Міністерство освіти і науки України
Дніпровський державний аграрно-економічний університет
Факультет менеджменту і маркетингу
Кафедра менеджменту, публічного управління та адміністрування

ДОПУСТИТИ ДО ЗАХИСТУ
В ЕКЗАМЕНАЦІЙНІЙ КОМІСІЇ:
Завідувачка кафедри,
д.держ.упр., проф.
________________Наталія БОНДАРЧУК
«____» _______________ 2025 р.

КВАЛІФІКАЦІЙНА РОБОТА

на тему: DIGITAL SOLUTIONS FOR CLIENT RELATION MANAGEMENT IN REAL ESTATE COMPANIES

ЦИФРОВІ РІШЕННЯ ДЛЯ МЕНЕДЖМЕНТУ ВІДНОСИН З КЛІЄНТАМИ В КОМПАНІЯХ ЗІ СФЕРИ НЕРУХОМОСТІ

Освітньо-професійна програма «Менеджмент»
Спеціальність 073 «Менеджмент»
Ступінь вищої освіти: Бакалавр

Здобувачка **Вікторія СТУПАК**

Науковий керівник,
к.е.н., доцентка **Леся МЕЛЬНИК**

Дніпро – 2025

ДНІПРОВСЬКИЙ ДЕРЖАВНИЙ АГРАРНО-ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ

Факультет: Менеджменту і маркетингу
Кафедра: Менеджменту, публічного управління та адміністрування
Освітньо-професійна програма: «Менеджмент»
Спеціальність: 073 «Менеджмент»
Ступінь вищої освіти: Бакалавр

З А Т В Е Р Д Ж У Ю
Зав. кафедри менеджменту, публічного
управління та адміністрування,
д. держ. упр., професор
____________Наталія БОНДАРЧУК
«______» ______________ 20___ р.

З А В Д А Н Н Я

на підготовку кваліфікаційної роботи

<u>СТУПАК ВІКТОРІЇ ЄВГЕНІВНІ</u>

1. Тема роботи: «Digital Solutions for Client Relation Management in Real Estate Companies» («Цифрові рішення для менеджменту відносин з клієнтами в компаніях зі сфери нерухомості»)
Науковий керівник: Мельник Леся Леонідівна, к.е.н., доцент
затверджені наказом по ДДАЕУ від «__» __________ 2025 р. № _____
2. Термін подання здобувачем роботи: «___» ________ 2025 р.
3. Вихідні дані до роботи: річні звіти, документи, які регламентують діяльність підприємства, науково-методичні матеріали, наукові публікації та інтернет-джерела за темою дослідження
4. Зміст розрахунково-пояснювальної записки (перелік питань, які потрібно розкрити)
Вступ
1.Теоретичні засади управління інформацією на сучасному ринку нерухомості;
2. Нинішній організаційно-економічний стан та пошук майбутніх можливостей для розвитку в ТОВ «БАЗИС РК»;
3. Розробка стратегічних рекомендацій для цифрової трансформації та майбутнього зростання ТОВ «БАЗИС РК».
Висновки і пропозиції
5. Перелік графічного матеріалу (з точним зазначенням обов'язкових креслень):
1. Зовнішні та внутрішні фактори впливу на підприємство. 2. Цикл інформаційної взаємодії підприємства з громадськістю. 3. Програмне забезпечення для управління зв'язками з громадськістю та операційною діяльністю. 4. Категорії CRM-систем за сферами застосування. 5. Групи клієнтів за витратами на залучення та споживчою цінністю. 6. Зв’язок ринку нерухомості з суміжними ринками. 7. Класифікація секторів ринку нерухомості. 8. Основні операції на ринку нерухомості та відповідна документація. 9. Суб’єкти та учасники ринку нерухомості. 10. Види підприємницької діяльності на ринку нерухомості. 11. Особливості роботи на ринку нерухомості. 12. Ціноутворювальні фактори на ринку нерухомості і т д.

