UDC 005.521:005.8:69

Volkov R.V.
Sinturele D.J.R.

Ensuring the strategic focus of a corporate project management system for commercial real estate

Corporate trajectories ultimately determine economic growth or recession. They depend on the choice of development strategies selected for corporate management systems designated for commercial real estate projects. Strategic focusing tools of corporate management systems are used to select the best corporate development strategies.

This article identifies the objectives and methods of strategic focusing of corporate project management systems for commercial real estate. The co-authors describe the algorithm of a foresight project and options of the criteria-based choice of the strategic focus for a corporate system. The principal criteria for a portfolio of commercial real estate projects are defined.

The implementation of corporate management strategies by the company engaged in the construction of commercial real estate in Europe (France) is considered.

The strategic focusing of a corporate management system, designated for commercial real estate projects, allows to make a statement that there is no universal solution to the general problem of multi-criteria optimization of strategic alternatives in the long run, but the very formulation of the choice problem requires a detailed quantitative description of the subject area. The solution allows to set the main strategic trend of a corporate management system focused on commercial real estate projects, taking into account the polycentric format of the interruptive-extended type of activity.

In practical terms, this phenomenon means the need for:

• the multi-criteria restructuring of a real estate portfolio by the type of real estate, its spatial localization, as well as by the steps and stages of the life cycle of commercial real estate projects;

• the regard for the economic efficiency of the project cycle as a whole and its separate steps and stages, in particular, tempo-based drops in project capitalization broken down by the stages of its life cycle, the dynamics of the total cost of ownership, integration and outsourcing opportunities, social and environmental filters, etc.

• ensuring high mobility of the corporate management organization structure, that is, a continuous type of organizational restructuring as a modern feature of corporate performance.

Hence, a full-fledged solution to the problem of strategic focusing of a corporate management system for commercial real estate projects requires the clarification of scientific approaches and the development of an organizational model of the system, taking into account the continuous nature of its restructuring.

Keywords: *strategic focusing, foresight approach, "scenario funnel" method, criteria-based selection*

Volkov Roman Vyacheslavovich,
Candidate of Economic Sciences, Vice-rector; Russian University of Transport (RUT); bldg. 9, 9 Obraztsova, Moscow, 127994, GSP-4, Russian Federation; ID RISC: 872062; volkov-su4@mail.ru

Sinturele Didier Jean Raymond,
Civil Engineer, MBA, International Specialist in the Integration of VSM Subsystems, General Director; LLC "Didier Sinturel Company"; 39 Avenue Aime Martin, 06200, Nice, France; d.sinturel@adstc.ru

1. THE GENERAL PART

Integrated fundamentals of the "Structure – Behaviour – Performance" concept allow to study corporate activities taking into account the influence of external structural factors, the industry, and the "Total cost of ownership" concept. They also allow to establish the methodological basis for the strategic focusing of the corporate management system designated for commercial real estate projects.

2. THE STRATEGIC FOCUSING OF A CORPORATE MANAGEMENT SYSTEM

It is advisable to consider the strategic focusing of a corporate management system for commercial real estate projects at all stages of the life cycle of real estate, in other words, throughout the entire cycle of its development, operation and liquidation.

The task of strategic focusing encompasses the strategic analysis of commercial real estate projects with regard for project management functions, or the task of managing the objectives, time frames, costs, risks, quality, contracts, personnel, relationships and data flows, and the identification of potential options of a corporate management system strategy within the framework of long-term economic growth as a corporate task.

In the process of strategic focusing, it is necessary to take into account the interruptive and extended nature of the corporate involvement in the implementation of commercial real estate projects, as well as all strategic options regarding changes in the structure of needs and resource support for the complete implementation of all steps and stages of real estate project cycles.

