

DIAGNOSTICS OF MANAGEMENT OF MARKETING BUSINESS PROCESSES IN REAL ESTATE ENTERPRISES

Xiao Wanxin

PhD Student

Sumy National Agrarian University;
Henan Institute of Science and Technology
ORCID: 0000-0003-2100-7124
251299360@qq.com

Lyshenko Marharyta

Doctor of Economic Sciences, Professor

Department of Marketing and Logistics

Sumy National Agrarian University

ORCID: 0000-0002-6321-5178

lm_1980@ukr.net

With the rapid development of information technology and the deepening of the concept of value chain management, the enterprise management mode has been liberated from the traditional vertical integration structure, and opened a new chapter of all-round horizontal integration and value management. Many domestic and foreign enterprises have launched business process reengineering plans to strengthen enterprise management and enhance comprehensive competitiveness. This radical change has a huge impact on the traditional real estate sales model, forcing the sales business process must adapt to the new market development trend, and more closely integrate with other business processes to meet the comprehensive needs of modern enterprise management. In order to adapt to the changes of external environment, real estate enterprises must optimize and reconstruct their internal processes. Through business process reengineering, enterprises can break the traditional functional organizational structure, establish a new process organizational structure, eliminate ineffective processes, shorten the time required for processes, improve the execution efficiency of processes, and finally achieve the goal of improving management level and work efficiency, optimizing resource allocation and standardizing management processes. Marketing process management plays an important role in enterprise operation. By effectively organizing and coordinating individual business processes, marketing process management can improve the overall operational efficiency of a company. This paper focuses on the problem of marketing process in the field of real estate. Firstly, it emphasizes the importance of studying business process management. Then, according to the background of China's real estate development, the main links of the marketing process management of real estate enterprises are discussed in a targeted way (analyzing the target market, formulating sales strategies, implementing promotion activities, building sales channels, implementing sales activities, providing after-sales service). On the basis of the above links, this paper comprehensively analyzes the challenges faced by real estate enterprises in the marketing process. These challenges come from many aspects, such as market environment, sales channels, monitoring and evaluation. In order to deal with these challenges, this paper discusses and puts forward some countermeasures. These strategies include perfecting market research, diversifying sales channels, optimizing promotion strategies and strengthening marketing team building.

Keywords: real estate market, real estate, marketing processes, business processes, management methodology, influencing factors, sales process.

DOI: <https://doi.org/10.32782/bsnau.2024.1.4>

Formulation of the problem in general terms. In China's market economy, the real estate industry plays an important role. Since the industry began to marketize, its environment has changed significantly, real estate technology and national policies continue to evolve, and new competitors have sprung up. In the face of various challenges, real estate enterprises vary in size and mode, and although they face risks and threats, the number of real estate companies continues to grow. Larger companies have stronger resources and competitive advantages to stand out in a highly competitive market. However, smaller real estate enterprises also have some room for survival and development. Despite their small size, these companies are able to concentrate all their efforts on a single project and focus on creating excellence. Small

and medium-sized real estate enterprises must think about and cope with the problem of survival under the background of changeable external environment and fierce competition. At the same time, with the improvement of people's living standards, the demand for services in the real estate sales industry is also constantly upgrading, gradually changing from meeting the demand for house purchase to providing efficient, convenient and standardized services. Real estate enterprises are faced with many challenges in complex market environment, multi-stakeholder, multi-channel sales, and marketing effect monitoring and evaluation. These challenges have put forward strict requirements for their marketing process management, which requires enterprises to effectively cope with and plan.

Analysis of recent research and publications.

