

UDC 339.13

Conceptual model of pre-project marketing research and its impact on the quality of investment and construction project

The scientific paper is devoted to the issues of pre-project marketing research and its impact on the quality of investment and construction project (ICP) and the quality of finished construction products. In modern conditions of economic crisis and increased competition of goods and services marketing plays a special role in all spheres of activity, including the construction industry. The authors note that not all organizations in their practical activities pay due attention to pre-project marketing research. In order to develop the methods of pre-project marketing research already used in practice by marketing departments and to form new unique approaches in organizations, the authors have developed a conceptual model of pre-project marketing research. The author's conceptual model is aimed at improving the effectiveness of pre-project marketing research — obtaining information that meets the established requirements. The article presents these requirements, in particular, the requirement for completeness of information is considered in the most detail, negative consequences of information insufficiency and excess for the project and its participants are outlined, methods of ensuring completeness of information are proposed. Attention is paid to the high value of marketing information obtained at the pre-project stage of a project for decision-making at subsequent stages of ICP and for building a marketing strategy within an organization's project activities. Based on the analysis, the authors provide a logical justification for the positive impact of pre-project marketing research on the quality of individual processes and activities within the life cycle of ICP and, ultimately, on the consumer and production quality of finished construction products.

Keywords: marketing research, pre-project stage, model of pre-project marketing research, information, quality of investment and construction project, quality of construction products

The quality of the final construction product — a real estate object — is determined by the synergistic effect of the quality of each individual process of an investment and construction project (ICP). Within the framework of the concept of life cycle management of a real estate object, the initial stage is the pre-project stage, which includes measures and processes for initiating, conceptualizing and evaluating the viability of the project. A preliminary idea and promising decisions about the architectural and expressive and spatial-planning appearance, location, financial model and other parameters of the future real estate object are established based on a comprehensive analysis of trends and forecasts of the investment and construction industry, its individual components and other sectors and economic factors associated with it [1]. An effective mechanism for searching and collecting data at the early stages of a project is pre-project marketing research [2, 3].

In modern realities, marketing research is carried out in large holdings of investment and construction profiles and development companies, where there are separate departments and marketing departments in organizational structures [4, 5]. Such real estate market participants conduct their profile activities mainly in the rapidly developing regions of the Russian Federation – Moscow and the Moscow region, St. Petersburg, Yekaterinburg, Tyumen, Kazan, Krasnodar. In addition, according to the authors' observations, over the past 5 years, the number of individual consulting organizations specializing in marketing activities in the field of investment and construction complex has increased significantly on the market.

It is obvious that each department responsible for the marketing activities of the organization has its own developed methodologies for pre-project marketing research to achieve the set goals of the projects. These methodologies are mainly based on the basic principles of marketing theory and practice, taking into account the specifics of real estate as a commodity [6–9]. The analysis showed that at the moment there are no normative methodological and recommendation documents regulating the conduct of pre-project marketing research in modern economic conditions.

At the same time, the prevailing number of developers and construction companies on the market do not possess any marketing research mechanisms at all, due to the saving of financial and time resources, the lack of competent professional personnel and a low level of project management. Under these circumstances, organizations rely on the inertia of the real estate market, that is, on a condition in which, regardless of location and conceptual solutions, the real estate object will still be in demand by the consumer.

Summarizing the above, today there are two significant problems in the framework of pre-project marketing:

- 1. Imperfection of existing marketing research mechanisms, characterized by the incompleteness of the range of objects and depth of research, as well as the inconsistency of marketing analysis tools with modern and promising economic conditions.
- 2. Partial or complete absence of marketing research activities at the pre-project stage of the ICP for most developers and construction companies, especially regional ones.

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► The conceptual model of pre-project marketing research proposed by the authors is based on principles similar to marketing research of consumer markets (Fig. 1) [10–12]. The first stage, preparatory, consists in setting the problem, goals and objectives of marketing research for an investment and construction project and determining research methods. The second, research stage involves the direct conduct of pre-project marketing research. Within the framework of this stage, three independent but interrelated levels are distinguished: the macro level is aimed at a comprehensive study of individual spheres of society that most affect the project or the activities of the organization as a whole; at the meso level, the current situation and vectors of progress of the real estate market, its objects, subjects and various kinds of relationships between them are analyzed; the study of the micro level is focused on the examination of internal corporate activities and their results. In the final third stage, the evaluation and processing of the data obtained, the formation of conclusions is carried out, after which the marketing information is used for various purposes in subsequent project phases.

