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Problems of sustainable development. Real estate development after the pandemic (based on the materials of the Gaidar Forum – 2021)

*We quote Lenin more and more often and recall Stalin realizing that it is impossible to lead the humanity to happiness "with an iron hand". By speeding up and slowing down, stumbling, and getting up, deluding and enlightening, it must realize: happiness is development, devotion to the good, the love and the joy of understanding Creator's ideas!!!
A participant of the Gaidar Forum – 2021*

Recent development trends are formed under the influence of multiple factors. They move in different directions and make completely unexpected turns, adjusting standard settings and expectations of the population. Meanwhile, the rapid development of anthropology, futurology, information modeling against the background of the effective and timely implementation of state support measures, international community's efforts to promote valuation technologies of sustainable development, the expansion of "green" financing and the demand to impose social responsibility on large businesses allows to assume that all sectors of the national economy, including real estate and construction, will be exposed not only to digital transformation, technological upgrade, institutional and socio-economic reboot, but also to the re-evaluation of efficiency criteria of business models. In this regard, the implementation of the requirements of the National Project "Housing and Urban Environment" is complicated not only due to the budget constraints, the decline in production, the outflow of migrants due to the pandemic, but also due to the need to significantly reconsider the model of economic development. It is necessary to restructure not only the industrial and infrastructure framework of capital funds, but also to develop fundamentally new approaches to the management of the life cycle of real estate. The growing singularity of economic processes forces us to make flexible decisions and create different types of real estate with regard for emerging cultural and anthropological preferences. At the same time, information and construction processes have already merged together within the framework of the construction industry that creates new items of real estate and capitalizes the existing ones. Digital design, acting together with new investment mechanisms, generates a promising model for the accelerated implementation of design and construction cycles. The Internet of Things creates not only "smart homes", but also "smart cities" and "smart agglomerations". The "New Normality" will trigger systemic changes in real estate management in order to provide it with self-optimizing properties of sustainable development, a new culture of efficiency, the implementation of principles of "Economics of Trust" and interaction with development institutions, as well as the accelerated introduction of environmental-information technologies and preventive mechanisms used to resolve the contradictions arising between construction process participants.

Keywords: sustainable development, real estate, construction, development trends, strategic focusing, information transformation, business model

The present-day environment and attempts to resist the spread of the coronavirus, which cannot provoke excessive optimism so far, have revealed not the evident problems, but the carefully disguised holes in the economic management mechanisms of all countries of the world without any exception. And initially cheerful messages about the successes of the best healthcare systems, effective incentives and support measures gave way to anxiety and panic. The consequences turned out to be too unpredictable, both in material and spiritual spheres. In order not to repeat the rhetoric of the whole of 2019, we will focus on the analysis of the expert points of view expressed at the Gaidar Forum – 2021.

1. THE MAIN CHALLENGES TO STABILITY AND DEVELOPMENT

The most important questions dealing with the potential achievement of sustainable development

goals, Russia's place in the new landscape of international division of labor, promotion of digital ruble, problems and technologies of human capital management, new business rules amid uncertainty, the future of the taxation system, the evolution of the state control, the impact of the pandemic on urban development and National Projects, the future of universities and education, physical and mental health, populism as a sustainable modern trend, the future of industries and regions, were asked of the invited experts. The above list of issues is far from being exhaustive. Although the list is presented in this (partially reduced) form, it is clear that in the conditions of the new normality, these issues not only encompass the structure of the national economy, its drivers and meters of growth, but also reveal its reserves and new niches where development promises to be as rapid as possible.