D'Arcy & Keogh (1998) proposed that the real estate market affects urban and territorial competition. Using case studies of six European cities, real estate market processes under different market types, decision-making rules and institutions are compared. The decision-making and mechanism of the real estate market, the goals and functions of the participants, and the changes in the market structure are all important factors affecting the territorial competition. Policy makers should consider the physical environment of the real estate market, market processes, and ensure that the market is properly mixed. Real estate laws and practices, transaction costs and volatility affect market functioning and competitiveness. Policymakers should take steps to reduce volatility, consider laws and practices, and ensure fair competition [1]. Seliuchenko & Kosar (2016) studied the marketing process of the real estate market, and it was necessary to formulate marketing strategies according to the characteristics of the target market, including products, prices, channels and promotion strategies. Emphasize the importance of marketing strategy implementation and evaluation in order to adjust marketing strategy in time. According to the different market demand, the corresponding marketing strategy is formulated: the marketing strategy of low-income class, the marketing strategy of middle income class and the marketing strategy of high income class [2]. Liu Pengzhong (2000) divided the operation process of real estate marketing planning into market research, product planning, sales planning and information feedback. He believes that market research is fundamental and requires a thorough understanding of the target market, customer needs and competition. Product planning needs to solve the problem of how to do a good job of the product, including project location, product positioning, product concept design and product mix and main set determination. Sales planning includes sales mode, sales timing and pricing strategy. Information feedback is the last stage of the operation process, which needs to evaluate and adjust the implementation effect of marketing planning [3]. Qi Weicun (2007) proposed that real estate value chain marketing is a consumer-centered, market-oriented approach with the goal of obtaining and maintaining competitive advantages. It focuses on the internal links of the value chain, including value activities and profits, and involves the basic and auxiliary activities of real estate development enterprises. Through the use of value chain marketing concepts, it can better meet the needs of consumers. Achieve sustainable development [4]. Song He & Meng Baoan & Deng Jijia (2015) believe that real estate online marketing has great potential, but it needs the support of social credit system, real estate stability and other factors. Real estate network marketing has some problems, such as unclear purpose, lack of technology, lack of evaluation means, lack of cost estimation, low information authenticity, and inability to obtain customer attention. Measures can be taken to improve the level of network technicians, improve network information, put an end to false information, improve laws and regulations, and speed up the construction of network infrastructure [5]. Ma Ruiqing &

Deng Hezhi (2017) believe that big data brings new perspectives and approaches to the real estate industry to achieve precision marketing. He introduced the application of big data in the real estate industry, built a real estate precision marketing model under the background of big data, effectively combined with traditional online and offline marketing models, formed a real estate precision marketing flow chart under the background of big data, and provided relevant suggestions. Big data technology can support real estate enterprises to collect data for analysis, forecast supply and demand, and improve the accuracy of development decisions [6].

Formation of the objectives of the article. The objective of this paper is to deeply explore and analyze the core links of real estate enterprises in process management, and conduct targeted research on them, so as to clarify various influencing factors, so as to find out effective ways to significantly improve the efficiency and effect of process management of real estate enterprises. Through detailed analysis and in-depth research, this paper will clarify the importance and complexity of the process management of real estate enterprises, and on this basis, provide practical suggestions to improve the efficiency and quality of the process management of real estate enterprises.

Methods of research: The scientific research used structural, statistical and marketing analysis, methods of comparison, generalization, graphic and dialectical methods.

Results of the study.

1 Concepts related to marketing process management

Every part involved in the process of transferring products or services from production enterprises to consumers constitutes the whole of marketing. The marketing process is a series of steps in the planning, analysis, execution and adjustment of an enterprise's marketing strategy. As a key link in the process of enterprise operation, the sales process not only includes marketing and sales, but also affects the main links. Such as project development, production and manufacturing, logistics and transportation, technical support and after-sales service. The sales process includes a series of links from market research to product sales. The details are shown in the following table 1:

Sales are very important links in the marketing process. Its task is to discover potential customers of enterprise products, and the whole process of sales activities carried out by salespersons for these potential customers. The goals of marketing is to increase product or service awareness, increase demand, build customer relationships and improve customer satisfaction, ultimately achieving sales goals and increasing revenue. Usually the steps and content of real estate sales include:

(1) Analyze the target market (such as: market demand, demographic structure, income level, housing demand, etc.).

(2) Formulate sales strategies (such as: project positioning, target customers, market pricing, promotion channels, etc.).

(3) Implement promotional activities (such as: advertising, promotional forms, public relations objectives, social media, etc.).