6. Консультанти розділів роботи

Розділ	Прізвище, ініціали та посада консультанта	Підпис, дата	
		завдання видав	завдання прийняв

7. Дата видачі завдання «___» ________ 2024 р.

К А Л Е Н Д А Р Н И Й П Л А Н

№ з/п	Назва етапів кваліфікаційної роботи	Термін виконання етапів роботи	Примітка
1	Вибір і затвердження теми роботи, об’єкта дослідження	Вересень 2024 року	*виконано*
2	Складання і затвердження розгорнутого плану та завдання на кваліфікаційну роботу	Вересень 2024 року	*виконано*
3	Вибір і опрацювання джерел інформації щодо теоретичних аспектів організації менеджменту в аграрних підприємствах. Виконання першого теоретичного розділу	Жовтень-грудень 2024 року	*виконано*
4	Дослідження організаційно-економічної та управлінської діяльності підприємства. Виконання другого дослідницько-аналітичного розділу.	Січень-лютий 2025 року	*виконано*
5	Розробка шляхів удосконалення організації менеджменту в підприємстві. Виконання третього проєктно-рекомендаційного розділу роботи.	Березень-квітень 2025 року	*виконано*
6	Розробка висновків та пропозицій	Травень 2025 року	*виконано*
7	Оформлення тексту кваліфікаційної роботи, супровідних документів до неї.	Травень 2025 року	*виконано*
8	Підготовка доповіді та ілюстративного матеріалу до захисту роботи	Травень 2025 року	*виконано*
9	Перевірка тексту для встановлення рівня оригінальності роботи та відсутності академічного плагіату, фабрикації та фальсифікації	Червень 2025 року	*виконано*
10	Представлення роботи на засідання кафедри	Червень 2025 року	*виконано*
11	Захист кваліфікаційної роботи	Червень 2025 року	

Здобувач вищої освіти ________________ Вікторія СТУПАК
(підпис)

Науковий керівник роботи ________________ Леся МЕЛЬНИК
(підпис)

DNIPRO STATE AGRARIAN AND ECONOMIC UNIVERSITY

Faculty of Management and Marketing
Department of Management, Public Service and Administration
Educational and professional program: «Management»
Specialty: 073 «Management»
Degree of higher education: «Bachelor»

APPROVED:
Head of Department,
Doctor of Public Administration,
Prof.___________ Nataliia BONDARCHUK
«____» ______________ 202__ .

A S S I G N M E N T

for the preparation of qualification work

STUPAK VIKTORIIA

1. The topic of the work: «Digital Solutions for Client Relation Management in Real Estate Companies»
(«Цифровірішеннядляменеджментувідносинзклієнтамивкомпаніяхзісферинерухомості»)
Supervisor: Melnyk Lesia, PhD, Associate Professor
approved by the order of the rector of DSAEU from «__» _____2025. № ___.
2. The deadline for submission of the paper is ______ ___, 2025
3. Input data for the work: annual reports, internal regulation documents of LLC «BAZIS RK», scientific publications and Internet sources on the topic of the research

4. Content of the settlement and explanatory note (list of issues to be disclosed).
Introduction;
1. Theoretical foundations of data management in the modern real estate market;
2. Current management performance and future development opportunities in LLC «BAZIS RK»;
3. Designing strategic directions to improve the operational performance of LLC «BAZIS RK»;
Conclusion and proposals.

5. A list of graphic material (with a precise indication of mandatory drawings).:
1. Enterprise’s external and internal factors. 2. The data exchange cycle between an enterprise and the public. 3. Digital software for managing public relations and day-to-day operations. 4. Categories of CRM systems based on their application. 5.Customer groups based on acquisition costs and customer value. 6. Connection of the real estate market with other markets. 7. Classification of housing market sectors. 8. Main operations in the real estate market and legal documentation required. 9. Entities and participants of the real estate market. 10. Types of entrepreneurial activity in the real estate market. 11. A real estate professional's work features. 12. Factors affecting real estate price formation etc.