A collective demand for structural reforms and accelerated capitalization of their results, specified in the National Projects, was suspended by the epidemiological situation. Nevertheless, national development goals were not removed from the agenda, but upon the initiative of the President of the Russian Federation, they expanded the horizon from 2024 to 2030. In spite of the public concern about short-term problems, according to the Nobel Peace Prize winner Rae Kwon Chung, a participant of the expert discussion "Sustainable development: a perfect vision or a realistic projection?", the planning horizon should not go down, and the logic that reads as "we will think about it if we survive" is more dangerous than viruses and wars. The scientist spoke about a change in Russia's role in the world in the direction of leadership in the hydrogen economy. According to the scientist, Russia can become an expert in hydrogen and play a crucial role in the formation of a new market of "clean energy". According to Jürgen Rogel, World Bank's Vice President for Sustainable Development, our country needs to focus on the competitiveness of the domestic industry. He suggests that development priorities of the national economy will include high-tech industries, ecosystems, forestry¹. The unlocking of the biotechnology potential, the formation of industrial investment platforms, the employment of big data analytics in industries, as well as the practical unlocking of Russia's transit potential are not removed from the agenda, but, according to academician B.N. Porfiriev (Director of the Institute of Economic Forecasting of the Russian Academy of Sciences), the main problem consists in the passivity of development drivers, structural and technological backwardness and unacceptably slow development of the green economy² [1].

The assessment of the post-pandemic situation in Russia by the foreign participants of the Forum was characterized by reasonableness and understanding of the difficulties that accompanied the recovery from the coronacrisis. It was emphasized that this regularity applied to the economies of all countries. According to Robert Youngman, chief analyst of the OECD Directorate, the situation in the countries, that are giant suppliers of raw materials, will certainly become more complicated against the background of the shrinking manufacturing sector and restructuring markets³. Representatives of the Organization for Security and Co-operation in Europe (OSCE) positively assessed the integrative response to challenges of European development. Moreover, the OSCE analysis showed that "the globalization trend is returning". Thus, Franco Frattini, a special representative of the OSCE Chairman, pointed out that in the context of "permanent pandemic threats, only an integrative response, given with the involvement of Russia, is possible". Wolfgang Schüssel, ex-Chancellor of Austria (from 2000 to 2007), focused on "green growth" and the sharing of European values with Russia⁴. However, cautious optimism, expressed by foreign participants in respect of the expansion of economic collaboration, dealt more with mutual projects in the field of medicine and health care sustainability in the context of external challenges.

1 Dunning H. Shifting the focus of climate-change strategies may benefit younger generations. URL: <https://www.imperial.ac.uk/news/192968/shifting-focus-climate-change-strategies-benefit-younger>

2 Gaidar Forum "Russia and the world after the pandemic". Expert discussion "Sustainable development: a perfect vision or a realistic projection?". URL: <https://gaidarforum.ru/en/program/926/>

3 Gaidar Forum "Russia and the world after the pandemic". Expert discussion "Green finance: make money or preserve nature?". URL: <https://gaidarforum.ru/en/program/929/>

4 Gaidar Forum "Russia and the world after the pandemic". Expert discussion "Post-pandemic Europe". URL: <https://gaidarforum.ru/en/program/950/>

Arnaud Bernard, Head of the Platform for Shaping the Future of Health and Healthcare at the World Economic Forum, and Alistair McGuire, Head of the Healthcare Economics Division of the London School of Economics, highlighted the weaknesses of healthcare in the countries that were traditionally considered the best. Their innovative approaches have not led to long-term resistance and resilience of healthcare systems in the face of unexpected infectious challenges. The main thing, from an economic point of view, was the understanding of the need to consolidate efforts on a permanent basis. Practice has shown that it is necessary to stimulate mutual scientific researches in the permanent mode of "open innovations". And it is not just healthcare. This is the understanding and development of "a human in nature, technology, social institutions", etc.⁵

2. CHANGING THE VECTOR OF DEVELOPMENT

For the first time in the contemporary history of Russia, a world-class research center was established; the founders called it "The Center for Interdisciplinary Research of the Human Potential"⁶. A human in the post-covid world has become a subject of activity. His tasks include humanitarian and social studies of behavior, habits, relationships, assessing their impact on economic strategies, forms of employment, labor preferences, as well as the assessment of preparedness for new challenges. Participants of the discussion of the human capital problems V. Spiridonov (RANEPA), A. Baykov (MGIMO), M. Butovskaya (Miklukho-Maklay Institute of Ethnology and Anthropology of the Russian Academy of Sciences), L. Ovcharova (HSE), S. Zuev (Moscow Higher School of Social and Economic Sciences) focused on various changes in the behavior, habits, forms of employment, preferences in the context of technological challenges, natural anomalies, imperfection and inertia of social tools, etc.⁷