As the analysis of practice has shown, the strategic focusing of the corporate management system for commercial projects can be achieved using various methods:

1) internal corporate forecasts and development plans with "road maps" and single breakthrough projects, allowing not only to organize the continuous monitoring of deviations from the strategic goal, but also to develop in-house corporate performance standards;

2) specific economic and administrative, technical and technological, regulatory, socio-psychological or information and communication solutions for the restructuring of a corporate project portfolio of commercial real estate (for example, to stop

the growth of the share of non-core projects and return to the implementation of industry-specific projects);

3) mechanisms of economic incentives, including the financial responsibility for interim and final results of corporate activities as a whole and within the framework of separate ongoing projects (especially relevant for the implementation of strategically important projects having a tight schedule);

4) measures for the distribution/redistribution of corporate resources aimed at rising investments in certain projects with regard to their location;

5) legislative initiatives and permissive or prohibitive measures taken by the authorities (at the regional and federal levels) towards reducing the project cycles of economical resource consumption [1];

6) methods that consolidate project effects not uniform in quality but necessary to ensure the integrated economic efficiency of corporate activities and implement the tasks related to various reorganization methods ("mergers", "acquisitions", etc.)

The strategic focusing of a corporate management system involves the implementation of consistent activities that allow to eliminate or mitigate (weaken the manifestations) of emerging contradictions in the long run. The objective of the economic growth model should set the strategic focus of development by outlining the trajectories towards overcoming the influence of negative factors and challenges. Their identification at the early stages of deciding on the inclusion of a particular project in the corporate portfolio is impossible without the use of forecasting methods. Nowadays it is especially relevant in connection with the global pandemic, which allows to identify unfavorable trends in the development of corporations in the preventive mode [2, 3].

3. PREDICTIVE METHODS OF STRATEGIC FOCUSING

The past experience and current forecasts of future events are used in forecasting. The predictive method is a method of researching an object and developing a forecast. Simplified predictive methods are broken down into quantitative and qualitative. The quantitative methods are based on numerical, mathematical procedures and formulas, while the qualitative ones take advantage of the experience, knowledge and intuition of researchers [4].

Analytical methods, that allow to study the dynamics of indicators over time, include sensitive forecasting and cluster analysis (Table).

4. PREDICTIVE METHODS OF STRATEGIC FOCUSING

By means of consolidating alternative methods, foresight methods allow:

1) to develop a high-quality database necessary and sufficient to justify strategic decisions;

2) to identify the main factors of influence and their potential impact (strengthening or mitigating) on the effectiveness of corporate performance;

3) to take account of seemingly impossible, but probable under certain circumstances trajectories of corporate development scenarios, including non-linear development of future scenarios;

4) to ensure the relationship between generally accepted ideas and specific empirical factors, etc.

A distinctive feature of foresight projects is the assumption of alternative situations and consequences of a particular decision, or the use of a scenario approach.

A good scenario with a high strategic potential must meet the criteria, including the potential that enables the management team to make various decisions, realism, probability of alternatives, logical construction, structural differentiation, logical simplicity, testability [5, 6].

In a broad sense, the essence of foresight is reduced to taking account of all kinds of challenges pertaining to current decision making. Prompt resources mobilization is needed to take preventive measures. At the same time, the general focus of the latter is determined by the preset project capitalization pace. Thus, in fact, foresight expands the understanding of the driving forces of the «Man – Society – Nature» system, increasing the level of readiness of a corporation for inevitable challenges.

The generalized foresight algorithm is shown in Fig. 1.

The generalized algorithm means that at the third stage the management system faces the task of creating the adaptive potential, while the forecasting of possible alterations in a dynamically changing environment allows to adjust the goal contour by providing

Predictive methods of strategic focusing

No.	Method title	Basic methodological principles	Usage peculiarities	Adjustment to the subject of research
1.	The method of "sensitive forecasting"	"Bottom-up" forecasting (from the project to the portfolio, from the stage to the cycle, etc.)	Forecasts for all functional parameters as components of a common goal (by the resource attribute, by sections of linear objects, etc.)	Adjustment by the scope of partners and the competitive contour in the context of core and non-core projects
2.	Cluster analysis method	Costs, efficiency, and projects structuring principles	Determination of variables with an assessment of their reliability and significance	A decision-making basis for the organizational structure, "mergers", "acquisitions", etc.
3.	Foresight methods	Scanning horizons to identify a link between factors, subjects, etc. Network analysis allowis to identify signs that accompany the emergence of new trends. The method of evolutionary scenarios that separate potential trends	Foresight consolidates quality management, time management, cost management, human resources management, material resources management, communications management, etc. using road mapping, scenario planning and network analysis	The use of technological foresight within the framework of large-scale construction projects towards the market-focused foresight implementation perspective. The adaptation of strictly informative foresight functions towards complete integration into the project cycle