6. Consultants of work sections

Section	Surname, initials and position of the consultant	Signature, date	
		Issued the task	Accepted the task

7. Date of assignment: «__» ________ 2024

TIME SCHEDULE

№	The name of the qualification work stages	The term of work stages performance	Note
1	Selection and approval of the work topic, research object	September 2024	*done*
2	Compilation and approval of a detailed plan and task for qualification work	September 2024	*done*
3	Selection and processing of sources of information regarding theoretical aspects of management organization in agricultural enterprises. Implementation of the first theoretical section.	October-December 2024	*done*
4	Research of organizational, economic and managerial activities of the enterprise. Implementation of the second research and analytical section.	January-February 2025	*done*
5	Development of ways to improve the organization of management in the enterprise. Implementation of the third project-recommendation section of the work.	March-April 2025	*done*
6	Development of conclusions and proposals	May 2025	*done*
7	Completion of the text of the qualification work, accompanying documents to it	May 2025	*done*
8	Preparation of the report and illustrative material for the defense of the work	May 2025	*done*
9	Checking the text to establish the level of originality of the work and the absence of academic plagiarism, fabrication and falsification	June 2025	*done*
10	Presentation of the work at the meeting of the department	June 2025	*done*
11	Defense of the qualification work	June 2025	

Applicant ________________ Viktoriia STUPAK
(signature)

Supervisor ________________ Lesia MELNYK
(signature)

CONTENT

INTRODUCTION

Ukrainian businesses today operate in conditions of constant change and high uncertainty. The war initiated by russia has had a profound impact on the lives of Ukrainian citizens and the national economy. Having said that, the development of a strong and stable real estate sector is essential to Ukraine's economic recovery. Beyond providing housing, this sector plays a vital role in supporting related industries, attracting foreign investment, facilitating entrepreneurial activity, and generating employment opportunities. In light of the current volatility and the increasing volume of data that must be taken into account when managing both internal operations and external influences, it is critical that companies adopt modern tools to support managerial decision-making. As the majority of information today is created, spread, and consumed digitally, processing this information through digital platforms is not only practical but necessary. Businesses now have access to a wide range of digital solutions including websites, social media, cloud-based services, and artificial intelligence that allow companies to efficiently manage data, monitor operations, and engage with stakeholders.

For real estate companies, the ability to build long-term relationships and maintain a trustworthy reputation is vital. Clients tend to approach real estate transactions with caution, as these transactions often involve their most valuable assets and are relatively infrequent. Earning client's trust requires a deep understanding of customer needs thorough recordkeeping of previous interactions, and the flexibility to adjust services as those needs evolve. Implementing digital tools such as customer relationship management (CRM) systems enables companies to centralize client information, enhance communication, and strengthen their client-oriented approach. In such a dynamic environment, the ability to rapidly process and interpret information is a key factor in ensuring long-term competitiveness and business success.

Therefore, the main ***purpose*** of this research is to explore ways to enhance the productivity of LLC «BAZIS RK» by improving customer relationship management through the implementation of modern digital solutions.

The ***object*** of the research is customer relationship management in companies operating in the Ukrainian real estate market and how these companies can adapt to the challenges of the digital age.

The ***subject*** of the research is the managerial processes within LLC «BAZIS RK», particularly focusing on how the company's management handles the flow of information between its internal and external environments in order to adapt and optimize business operations.

In order to accomplish the purpose the following ***tasks*** are set:

1. To outlinethe theoretical foundations of data management in the modern real estate market in Ukraine.

2. To estimate the current management performance of LLC «BAZIS RK»and identify opportunities for future development.

3. To develop strategic recommendations for digital transformation and future growth of LLC «BAZIS RK».

The first chapter of the study is based on a review of relevant literature sources, including scholarly articles, industry research, and insights from current practitioners in the Ukrainian real estate market. The second chapter is dedicated to the analysis of LLC «BAZIS RK», using the company's financial reports from the past five years and its establishing documents.The third chapter presents tailored recommendations on how LLC 2BAZIS RK» can improve its performance through more effective customer relationship management.