The systematic analysis of discussion platforms has shown that a change in the development paradigm from "accelerating wealth growth" to "activities of people for people" has a bipolar structure. One pole is the community of living organisms (biocenosis), the other one is the habitat (biotope). They are united by a system of connections that performs the exchange of substances and energy. The economic projection of their research focuses on the evolution of Human/society and Nature/habitat. At the same time, all evaluative aspects of the human capital development are accumulated within the framework of the *evolution of the habitat*. Moreover, when discussing the new structure of the economy, K. Dmitriev, General Director of RDIF, D. Manturov, Minister of Industry and Trade, A. Repik, Chairman of the All-Russian public organization "Delovaya Rossiya" ("Business Russia") assessed the existing and future formats of economic activities (remote employment, platform-based solutions, digital finance, new economic niches and segments, etc.)⁸. At the same time, in their opinion, the pandemic did not slow down the pace of digitalization [2–4]. Undoubtedly, it has accelerated, but, according to the experts, the pace is not revolutionary. At the same time, according to the Minister of

5 Gaidar Forum "Russia and the world after the pandemic". Expert discussion "Sustainability of healthcare systems in conditions of external challenges". URL: <https://gaidarforum.ru/en/program/957/>

6 Presentation of the center for advanced research on human potential. URL: <https://gaidarforum.ru/en/program/951/>

7 Gaidar Forum "Russia and the world after the pandemic". Scientific discussion "Humans in the post-covid world". URL: <https://gaidarforum.ru/en/program/960/>

8 Gaidar Forum "Russia and the world after the pandemic". Dialogue "New structure of the economics". URL: <https://gaidarforum.ru/en/program/983/>

► Industry and Trade, almost all branches of material production were affected. The exceptions were pharmaceuticals and the construction industry, including the production of building materials. In the real estate sector, the increasingly critical issue of the habitat compliance has become more acute. In this regard, almost every discussion was focused not so much on the pace of the post-crisis recovery of Russia and the world, but on substantial changes in the world order, creation of new business models, a fight against poverty and attainment of the new quality of life.

3. RESTRUCTURING THE LIVING SPACE AND CHANGING THE URBAN ENVIRONMENT

The whole range of issues of sustainable development, green financing, new quality of integration and business models, forms of employment and methods of its regulation, digital beneficiaries and personnel-related solutions, social responsibility and trust, justice and inequality, strategic focus and future education will certainly require a *restructuring of the living space and a change in the urban environment*, which, according to the OECD estimates, is home to more than 60 % of the world's population. The consensus in understanding the directions of technological breakthroughs (leaps), remote contactless ways of interaction, the need for new types of joint activities, etc. could be observed both among the experts of the research community, the government, and representatives of the business community. The problems of much-needed top-priority changes in the urban environment, formation of the infrastructure framework, establishment of industrial zones, development of the raw material base, etc. were discussed on various platforms. Practical aspects of the restructuring of habitat were formulated in the course of expert discussions about the future of energy, the development of the healthcare system, northern regions and the Arctic, as well as the improvement of urban spaces. New challenges of urban development were highlighted by S. Sobyatin, Mayor of Moscow⁹. Cities were forced to quickly reengineer the operation of their integrated systems, including healthcare, education, transport, construction, housing and utilities within an extremely short period of time. Rapid digitalization, together with social distancing requirements, has changed not just the everyday life, but also the consumer behavior. And if the deployment of new services turned out to be within the scope of abilities of private businesses, the restructuring of capital funds required state involvement and coordination. Marat Khusnullin, Deputy Prime Minister of the Russian Federation, highlighted these issues. When the results of 2020 were analyzed, it was noted that the coronavirus did not merely accelerate, but forced changes in construction business models. Mobilization measures taken in a timely manner allowed to exceed the planned amount of road construction work, adjust the parameters of the Comprehensive Plan for Infrastructure Modernization and Expansion (CPIME) with unprecedented large-scale investment and construction activities and the total budget of 11.6 trillion rubles by the end of the decade (by 2030). As for the housing construction, contrary to pessimistic expectations, it "did not sink", remaining at the level of 2019, but significantly supported the industrial production. Deputy Prime Minister emphasized the undeniable effectiveness of timely measures taken to keep the preferential mortgage rate at the level of 6.5 %. One million three hundred thousand families

have improved their living conditions, and this is the main result of the industry's activities. Rural, family, and Far Eastern mortgages enjoy continued support.