Figure 1 – Enterprise sales business process

Source: built by the author on the basis of research

(4) Construction of sales channels (such as: agent distribution, intermediary agencies, direct sales model, online sales, etc.).

(5) Implement sales activities (such as: customer consultation, product demonstration, negotiation, contract signing, etc.).

(6) Provide after-sales service (such as: evaluation feedback, after-sales maintenance, property management, community service, etc.).

Through effective marketing process management, companies can better organize and coordinate the work of each link, improve market response speed and sales efficiency, and ultimately achieve market goals and improve corporate performance.

2 The importance of enterprise marketing process management

In order to ensure the smooth progress of enterprise project development, meet the needs of efficiency, and realize the strategic goals of enterprises, process management is very important.

First of all, process management meets the needs of enterprises for the cash flow time cycle, lays a solid foundation for the realization of strategic goals, and at the same time satisfies the simultaneous development of enterprises at the operational and management levels. Secondly, for real estate enterprises, cash flow is the key. Enterprises need to acquire land, start construction and open the market in a short period of time, so as to quickly realize the return of funds. In order to achieve this goal, the enterprise must establish a scientific organizational

structure, clear job responsibilities and establish efficient processes.

In addition, human resource management is also a key issue in enterprise development. Real estate companies need to quickly establish a professional team and cultivate talents with corporate values and professional knowledge to support the rapid expansion of the company. Establishing an efficient process can fundamentally solve the problem of execution and ensure the realization of the goals set by the enterprise. By scientifically establishing efficient processes, enterprises can guide employees to work efficiently, reduce employee pressure and create a good working atmosphere.

Finally, the establishment of the real estate marketing process belongs to the category of the basic system construction of the enterprise, which requires the comprehensive establishment of enterprise management systems and processes. The marketing process formulates work quality and minimum standards, and clarifies work objectives, steps and results. In addition, set up a reasonable organizational structure and post settings for the marketing department to ensure that employees clearly define their responsibilities, powers and interests, and improve work efficiency. Standardized processes and systems help ensure that corporate strategies are implemented in the daily work of every employee in the marketing department, thereby ensuring the realization of work goals.

3 Challenges and Countermeasures of Marketing Process Management of Real Estate Enterprises

The management of the marketing process is crucial to real estate businesses. Therefore, real estate companies



Figure 2 – Influencing factors of real estate enterprises' sales process

Source: built by the author on the basis of research

should face many challenges bravely and take active measures to deal with them.

The complex market environment is one of the challenges faced by real estate enterprise marketing process management. The real estate market is affected by policy, economic and social factors, making the market environment complex and changeable. In such an environment, enterprises need to constantly adapt and respond to market changes in order to meet different market demands and competitive pressures. In order to meet this challenge, enterprises need to formulate reasonable product positioning, price strategy, promotion method and sales target. This means that enterprises need to have an in-depth understanding of market demand and competitive environment, so as to clarify product positioning and differentiation characteristics, determine appropriate price strategies, choose appropriate promotion methods and channels, and set clear sales goals [7].

Multiple stakeholders are an important factor in the sales process of a real estate business. These stakeholders include developers, home buyers, intermediaries, governments, etc. The needs and interests of different stakeholders may conflict, which brings challenges to the management process of enterprises. To ensure fairness, transparency and compliance, companies need to balance the interests of all parties in the management process. This means that companies need to listen to and understand the needs of all parties, ensure compliance with relevant regulations and policies during the sales process, and at the same time provide clear and transparent information to home buyers to protect their rights and interests. In addition, enterprises also need to cooperate with intermediary agencies and the government to conduct effective communication and coordination to jointly solve possible problems.

Multi-channel sales is another challenge faced by real estate business marketing process management. Real estate companies usually sell through multiple channels, including online channels, offline channels, and intermediary channels. Due to the different characteristics and operation methods among different channels, enterprises may face

difficulties in coordination and management when conducting sales. To meet this challenge, companies need to establish unified processes and platforms to ensure consistency and synergy in sales activities. This means that enterprises need to develop a unified sales process and standards to ensure that sales activities in different channels can be organically coordinated and coordinated. At the same time, enterprises also need to establish an information sharing and communication mechanism for effective information exchange and collaboration between different channels.

