part of Russians in the topic of sustainable development in the restaurant industry remain problems.		

4 Discussion

Thus, the restaurant industry is characterized by a significant number of mostly small eco-projects that fit into the current activities of capital firms. The implementation of large projects implemented in accordance with the environmental philosophy of the company's activities and including the planned development of a set of interrelated environmental marketing activities is available only to large enterprises in the restaurant network format. As an example of such activity, which is closest to the “Extreme Green” strategy, we can mention the work of the restaurant holding “Tigrus”, which since 2015 has been implementing the “Eco-friendly” project in all restaurants of the chain, including the technology of conscious consumption in order to significantly reduce the impact on the environment. In addition, the company, through the help of the Tigrus Charitable Foundation, implements projects to preserve the population of Amur tigers in the Khabarovsk Territory, polar bears in the Yakut Arctic, participates in the monitoring and development of programs to combat forest fires, etc.

Although recently there has been an increase in the interest of producers and consumers in environmental issues (51% prefer to buy products from socially responsible companies, and for 40% the environmental friendliness of products is important [30]), only 59% of Russian companies have implemented ESG principles into their overall strategy. (Environmental, Social, Governance - environmental, social and corporate governance), and 41% do not take into account the goals of sustainable development in their strategy. This picture is confirmed by experts: 70% noted that only individual Russian enterprises pay attention to environmental issues, and 20% of experts called the lack of due attention. At the same time, 60% of respondents noted the expediency of using the environmental marketing program by enterprises. The reasons for the obstacles for organizations to focus on the environment, along with the increase in the cost of products and the unwillingness to break the already established relationships with customers, are the lack of technology for the production of environmentally friendly products (20%), the belief that environmental

issues should be addressed by government agencies (10%) and obstacles at the level of management of organizations (20%). Another problem is the difficulty of implementing a project approach in the restaurant business, where the triple constraints of scale, time and cost, combined with the quality of products and services, require open and flexible behavior and timely response to customer requests.

The identified problems lead to the need to develop methodological approaches to the implementation and implementation of project management in the field of environmental marketing, since, as noted: "... Among the very first important decisions ... is the project methodology, which is expected to will lead to successful completion and realization of benefits" [31]. It is the methodological approaches in the form of a complex of interrelated and targeted marketing solutions that make it possible to build a whole system of environmentally conscious processes in an organization.

An important issue is the popularization of the ongoing environmental project, which makes it possible to ensure:

- 1) wide public awareness about the environmental objectives of project and its positive impact on the environment;
- 2) formation of the restaurant's image as an environmentally responsible enterprise;
- 3) increasing the interest of potential customers in the activities of the restaurant, creating its recognition;
- 4) stimulation of demand and growth in attendance;
- 5) changing the behavior of the population in terms of introducing the principles of environmental behavior.

The implementation of projects in the field of ecology in Russia is a complex task, including the development of infrastructure for the development and financing of projects, their technical support, the introduction of legislative incentives for their implementation, the formation of environmental consciousness of the population and, of course, a conscious approach of enterprises and organizations to maintaining their activities. The restaurant industry, being one of the most promising and dynamic sectors of the Russian economy, due to its specificity, requires the development of a socially and environmentally significant marketing strategy and business tactics, where it is not just about the use of individual marketing tools, but about the introduction, thanks to the project approach, the concept of sustainable marketing. The implementation of environmentally significant principles in the restaurant business will allow the production of products and services that do not harm the environment, help meet the basic needs of target customers while caring for their health and social well-being.

5 Conclusion

As a result of the study, an increase in the motivation of the Russian society for environmentally friendly consumption was revealed, which led to the emergence and development of environmentally responsible or sustainable marketing, including in the restaurant business. The concept and technology for implementing the principles of environmental marketing in the context of dynamic changes can be developed by project management, where, as a result of applying an environmentally oriented project approach, enterprises receive both strategic and tactical advantages.

The restaurant industry in Russia is characterized by a significant number of mostly small eco-projects that fit into the current activities of capital firms. The implementation of large projects, including the planned development of a set of interrelated environmental marketing activities, is available only to large enterprises in the network format. One of the problems is the difficulty of introducing a project approach into the dynamic restaurant business, building its activities in a constantly changing and highly competitive market.

This leads to the need to develop methodological approaches to the implementation and implementation of project management in the field of environmental marketing.

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