As for the prospects of the construction sector, M. Khusnullin clearly outlined the tasks of the regulator. Their focus is to remove bureaucratic obstacles and maximize the acceleration of processes of initial and final phases of construction, the transition to a seamless technological cycle and the synchronization of project tasks and investment opportunities. G. Nikitin, Governor of Nizhny Novgorod, made a point that the emerging enthusiasm in the housing sector, the same as the new roads, is seen and appreciated by the residents, but any further development of the real estate sector in the conditions of tight federal and regional budgets requires new approaches. This is true for unlocking the potential of infrastructure bonds. According to the expert, the value of this market tool, applied to generate an investment resource, exceeds 1 trillion rubles. And if the pilot projects in Nizhny Novgorod show the effectiveness of infrastructure bonds, it will be possible to easily implement, for example, a new model of road construction projects in all regions of the country. In 2020, the Government of the Russian Federation made a radical change in the pattern of implementation of road construction projects. The public-private partnership model was replaced by the contractor model that used the budget proceeds and own funds, as well as the support provided by the so-called infrastructure mortgage. In general, the construction industry, being an integral part of all National Projects without exception, has not only become the driver of major anti-crisis trends in the field of material production, but it has also succeeded in the digitalization and the use of information technologies at all stages of the real estate life cycle, while experiencing many problems with labor resources, technical equipment, and technological backwardness. Its vitality and ability to meet challenges could only be compared with those of the representatives of the healthcare sector at the Forum who showed unprecedented mobilization abilities in rendering medical services, as well as in the organization of construction and equipping of pre-fabricated medical institutions. It has once again proven the mobilization capabilities of Russia, as it was repeatedly pointed out by foreign experts

4. DIGITAL TRANSFORMATION AND EDUCATION

The coronacrisis, in the opinion of virtually all participants of the Forum, has exacerbated the need for digital transformation. Almost all industries and spheres of life are currently undergoing a radical transformation based on digital technologies. As a result, all markets (construction, food, transport, banking and medical services, etc.) have increased their accessibility and convenience for people. M. Shadaev¹⁰, Minister of Digital Development, stressed the need to digitalize not only business processes, but also public administration, healthcare and education. It is difficult not to agree with numerous representatives of the IT industry who highlight its huge potential to accelerate analysis and decision-making processes, to ensure the subjectivity of responsibility, interaction and feedbacks, the availability of different forms of training and development drivers. For sure, digital technologies will become an important resource that will eliminate the main "deficits of our time". They were literally "dissected" at the Forum¹¹ by A. Asmolov, A. Kudrin, A. Smirnova and others. It is the awareness of the lack of trust, understanding and

⁹ Gaidar Forum "Russia and the World after the Pandemic". Expert dialogue "New challenges for urban development". URL: Access mode: <https://gaidarforum.ru/en>

¹⁰ Gaidar Forum "Russia and the World after the Pandemic". Expert discussion "Digital transformation = new quality of living". URL: <https://gaidarforum.ru/en/program/1002/>

¹¹ Gaidar Forum "Russia and the World after the Pandemic". Dialogue in three

sense that is seen by the experts as a recipe for overcoming the social allergy to ongoing reforms. And in order not to merely wait out the crisis, but to live in a cyclically developing world to the full, one needs to learn to understand its senses, fitting his or her knowledge and skills into its turns, ups and downs. A sense, according to A. Asmolov, is a "sketch of future actions", which should and can become the basis of development scenarios. But they make sense only when there is a conscious, criteria-based choice of the price that each of us is willing to pay for a decent life of our own and future generations.