Personnel quality and training is another challenge that real estate enterprises face in marketing process management. Real estate sales work requires professional knowledge and skills, including market analysis, sales skills, laws and regulations, etc. In a complex market environment, companies need to ensure that salespeople have the necessary knowledge and capabilities to effectively execute the sales process. In order to meet this challenge, enterprises need to train and upgrade sales staff to improve their professional ability and execution ability. At the same time, enterprises also need to formulate an effective incentive mechanism to attract and retain excellent marketing talents.

A large amount of data and information are involved in the sales process of real estate companies, including customer information, sales data, market research, etc. In a complex market environment, in order to meet the challenges, enterprises need to invest in appropriate technical support and establish information systems and databases to support data collection, analysis and management. This can provide accurate data support for enterprises, help decision-making and improve sales efficiency.

Marketing effect evaluation is another challenge that real estate enterprises face in marketing process management. In a complex market environment, the real estate market is affected by policy, economic and social factors, and market changes and risks are difficult to predict. In order to meet this challenge, enterprises need to establish an effective monitoring and evaluation mechanism, understand marketing effects through data analysis and market research, and adjust marketing strategies and plans in a timely manner. This means that companies need to continuously collect and analyze market data to understand consumer needs and competitive situations in order to respond flexibly to market changes and risks [8].

Conclusions. The challenges faced by marketing process management of real estate enterprises include complex market environment, multi-stakeholders, multi-channel sales, monitoring and evaluation of marketing effects, etc. In order to cope with these challenges, enterprises need to formulate reasonable product positioning, price strategies, promotion methods and sales targets, balance the interests of all parties, establish a unified process and platform, and establish an effective monitoring and evaluation mechanism. Through these measures, enterprises can better adapt to the market environment, enhance their competitive advantages, and achieve sustainable growth and performance improvement.

In the future, with the continuous development of technology and the intensification of market competition, the marketing process management of real estate enterprises will pay more attention to digitization, intelligence and personalization. Enterprises need to use big data, artificial intelligence and other technical means to conduct more accurate analysis and prediction of the market, and improve the efficiency of marketing strategy formulation and

implementation. At the same time, enterprises also need to pay attention to changes in consumer demand and provide more personalized and differentiated products and services to meet the needs of different consumers. In addition, enterprises also need to strengthen cooperation with relevant parties such as the government and industry organizations to jointly promote the innovation and development of marketing process management in the real estate industry.

References:

1. D'Arcy E., Keogh G. (1998) Territorial competition and property market process: an exploratory analysis [Terytorial'na konkurentsya ta protses rynku nerukhomosti: poshukovyy analiz]. *Urban Studie*, no. 35(8), pp. 1215–1230.
2. Seliuchenko N. Y., Kosar N. S. (2016) Investigation of the main trends of the primary real estate market in Ukraine and peculiarities of the seller marketing activity [Doslidzhennya cholovichykh tendentsiy pryvydiv real'noho rynku v Ukrayini ta osoblyvostey marketynhovoyi diyal'nosti prodavtsya]. *Marketing and innovation management*, 2016, no. 4, pp. 143–158.
3. Liu Pengzhong (2000) On the operation process of real estate marketing planning [Pro protses planuvannya operatsiyi marketynhu nerukhomosti]. *Journal of Suzhou Institute of Urban Construction and Environmental Protection*, no. (04), pp. 58–62.
4. Qi Weicun (2007) Research on real estate value chain marketing [Doslidzhennya marketynhu lantsyuzhka vartosti nerukhomosti]. *Business Times*, no. 12, pp. 36–38.
5. Song He & Meng Baoan & Deng Jijia (2015) Analysis of Network marketing in China's Real estate Industry [Analiz merezhevoho marketynhu v industriyi nerukhomosti Kytayu]. *Real Estate Guide*, no. 03, pp. 25–35.
6. Ma Ruqing & Deng Hezhi (2017) Research on real estate precision marketing model under the background of big data [Doslidzhennya modeli tochnoho marketynhu nerukhomosti na tli velykykh danykh]. *Modern Commerce Industry*, no. 06, pp. 49–51.
7. Yang Yang, Lyshenko Margarita, Xiao Wanxin (2022) Marketing channel models of distribution in real estate companies [Modeli marketynhovoykh kanaliv dystributsiyi v kompaniyakh nerukhomosti]. *Economy and society*, no. 44. Available at: <https://economyandsociety.in.ua/index.php/journal/article/view/1899>
8. Lyshenko M. A., Ustik T. V., Pisarenko V. V., Maslak N. G., & Koliadenko D. L. (2020) Economic and marketing aspects of the functioning of small enterprises. *Financial and credit activity: problems of theory and practice*, no. 2 (33), pp. 185–193. DOI: <https://doi.org/10.18371/fcapter.v2i33.206609>