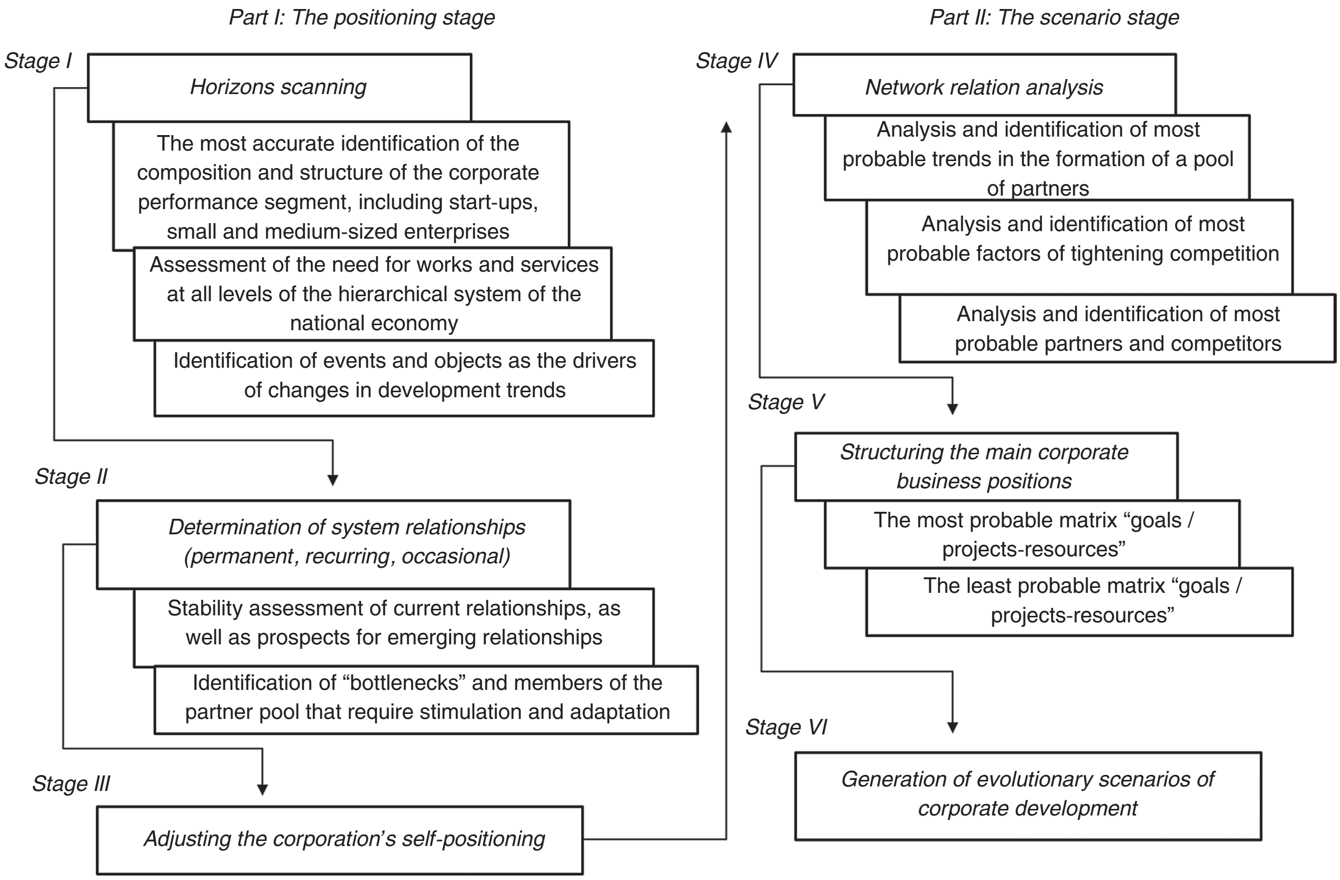

Fig. 1. Generalized foresight algorithm as a method of strategic focusing of corporate performance

susceptibility to new trends, resistance to potential shocks, problems and challenges.