Like never before, discussion platforms were focused on problems of education. The need to determine the educational cycles, adjust their velocities, mechanisms, forms and trajectories depending on production, investment and project cycles was discussed at 14 discussion platforms. Foreign experts, including representatives of the largest universities and research centers, including E. Lamarck, Dean of the Business School of the Sorbonne University, F. Ortelo-Manet, Dean of the London Business School, Lin Zu, Dean of the Business School of the Chinese University of Hong Kong, E. Trikk, Vice-President of the University of the Cote d'Azur, K. Samuel, Vice-president of the University of Grenoble Alpes, and others raised a variety of issues of basic and additional education, continuity of the educational cycle, forms and methods of knowledge transfer, the role of teachers and even supervisory activities. The analysis of the expert points of view, provided at the Forum by the rectors of leading Russian universities, showed that Russian educational institutions have adapted to the reality of distance learning, since they have shared the conceptual fundamentals of the need to convert universities into research, educational and practice-oriented centers of regional development. They should provide a theoretical substantiation for the reformatting of the future. Towards this end, the educational cluster of the national economy should become a carrier of new competencies and provide the national economy with the main driving force, that is, competent personnel.

BASIC CONCLUSIONS

In general, an unprecedentedly large number of discussion platforms at the Forum indicate the severity of problems of the *"new normality"*. We will try to identify its *main features* in the context of our focus on real estate and construction sectors. So, let us point out the following:

1. The actively developing *"culture of efficiency"* as a hierarchical and integrated concept. Anything that harms future generations cannot be considered effective in the present and, passing through the filters of the regulator and the public opinion, it cannot be accepted. The above-mentioned feature is directly related to the development of the real estate sector, the implementation of investment and construction activities, and the formatting of the habitat. The economic component, the required acceleration of construction in the present-day context cannot determine the parameters of construction processes and the *"appetite"* of their participants. In this case, the point is not only the symmetry of risks, but also the equal rate of return for the actors. Distortions force the parties involved in the construction and operation of real estate to seek additional opportunities, that are most often found beyond the legitimate boundaries of investment and construction activities or at the account of social and environmental components. The new content of efficiency requires immediate amendments to the legislation

regulating the formation of real estate development programmes and projects.

2. *The fundamentals of anthroponomics*, a set of sciences (economics, sociology, urban studies, etc.) about the human, his needs, motives, preferences, behavioral stereotypes, place and role in the society and the environment, intellectual mobility and the level of professionalism, etc. As for real estate and construction, here anthroponomics sets the goals of spatial arrangement, apartment layouts, forms of employment, recreation modes and requirements applicable to public spaces, aesthetic preferences, etc. The anthropogenic optics of absolutely all processes in the field of real estate becomes an integral part not only of strategic planning, but also of operational actions aimed at the arrangement of operation and renovation of capital construction facilities.

3. The changing role of regulators and development institutions. The support for sustainable development is being transformed into the demand for the *responsibility for sustainable development*. This, in turn, causes the elimination of the incompleteness of instruments (for example, by means of ensuring the continuity of investment cycles), and the generation of a sufficient set of liabilities to support long-term growth. Towards this end, organizational regrouping of development institutions is already underway. A solution to the problem of development of a group of institutions reporting to VEB.RF state corporation is particularly important. This group includes institutions, most of which are state corporations or non-profit organizations incorporated in furtherance of special laws or budget-related regulations. The strategic goals of these institutions are urban and infrastructural development (VEB.RF, "DOM.RF"), as well as the support of entrepreneurship (Corporation of Small and Medium Business, Russian Export Center, "Skolkovo", Fond of Industrial Development). The main types of their investment activities are debt financing, maintenance of the creditworthiness of investment projects and provision of non-financial assistance. Sources of financial resources are capitalization of budget allocations and raising debt on the capital markets with some state support and regulatory assistance from the Central Bank of the Russian Federation. It is also important to use the experience of "DOM.RF" to ensure the development of the financial mortgage market aimed at developing infrastructure and municipal bond markets, increasing the intensity of similar activities carried out by the Corporation of Small and Medium Business. The implementation of the initiative to create a National Association of organizations in the field of information modeling technologies, designed to develop and accelerate the introduction of information and communication technologies at all stages of the life cycle of capital construction projects, is of crucial importance.