The developed conceptual model will solve the following tasks:

1. To become a reference point for the creation of a corporate principled model of marketing research in organizations of the investment and construction sector, which previously did not have such a model.
2. To become an additional base for improving the existing mechanisms of pre-project marketing research.

The imperative result of marketing research activities is information. The value level of the final information characterizes the productivity of research activities and determines tactical behavior in the long-term management of project solutions [13, 14]. In order to systematize the information obtained in the course of marketing research, and target and rational application in the economic activities of the organization of the investment and construction complex, the information must meet a set of requirements [15]. In the context of pre-project marketing research for construction products, the main requirements include reliability (the ability of information to reflect actual facts), relevance (compliance of information with a certain time period), objectivity (absence of dependence on the human factor).

The authors note that a special requirement for marketing information in order to consistently achieve the planned quality of the project stages is the completeness of information, which is characterized by a minimum set of data sufficient for comprehensive analysis and decision-making. However, in practice, determining the sufficiency of information for its further use within

the framework of the ICP may cause difficulties. This is mainly due to the argument that both a lack of information and an excess of it can have a negative effect on the processes that are based on the results of marketing research. The consequences of such an effect through the prism of deficit and surplus can manifest themselves in different ways (Table).

The analysis shows that the primary factor of the possible phenomenon of information deficit or surplus is subjective, since the data processing cycle for marketing research is controlled by a person. In order to avoid the occurrence of adverse consequences for the participants of the ICP, it is proposed that specialists and structural units responsible for marketing apply the following methods or combinations of them in practice:

1. Principle of the “golden mean” is the search and establishment of a set of information determined by the optimality and moderation of data.
2. Principle of reasonable sufficiency (similar to the Concept of information security of the Federal Tax Service) is the search, processing and archiving of a set of information, with further work with which the costs, risk and amount of possible damage are considered acceptable within the framework of the project and the economic activities of the research organization as a whole.
3. Principle of potentially redundant information (David Hoffman, 1952) — analysis and exclusion of unnecessary and repetitive data that do not carry additional information benefits.
4. Method of data imputation (Maurice Bartlett 1937; Bradley Efron 1977) — filling in missing data with other statistical values.

The result of pre-project marketing research — systematized marketing information that meets certain requirements — forms the basis for future processes and operations within the project. First of all, the data of marketing information predetermine specific steps in the development of a business plan, architectural and urban appearance, at all stages of architectural and construction design, during the construction and operation of a real estate object. In addition, the information obtained from the results of pre-project marketing research serves as key input data for the development of an ICP marketing strategy, which involves the formation and management of a dynamic model for maintaining the competitive advantage of the organization and fulfilling the goals of the project throughout its life cycle. Acting as a satellite in the systematic movement from stage to stage within the framework of the ICP, marketing information is the most important means of reducing project risks and achieving efficiency at individual stages, contributes to improving consumer (the product meets the requirements and desires of consumers)

The impact of information deficit and surplus on the ICP

Information obtained during pre-project marketing research	
The deficit effect	The surplus effect
The developer (investor) does not have the most complete preliminary idea of the project and finished construction products	Potential excess of actual financial and labor costs over the originally planned values
Low level of input data for the development of a marketing strategy for the project	Possible loss of time and a shift in the timing of subsequent stages of the project
Poor quality of decision-making in individual project processes under conditions of uncertainty	Poor quality of decision-making in individual project processes in the context of a disordered information flow