The identification of turning points and the strategic focus was preceded by the use of a multi-level Delphi research method, aimed at ensuring the consistency of expert opinions, as well as the "road mapping" method, based on deductive decomposition of any goal attainment process.

The analysis of mechanisms used to implement foresight methods in large corporations has shown that their modern format has significantly expanded the methodological principles of the Delphi method and the use of "road mapping", by adding the capabilities of the expert panel method, that allows special experts to jointly develop probable future scenarios for a certain time period, both in terms of traditional works and services, and for those that are potentially possible.

Within the framework of the foresight approach, we also focus on the method of the "scenario funnel", whose mission is to expand the space of the future. The cross sections of the funnel become, according to a certain scenario, a matrix or a system of parameters for a possible future at a given time. The method represents parity-based joint efforts of different industry experts and scientists specializing in various fields of science. They initially formulate the questions whose future development is of particular interest. Then they determine the time horizon that should be investigated. The most important task of the group is to identify impact factors (descriptors). At the same time, according to the portfolio modeling methodology, the value of each descriptor and idea is expressed as the weighted average sum of criteria scores, and the total value of the portfolio is calculated by summing up the values of the ideas that it contains [7].

5. OPTIONS FOR THE CRITERIA-BASED SELECTION OF STRATEGIC FOCUSING AREAS

The experience and current forecasts regarding the development of future events are used in forecasting. The forecasting approach is the method of the object study aimed at developing a forecast. Simplified forecasting methods are split up into quantitative and qualitative. The formers are based on numerical, mathematical procedures and formulas, while the latter are based on the use of the experience, knowledge and intuition of researchers [4].

The analysis of the foresight method, which is essentially combinative, has shown that the target focusing of project management systems, depending on the planning time-frame, can use truncated variants of forecasting methods in the short-term, since they are becoming more complicated both in terms of computational work and due to the coupling of methods used to find optimal solutions depending on the remoteness of the forecast time-frame.

The practice of modern approaches to strategic focusing is based on a combination of non-formalized task solutions with the potential of formalized methods and decision support tools.

The main idea of the foresight concept is to choose the trajectory of strategic measures from a variety of alternatives. As a result, a certain subset of acceptable actions to be implemented is selected on the basis of strategic settings. The selection of possible actions occurs as a result of comparing subsets with each other. In this regard, it is necessary to identify the criterion of preference for the strategic orientation.

The options for the criteria-based selection of strategic focusing areas are presented in Fig. 2.