Сяо Вансін, здобувач наукового ступеня «доктор філософії», Сумський національний аграрний університет
Лишенко Маргарита Олександрівна, доктор економічних наук, професор кафедри маркетингу та логістики, Сумський національний аграрний університет

ДІАГНОСТИКА УПРАВЛІННЯ МАРКЕТИНГОВИМИ БІЗНЕС ПРОЦЕСАМИ В ПІДПРИЄМСТВАХ НЕРУХОМОСТІ

Зі швидким розвитком інформаційних технологій та концепції управління ланцюгами доданої вартості модель управління підприємством звільнилася від традиційної вертикальної інтеграційної структури, відкривши нову главу всебічної горизонтальної інтеграції та управління на основі вартості. Багато вітчизняних та іноземних підприємств запустили плани реінжинірингу бізнес-процесів для посилення управління підприємством та підвищення комплексної конкурентоспроможності. Ця радикальна зміна справила величезний вплив на традиційну модель продажу нерухомості, змусивши бізнес-процес продажів адаптуватися до нової ситуації розвитку ринку і більш тісно інтегруватися з іншими процесами обробки бізнесу для задоволення комплексних потреб сучасного управління підприємством. Для того щоб адаптуватися до змін зовнішнього середовища, підприємства нерухомості повинні оптимізувати і перебудувати свої внутрішні процеси. За допомогою реінжинірингу бізнес-процесів підприємства можуть зламати традиційну функціональну організаційну структуру, створити нову процесну організаційну структуру, усунути неефективні процеси, скоротити час, необхідний для процесів, підвищити ефективність виконання процесів і в кінцевому підсумку досягти цілей підвищення рівня управління та ефективності роботи, оптимізації розподілу ресурсів і стандартизації процесів управління. Управління маркетинговими процесами відіграє ключову роль у бізнес-операціях. Ефективно організовуючи і координуючи окремі бізнес-процеси, управління маркетинговими процесами дозволяє підвищити загальну операційну ефективність підприємств. У даній роботі основна увага приділяється маркетинговому процесу в сфері нерухомості, в першу чергу підкреслюючи важливість управління бізнес-процесами; Після цього, на фоні розвитку нерухомості Китаю, були адресно обговорені основні аспекти управління маркетинговими процесами підприємств нерухомості (аналіз цільового ринку, формування стратегії збуту, здійснення заходів просування, побудова каналів збуту, здійснення збутової діяльності, надання післяпродажного обслуговування); Спираючись на наведені вище посилання, дана стаття комплексно аналізує виклики, з якими стикаються підприємства нерухомості з точки зору маркетингових процесів. Ці проблеми походять від багатьох аспектів, таких як ринкове середовище, канали збуту, моніторинг та оцінка. Для вирішення цих проблем ця стаття детально досліджує та пропонує деякі стратегії їх вирішення. Ці стратегії включають поліпшення маркетингових досліджень, диверсифікацію каналів збуту, оптимізацію стратегій просування і зміцнення маркетингових команд.

Ключові слова: ринок нерухомості, нерухомість, маркетингові процеси, бізнес процеси, методологія управління, фактори впливу, процес продажу.

Дата надходження до редакції: 08.01.2024 р.