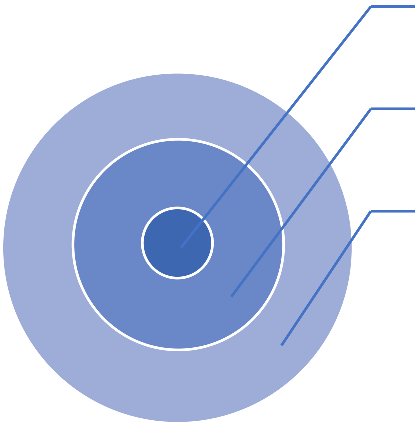
Therefore, ***the practical significance*** of this research lies in identifying strategies for enhancing customer relationship management in real estate companies, in particular LLC «BAZIS RK».

The research ***methodology*** includes synthesis and analysis, deduction and induction, trend analysis, SPACE analysis, and SWOT analysis.

CHAPTER 1.THEORETICAL FOUNDATIONS OF DATA MANAGEMENT IN THE MODERN REAL ESTATE MARKET

1.1. The Importance of Data in Modern Business and the Tools Used to Assist Managers

The volume of analyzed data today is significantly greater than it was a decade ago. According to *Statista* research, data creation increased the most during the 2020 pandemic lockdown when many people switched to remote work [1]. Nearly 90% of the world's data was generated between 2022 and 2023 alone. In this context, managers must remain informed about both internal and external enterprise factors (Figure 1.1) and effectively interact with them to facilitate informed decision-making. However, as data volumes continue to expand annually, it is essential to apply advanced technologies for data collection, analysis, and historical comparison to maintain a competitive edge.



Internal environment: resource base, personnel, financial assets, technology, goals, assignments, structure, culture.

Operational environment: suppliers, customers, logistics, competitors, new-entrants, product/service substitute.

External environment: legislation, the state of economy, socio-cultural factors, demography, ecology, science development.

Figure 1.1. Enterprise's external and internal factors

*Formed by the author based on sources [*2;*3, p. 385-386;* 4*].*

According to C. Tserenpurev, V. Kostenko, and others, managerial decisions rely on information from internal, operational, and external environments. These factors must be taken into account when creating both short-term plans and long-term strategies. V. Kostenko defines internal factors as those directly linked to the production process, including the organizational structure, which integrates all company resources through technology, planning systems, and corporate culture [3, p. 385-386]. The operational environment consists of the Five Forces model proposed by M. Porter. This includes key external stakeholders whose actions can influence production, such as suppliers, substitute products or services, customers, competitors, and new market entrants [4]. Beyond this, the broader external environment is shaped by PESTEL factors, which indirectly affect organizations. These factors consist of political, economic, legal, social, environmental, and other macroeconomic influences [5].

Furthermore, data is not solely created by one party and consumed by another. Since organizations operate as open systems, information exchange follows a continuous, cyclical pattern (Figure 1.2).