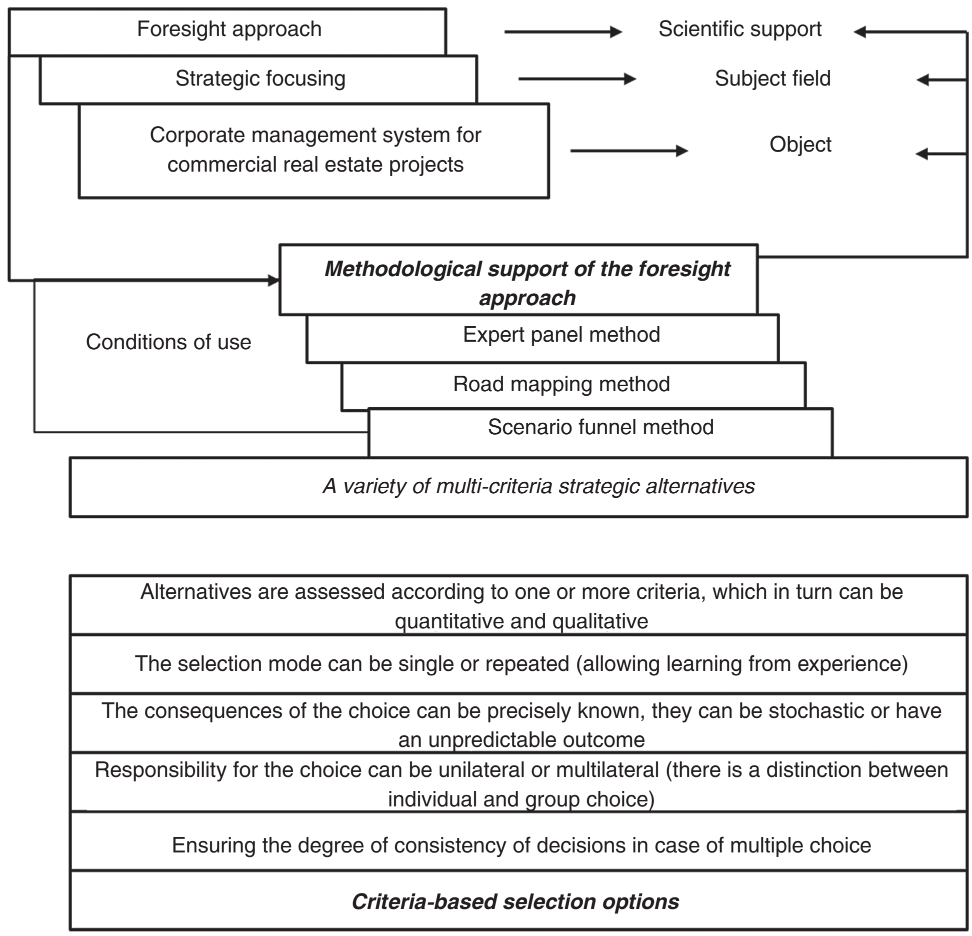

Fig. 2. The options for the criteria-based selection of strategic focusing areas of a corporate management system focused on a commercial real estate project

The analysis of the process of choosing strategic alternatives has shown that the degree of their consistency in determining the preferred alternative may vary. The interests of expert panels may partially coincide, suggesting the need for a coalition choice, or they may turn out to be completely contradictory, urging the need for a choice amid a conflict. Various options require a proper assignment of tasks. Most often, in these cases, the statements of criteria-based selection problems are used, studied within the framework of the methodology for focusing investment and construction activities.

The comparative analysis of forecast methods of criteria-based strategic focusing confirms the advantage of the foresight approach, and allows not only to identify the “turning points” within the life cycle of a commercial real estate facility, but also to identify the potential for the parallel development of events [8].

The task of identifying the best acceptable alternatives is complicated due to the need to evaluate them using several criteria. The choice of strategic alternatives in the process of building a portfolio of commercial real estate projects involves the use of a variety of criteria [9]. For instance:

1) the economic efficiency of the type of a commercial real estate project (strives for the maximum);

2) the venturousness of project cycles as a whole and their stages (strives for the minimum);

3) the pace of capitalization of projects (strives for the maximum);

4) the construction period before commissioning (strives for the minimum);

5) the total cost of ownership (strives for the minimum) etc.

The problem formulation can be decomposed into the choice of the whole set of foresight methods for determining the best alternative and identifying the best alternative based on the use of the selected method [10].

6. THE PRACTICAL APPLICATION OF CORPORATE MANAGEMENT STRATEGIES TO THE ORGANIZATION OF CONSTRUCTION OF COMMERCIAL REAL ESTATE IN EUROPE (FRANCE)

A case of corporate management of a commercial real estate construction undertaking in Europe (France) is considered in respect of an area occupied by a high-speed railroad, in the process of development of such territories and the setup of commercial development zones adjacent to new or existing railroad stations. Due to high-speed traffic and the arrival of high-speed trains, the corporate management of commercial real estate construction projects is deployed, it represents a combination of political will and funding.

As a rule, an urban planning organization, selected in a tender, initiates the design process and performs the following assignments, with regard for the habits and partnerships, behavioral patterns of customers[1]:

- pre-project design of railway junctions,

1 Urban Planning Code of the Republic of France : Paris: edited on July 21, 2021.

- design of commercial urban built-up areas adjacent to railroad complexes,
- pre-project design of new urban services at railroad stations or development of multimodality accompanied by the implementation of multimodal transport interchange hubs (TPUs) that consolidate various means of transport, etc.

At the next stage, decision makers, including political leaders and investors, address architectural bureaus in order to:

- ensure the development and modernization of existing built-up blocks around the railroad complexes, creating multimodal transport hubs that meet the new requirements. For example, the improvement of entrances to transport interchange hubs (TPUs), construction of new parking zones, office buildings, hotels, large shopping areas, new commercial residential real estate, refurbishment of existing buildings, structures and facilities,
- ensure the large-scale redevelopment of territories around new railroad complexes.