4. The required *expansion of the time limits* for defining real estate development strategies, with regard for the new *"culture of efficiency"*, anthropological requirements and institutional support of development processes. The latter also have new contexts that persistently permeate the practice. Thus, the uncertainty of goals, objectively accumulated development contradictions, and fundamentals of the present-day world order that clearly require, at least, major repairs, on the one hand, return society to basic values, but, on the other hand, strive for a new technological order. Huge opportunities are "hidden" in its digital structures. But their implementation in the previous configurations of the real estate sector, as shown by the period of the fight against the coronavirus, is impossible. For example, the remote mode of activity of a huge number of managers, accountants, lawyers, designers, etc. required the arrangement of workplaces in residential premises. According to the experts (11th Gaidar Forum), there is good reason to believe that up to 30 % of

► employees (IT) will be able to continue working remotely. Does it mean that the apartment layouts of a house under construction should change and it will be necessary to add the workplace to the project design? New delivery services reduced passenger traffic. Maybe we should not be so active in building new transport arteries? It is necessary to increase the number of beds in hospitals. Does it mean that we need transformable buildings with rooms that can be converted from concert halls or offices into hospitals? What kind of real estate will be in demand and how mobile should its functionality be? What realty is to be built in a repairable format, and what realty needs a modular format? What incentives, technological solutions, and new materials will boost the business activity? What is the recipe for overcoming the investment anemia? How can we synchronize project, investment, and construction cycles?

All these issues require a strategic analysis, and its quality is a consequence of the readiness of the professional environment to solve non-traditional and non-trivial analytical tasks. It requires new competencies and new models of educational cycles! They are based on a common understanding of the fundamental logic and essence of the habitat.

5. Institutional anthroponomics, as the basis of contemporary processes of making strategic, tactical and operational decisions in the area of real estate in the "new normality", creates a necessary, but insufficient theoretical basis for the reconstruction of existing tools used to manage real estate development. Without the "trust economy", any development will be indefinitely slowed down by incrementally growing legal and transactional costs. Saving money on the development and implementation of preventive mechanisms, that eliminate development conflicts, has digital and subjective backgrounds. The essence of the latter is the formation of mechanisms for the out-of-court dispute resolution and training of qualified personnel.

Thus, new semantic constructions and generalizations focused on real estate and construction sectors, lead to the need to develop a new management paradigm for the real estate development, that has a different "culture of efficiency", and an instrumental basis needed to achieve it.

CONCLUSION

The zones, featuring the concentration of technology intensive businesses, and sparseness zones have been identified. Concentration zones may mean the availability of favorable conditions for a particular type of business, while sparseness zones indicate the insufficiency of initial conditions needed for new clustered production facilities.

There exists a positive interrelation between business activity growth in a given territory, including the economic activity of clusters, and the cost of residential and office premises.

Clusters are powerful centres of attraction, as well as centres of culture and science in any city.

The main decision making factors, that impact the choice of location for new industrial production facilities in a historical industrial zone, are the availability of a focal industrial facility in operation, and, to a smaller extent, the environmental situation in the territory adjacent to the industrial zone.

Old industrial zones are not attractive for new production facilities; they need comprehensive renovation.

Sokolnaya Gora and Kalibr industrial zones are the most attractive industrial areas for new types of industry.

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Проблемы устойчивого развития. Строительство и недвижимость после пандемии (по материалам Гайдаровского форума – 2021)

Современные тренды развития формируются под воздействием множества факторов. Они разнонаправленно действуют и рожают совершенно неожиданные повороты, корректируя плановые установки и ожидания населения. Между тем, бурное развитие антропологии, футурологии, информационного моделирования на фоне эффективного и своевременного применения мер государственной поддержки, усилий международного сообщества по продвижению оценочных технологий устойчивого развития, расширения «зеленого» финансирования и требований обеспечения социальной ответственности крупного бизнеса позволяют предположить, что все сферы национальной экономики, включая сферу недвижимости и строительство, будут подвержены не только цифровой трансформации, технологической модернизации, организационной и социально-экономической перезагрузке, но и переоценке критериев эффективности бизнес-моделей. В этой связи реализация требований национального проекта «Жилье и городская среда» осложняется не только бюджетными ограничениями, спадом производственной, оттоком мигрантов в связи с пандемией, но и необходимостью существенного переосмы-