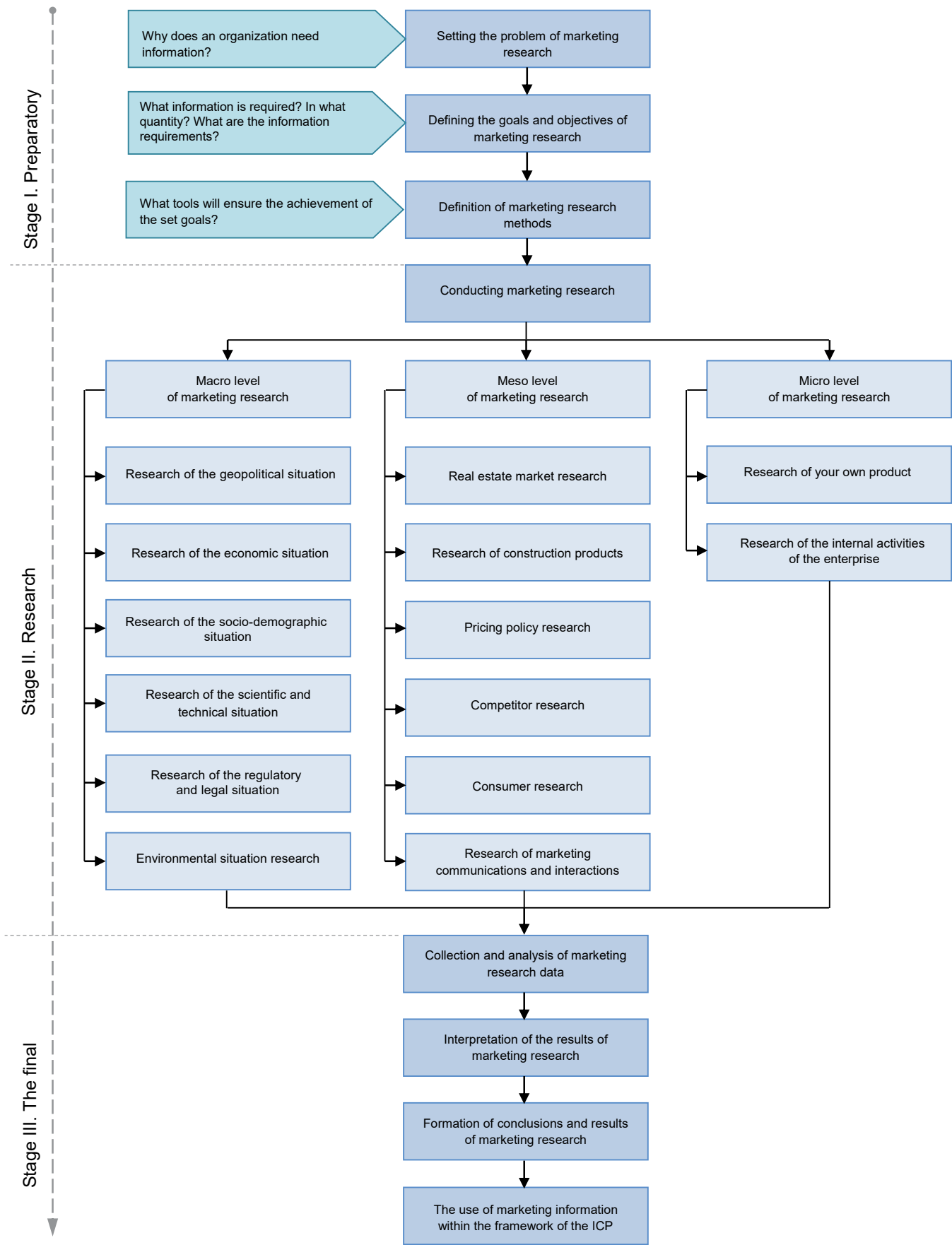


Fig. 1. Conceptual model of pre-project marketing research

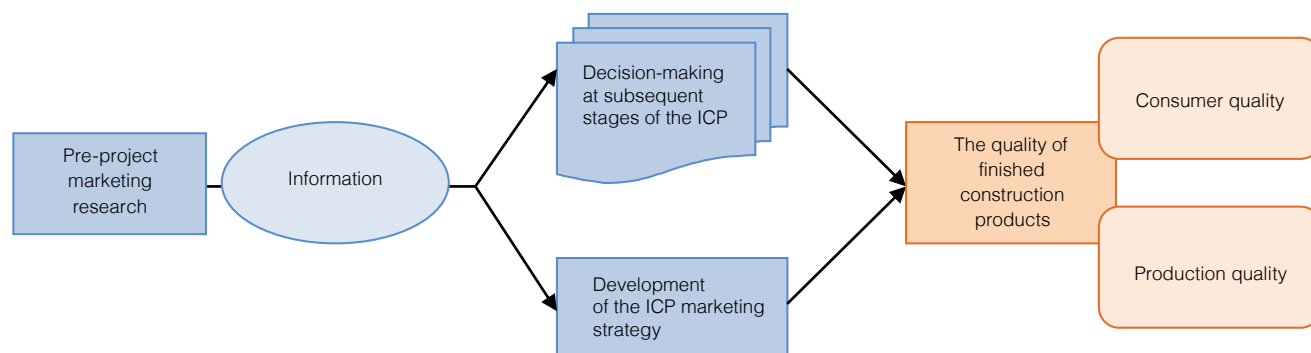


Fig. 2. The impact of pre-project marketing research on the quality of finished construction products

and production (the product meets the requirements of regulations, standards and regulations) quality of finished construction products.

Thus, the influence of pre-project marketing research and its results, as a generalization of the meaning of the proposed conceptual model, on the quality of the ICP and finished construction products is expressed by a correlated relationship. That is, the marketing research event, being the starting point of a logical chain, through direct sequential dependence with other events — the key processes of the project, affects the quality of finished construction products (Fig. 2).

The basis of this logical view is the basic principle of scientific research — the search for new knowledge, obtaining new information in order to establish facts and implement ideas. The conceptual model proposed by the authors, as a form of pre-project marketing research within the framework of the ICP, together with the established information requirements, makes it possible to provide the organization of the investment and construction complex with the most meaningful, relevant and objective information fund. As a result of systematic pre-project marketing, the stable and competitive activity of the organization is ensured, its progressive development in the real estate market with the ability to freely respond to factors of the internal and external environment and maintain high consumer loyalty.

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Концептуальная модель предпроектных маркетинговых исследований и ее влияние на качество инвестиционно-строительного проекта

Научная статья посвящена вопросам проведения предпроектных маркетинговых исследований и их влиянию на качество инвестиционно-строительного проекта (ИСП) и качество готовой строительной продукции. В современных услови-