At this stage of design, the main parameters of the project are specified, including the project budget, the project payback period, buildings, structures and facilities, the management of real estate and territories, including their operation and maintenance.

An urban planning organization prepares the necessary documentation by conducting:

1) public opinion polls and regional public hearings (at least, a poll and a questionnaire to collect information on compliance with the above)[2, 3, 4, 5]:

- environmental protection, development of nature protection and compensatory measures;
- land plot and real estate purchase legislation;

2) modeling aimed at the preparation of final tenders, resulting in the selection of a construction architectural bureau working in cooperation with various design organizations and acting as the project guarantor, or the general designer (to be selected after the presentation of a detailed layout, supported by a feasibility study)[6, 7, 8, 9].

At this stage, the preparation process takes a long time and is directly related to[1]:

- the provisions of the effective legislation and, often, the need to develop and put into effect new legislative and subordinate acts;
- search for public and private financing.

Architects, urban planning organizations, large railroad and facility management groups, design bureaus and construction organizations implement this project initiative under the guidance of political leaders and investors.

Bold innovative initiatives of the general designer, based on the use of cutting-edge technologies and supported by:

- an innovative approach to production in the metallurgical industry;
- an innovative approach to the construction buildings, structures and facilities;
- new information and computer technologies that assure the safety of property and people, given the use of such technologies by clients and employees;
- allow to build extremely modern structures and arrange territories and spaces in compliance with the current legislation, using cutting-edge information, electronic and high-quality remote operation and maintenance technologies. Thus, a faster return on investment is achieved.

The planned sale of such real estate, development of territories, buildings, structures and facilities are connected with the operation of the HSR system/VSPS (high-speed railroad/high-speed railroad rolling stock). The organization of the construction of such commercial real estate is often a long-lasting process. This process often has neither any specific construction procedure, nor any priority deadlines, just political decisions and requests from operators. The priority objectives are determined and attained in strict compliance with the provisions of the Urban Development Code, building rules and regulations, fire safety standards and rules, maintenance standards and rules, etc.[10, 11, 12].

7. FINAL PART

The strategic focusing of the corporate management system designated for real estate projects allows make a statement that there is no single solution to the general problem of multi-criteria optimization of strategic alternatives in the long run, but the very formulation of the choice problem requires a detailed quantitative description of the subject area. The solution allows to establish the main strategic trend of the corporate management system for commercial real estate projects, taking into account the polycentric format of interruptive and extended type of activity.

In practice, this means the need for:

1) the multi-criteria restructuring of the real estate portfolio by the type of real estate, its spatial localization, as well as the steps and stages of the life cycle of commercial real estate projects;

2) taking into account the economic efficiency of the project cycle as a whole and its separate steps and stages, the irregular pace of the project capitalization at different stages of the life cycle, the dynamics of the total cost of ownership, integration and outsourcing opportunities, social and environmental filters, etc.;

3) ensuring a highly mobile organizational structure of corporate management, that is, a continuous type of organizational restructuring as a modern feature of corporate performance.

Thus, a full-fledged solution to the problem of strategic focusing of a corporate management system for commercial real estate projects requires the clarification of scientific approaches and

---

2 NF ISO 15392. Sustainable development in the field of construction general principle. Paris, 2008.

3 GA P01-020-2. Buildings. Environmental quality of construction products and buildings. Paris, 2007.

4 NF S 31-010. Acoustics. Characteristics and measurement of environmental noise. Specific measurement methods. Paris, 2008.

5 NF S 31-130. Acoustics. Mapping of noise in the external environment. Map development and graphical representation. Paris, 2008.

6 NF P01-101. Dimensions of structures, coordination dimensions of buildings and structural elements. Paris, 1964.

7 NF P02-001. Architectural drawings, drawings of buildings and civil engineering objects, general provisions, presentation principles. Paris, 1985.