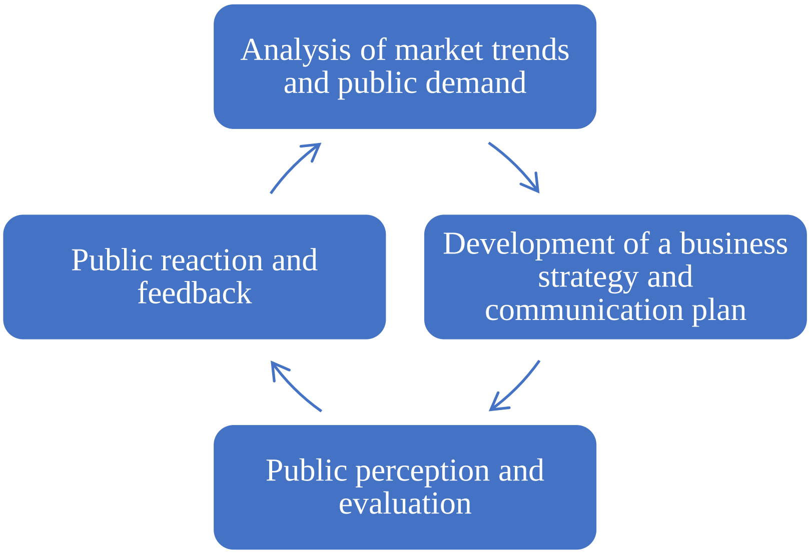


Figure 1.2. The data exchange cycle between an enterprise and the public

Formed by the author based on sources [6; 7, p. 79; 8].

This concept is based on Simpson’s two-way symmetrical model, later expanded by J. Roberts and J. Silfwer. This model is regarded as the most ethical, as it ensures active participation from all parties involved in the communication process [6; 7, p. 79; 8]. Consequently, the effectiveness of interactions between an enterprise and the public significantly influences both the company’s success and public perception. This highlights the necessity of gathering and analyzing both internal and external flow of information to enable rapid and well-informed decision-making [9].

In the digital age, a vast amount of data circulates primarily through the Internet. Therefore, modern enterprises must leverage digital tools to efficiently analyze external information and adapt their internal operations to changing circumstances. To meet these demands, various digital services are widely utilized (Table 1.1).

Table 1.1.

Digital software for managing public relations and day-to-day operations

Direction	**Application**
Company website	Online promotion of the company's products and services. Showcases corporate culture, mission, vision, and values.
Social networks	Direct engagement with the target audience through platforms like Facebook, Instagram, X (formerly Twitter), LinkedIn, and TikTok.
E-commerce and mobile marketing	Facilitates secure online sales via digital payment systems, ensuring transaction security.
Artificial Intelligence (AI)	Automates data processing to analyze customer purchasing behavior. Includes applications such as chatbots and virtual assistants.
Analytics, Research, and Measurement services	Data collection and analysis through ERP, CRM, and HRM systems.
Educational services	Personnel training and onboarding through lectures, webinars, online games, simulations, etc. May include AI elements.
Cloud Storage	Stores company data on remote servers, reducing the need for in-house infrastructure and associated maintenance costs.
Means of communication	Enables internal communication and staff meetings through messaging apps (e.g., Telegram, WhatsApp, Viber) and video conferencing services (e.g., Zoom, Google Meet, Microsoft Teams).
Cybersecurity technology	Protects company and client data from cyber threats.

Formed by the author based on sources [10, p. 96-106; 11, p. 97-101].

Digital software offers various solutions for managing both public relations and internal company processes. For instance, company websites, social networks, and e-commerce platforms are designed to enhance customer engagement and improve user experience. Meanwhile, educational tools, cybersecurity measures, cloud storage, communication platforms, analytics, research, and measurement services contribute to more efficient resource management and informed decision-making.

According to O. Berestetska and others, businesses commonly utilize different types of analytics, research, and measurement software. This typically includes Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), and Human Resources Management (HRM) systems [12]. These systems can be integrated into a single digital platform, enabling company management to analyze available data in one piece, allocate resources effectively, and make informed decisions. As a result, organizations benefit from increased productivity, reduced costs, and improved customer satisfaction and loyalty [13; 14]. In this regard, M. Pohludka and H. Štverková emphasize that the primary goal of implementing a CRM system is value creation within the organization [13]. Furthermore, named researchers emphasize that value creation should be mutual, benefiting both the company and the customer.