сления модели экономического развития. Требуется реструктуризация не только промышленного и инфраструктурного каркаса капитальных фондов, но и выработки принципиально новых подходов к управлению жизненным циклом недвижимости. Нарастающая сингулярность экономических процессов вынуждает принимать гибкие решения, одновременно создавая различные типы недвижимости с учетом формирующихся культурно-антропологических предпочтений. При этом применительно к строительству, создающему новую и капитализирующую имеющуюся недвижимость, уже состоялась интеграция информационных и строительных процессов. Цифровое проектирование в совокупности с новыми механизмами инвестирования образуют перспективную модель ускоренной реализации проектных и строительных циклов. Интернет вещей создает не только «умные дома», но и «умные города», и «умные агломерации». «Новая нормальность» требует системных изменений в управлении недвижимостью с целью придания ей самооптимизирующих свойств устойчивого развития и новой культуры эффективности, реализации принципов «экономики доверия» и взаимодействия с институтами развития, а также ускоренного внедрения экологоинформационных технологий и превентивных механизмов урегулирования противоречий участников строительства.

Ключевые слова: устойчивое развитие, сфера недвижимости, строительство, тренды развития, стратегическая фокусировка, информационная трансформация, бизнес-модель

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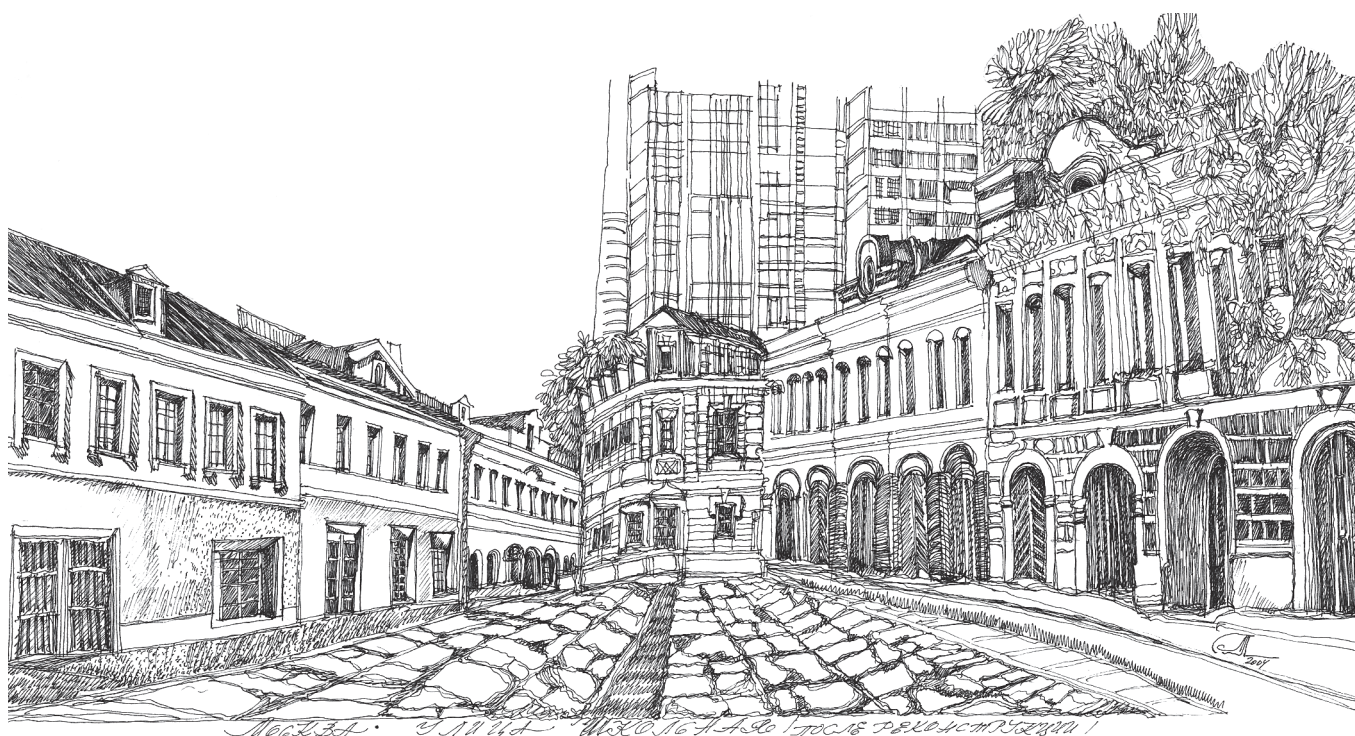
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