8 NF P91-201. Constructions for persons with disabilities. Paris, 1978.

9 NF ISO 16813. Building design, interior space general principles. Paris, 2006.

10 NF S61-931. Fire Safety Systems (SSI). General provisions. Paris, 2004.

11 NF EN 671-3. Stationary fire extinguishing installations. Systems equipped with fire hoses. Part 3. Paris, 2000.

12 NF ISO 6790. Fire-fighting and fire-extinguishing equipment. Graphic symbols used in drawings in case of fire hazard. Specifications. Paris, 1987.

development of an organizational model of a system, with regard for the continuous nature of its restructuring.

REFERENCES

1. Khachatryan S.R., Pinegina M.V., Buyanov V.P. Methods and models for solving economic problems : training manual. Moscow, Publishing House "Ekzamen" Publ., 2005; 384. (rus.).
2. Economics and property management : textbook in 2 parts. P.G. Grabovyy (ed.). Part I. Moscow, ASV Publishing House, Prosvetitel' Publ., 2019; 307-311. (rus.).
3. Serveying: organization, expertise, management. Operational and Management Module : textbook. P.G. Grabovyy (ed.). Part 3. 2nd ed. Moscow, ASV Publishing House, Prosvetitel' Publ., 2021; 20. (rus.).
4. Kirakosov T.K., Balukova V.A. The use of forecasting methods in the selection of strategic priorities for the companies' development. Young scientist. 2020; 14(304):253-260. URL: https://moluch.ru/archive/304/68565/ (rus.).
5. Kovach A.M. Scenario planning in modern strategic management. Young scientist. 2016; 29(133):419-422. URL: https://moluch.ru/archive/133/37454/ (rus.).
6. Economics и housing and communal services management : textbook. P.G. Grabovyy, A.N. Kirillova (ed.). Moscow, ASV Publishing House, Prosvetitel' Publ., 2019; 56,137-145. (rus.).
7. Sizov V.S. Foresight: essence, problems, methodologies. The New Economy Issues. 2012; 2:19. URL: https://www.elibrary.ru/item.asp?id=17745477& (rus.).
8. Volkov R.V. Principles of corporate governance as the basis for the formation of the strategic advantage of enterprises in the construction industry. Real estate: economics, management. 2021; 1:6-13. (rus.).
9. Economics and property management : textbook in 2 parts. P.G. Grabovyy (ed.). Part I. Moscow, ASV Publishing House, Prosvetitel' Publ., 2019; 401,409-411. (rus.).
10. Verstina N.G., Grabovyy P.G., Grabovyy K.P., Grebenshchikov V.S., Danilkin I.A., Orlov A.K. Corporate planning and development strategy of an investment and construction company in regards to the construction organizational forms : monograph. Moscow, MGSU Publishing House, 2016; 180. (rus.).

Обеспечение стратегической фокусировки корпоративной системы управления проектами коммерческой недвижимости

От выбора стратегий развития корпоративной системы управления проектами коммерческой недвижимости зависит в конечном итоге направление движения корпорации — экономический рост либо спад. Для выбора наилучших стратегий развития корпорации применяются инструменты стратегической фокусировки корпоративной системы управления.

В данной статье раскрыты задачи и методы стратегической фокусировки корпоративной системы управления проектами коммерческой недвижимости. Описан алгоритм форсайт-проекта и варианты критериального отбора направлений стратегической фокусировки корпоративной системы. Определены основные критерии формирования портфеля проектов коммерческой недвижимости.

Рассмотрено практическое применение стратегий корпоративного управления организацией строительства коммерческой недвижимости в Европе (Франция).

Стратегическая фокусировка корпоративной системы управления проектами коммерческой недвижимости позволяет констатировать: на длинном временном плече единственного решения общей задачи многокритериальной оптимизации стратегических альтернатив не существует, но сама постановка задачи выбора требует детального количественного описания предметной области. Результат ее решения позволяет установить основную стратегическую тенденцию корпоративной системы управления проектами коммерческой недвижимости с учетом полицентрического формата прерывисто-пролонгированного типа деятельности.