ях кризисных явлений экономики и повышенной конкуренции товаров и услуг маркетинг играет особую роль во всех сферах деятельности, в том числе и строительной отрасли. Авторами отмечается, что не все организации в своей практической деятельности уделяют должное внимание предпроектным маркетинговым исследованиям. Для развития уже используемых на практике маркетинговыми подразделениями методик предпроектных исследований и формирования новых уникальных подходов у организаций авторами была разработана концептуальная модель предпроектных

маркетинговых исследований. Авторская концептуальная модель направлена на повышение результативности предпроектных маркетинговых исследований — получение информации, отвечающей установленным требованиям. В статье представлены данные требования, в частности, наиболее подробно рассмотрено требование к полноте информации, обозначены негативные последствия информационной недостаточности и излишка для проекта и его участников, предложены методы обеспечения полноты информации. Уделяется внимание высокой ценности маркетинговой информации, полученной на предпроектном этапе проекта, для принятия решений на последующих стадиях ИСП и выстраивания маркетинговой стратегии в рамках проектной деятельности организации. На основании анализа авторами приводится логическое обоснование оказания положительного влияния предпроектных маркетинговых исследований на качество отдельных процессов и мероприятий в рамках жизненного цикла ИСП и, в конечном счете, на потребительское и производственное качество готовой строительной продукции.

Ключевые слова: маркетинговые исследования, предпроектная стадия, модель предпроектных маркетинговых исследований, информация, качество инвестиционно-строительного проекта, качество строительной продукции

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For citation: Abdalov R.E., Kulakov K.Yu. Conceptual model of pre-project marketing research and its impact on the quality of investment and construction project. *Real Estate: Economics, Management*. 2023; 4:31-35.

Для цитирования: Абдалов Р.Е., Кулаков К.Ю. Conceptual model of pre-project marketing research and its impact on the quality of investment and construction project // Недвижимость: экономика, управление. 2023. № 4. С. 31–35.