На практике это означает необходимость:

1) многокритериальной реструктуризации портфеля недвижимости по типу недвижимости, ее пространственной локализации, а также по этапам и стадиям жизненного цикла проектов коммерческой недвижимости;

2) учета экономической эффективности проектного цикла в целом и его отдельных этапов и стадий, темповых перепадов капитализации проекта по стадиям жизненного цикла, динамики совокупной стоимости владения, интеграционных и аутсорсинговых возможностей, социальных и экологических фильтров и др.;

3) обеспечения высокой мобильности организационной структуры корпоративного управления, т.е. непрерывного типа организационной реструктуризации как современной особенности корпоративной деятельности.

Таким образом, полноценное решение проблемы стратегической фокусировки системы корпоративного управления проектами коммерческой недвижимости требует уточнения научных подходов и разработки организационной модели системы с учетом непрерывного характера ее реструктуризации.

Ключевые слова: *стратегическая фокусировка, форсайт-подход, метод «сценарной воронки», критериальный отбор*

ЛИТЕРАТУРА

1. Хачатрян С.Р., Пинегина М.В., Буянов В.П. Методы и модели решения экономических задач : учеб. пос. М. : Изд-во «Экзамен», 2005. 384 с.
2. Экономика и управление недвижимостью : учебник в 2-х чч. / под общ. ред. проф. П.Г. Грабового. I часть. М. : Изд-во АСВ; Просветитель, 2019. С. 307–311.
3. Сервейинг: организация, экспертиза, управление. Эксплуатационно-управленческий модуль : учебник / под общ. науч. ред. проф. П.Г. Грабового. Часть третья. 2-е изд. М. : Изд-во АСВ; Просветитель, 2021. 20 с.
4. Киракосов Т.К., Балукова В.А. Использование методов прогнозирования в выборе стратегических приоритетов развития компаний // Молодой ученый. 2020. № 14 (304). С. 253–260. URL: https://moluch.ru/archive/304/68565/
5. Ковач А.М. Сценарное планирование в современном стратегическом менеджменте // Молодой ученый. 2016. № 29 (133). С. 419–422. URL: https://moluch.ru/archive/133/37454/
6. Экономика и управление жилищно-коммунальным хозяйством : учебник / под общ. ред. проф. П.Г. Грабового, проф. А.Н. Кирилловой. М. : Изд-во АСВ; Просветитель, 2019. С. 56, 137–145.
7. Сизов В.С. Форсайт: понятие, задачи и методология // Вопросы новой экономики. 2012. № 2. С. 19. URL: https://www.elibrary.ru/item.asp?id=17745477&
8. Волков Р.В. Принципы корпоративного управления как основа формирования стратегического преимущества предприятий строительной сферы // Недвижимость: экономика, управление. 2021. № 1. С. 6–13.
9. Экономика и управление недвижимостью : учебник в 2-х частях / под общ. ред. проф. П.Г. Грабового. I часть. М. : Изд-во АСВ; Просветитель, 2019. С. 401, 409–411.
10. Верстина Н.Г., Грабовый П.Г., Грабовый К.П., Гребенщиков В.С., Данилкин И.А., Орлов А.К. Внутрифирменное планирование и стратегия развития инвестиционно-строительной компании с учетом организационных форм строительства : монография. М. : МГСУ, 2016. 180 с.

Об авторах: **Волков Роман Вячеславович** — кандидат экономических наук, первый проректор; **Российский университет**

транспорта (МИИТ) (РУТ (МИИТ)); 127994, ГСП-4, г. Москва, ул. Образцова, д. 9, стр. 9; ID РИНЦ: 872062; volkov-su4@mail.ru;

Сэнтюрель Дидье Жан Раймон — инженер-строитель, магистр бизнес-администрирования, международный специалист интеграции подсистем ВСМ, генеральный директор; **ООО «Компания Дидье Синтурель»**; Франция, 06200, Ницца, Авеню Эмэ Мартэн, д. 39; d.sinturel@adstc.ru.

For citation: Volkov R.V., Sinturele D. Ensuring the strategic focus of a corporate project management system for commercial real estate. *Real estate: economics, management*. 2021; 3:23-29.

Для цитирования: *Волков Р.В., Сэнтюрель Д.Ж.Р.* Ensuring the strategic focus of a corporate project management system for commercial real estate // Недвижимость: экономика, управление. 2021. № 3. С. 23–29.

Л.И. Павлова. Рязань. Кремль. Офорт