F. Khodakarami and Y. E. Chan classify CRM systems into three categories (Figure 1.3).

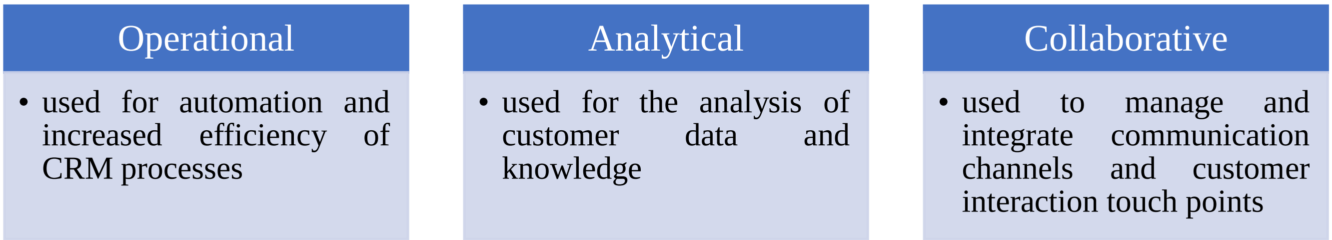


Figure 1.3. Categories of CRM systems based on their application

Formed by the author based on sources [15].

F. Khodakarami and Y. E. Chan's categories include operational, analytical, and collaborative CRM systems, allowing managers to select the most suitable system according to the company's strategic objectives. O. Kindrat and Y. Cherniak highlight key CRM functions such as lead segmentation, prioritization, and automated lead assessment [11, p. 97-101]. These features help businesses identify and focus on their most engaged customers while also detecting potential clients, which is crucial for maintaining long-term customer interest.

R. Thakur and L. Workman propose an alternative approach to customer relationship management. Instead of managing individual relationships, they suggest segmenting customers into groups and developing targeted strategies for each «portfolio» of customers [16]. This method enhances forecasting accuracy, as customer behavior within groups becomes more predictable. Additionally, their proposed customer segmentation is illustrated in Figure 1.4.R. Thakur and L. Workman define four customer portfolios based on acquisition costs and the value a customer generates for the company. These segments include platinum, gold, silver, and bronze customers. Platinum and gold customers are characterized as highly loyal and profitable, with gold customers typically being more demanding than platinum ones. In contrast, silver and bronze customers require lower acquisition costs, but bronze customers tend to be more demanding.

Figure 1.4. Customer groups based on acquisition costs and customer value

Formed by the author based on sources [16].

Organizations may also establish their own criteria for customer segmentation, depending on their business model (B2B or B2C) and level of product differentiation [17, p. 319-322]. For example, Yamaha Corporation offers a wide range of products, from musical instruments to motorcycles, making it impractical to apply a single customer relationship strategy across all product categories [18]. Even within the same product group, distinct client types require different approaches. M. Udochkin emphasizes the importance of structured customer management, noting that poor customer service, rather than product quality, is often the primary reason for customer loss [17, p. 319-322].

Furthermore, depending on a client's value and the significance of a deal, customer management may be assigned to higher-level specialists. Similarly, specific customer segments can be handled by employees with expertise in particular areas. This is another key application of CRM systems: these services enable the assignment of specific projects and clients to specialists, allowing for progress tracking and providing assistance when necessary.

1.2. The Analysis of the Real Estate Market in Ukraine

The reviewed scientific literature indicates that research on the real estate market in Ukraine began after its establishment. The main reason for the creation of the real estate market was housing privatization in the 1990s. Numerous Ukrainian researchers have dedicated their academic and practical work to examining the nature, characteristics, and evolving trends of the real estate market. Notable contributors in this field include V. Bereshchak, O. Voronchenko, N. Davydenko, O. Nosachenko, T. Ostashko, K. Pavlova, O. Strishenets among others.

K. Pavlov identified the interconnection between the real estate market and other sectors of the national economy as a defining characteristic [19, p. 7]. These relations are illustrated in Figure 1.5.

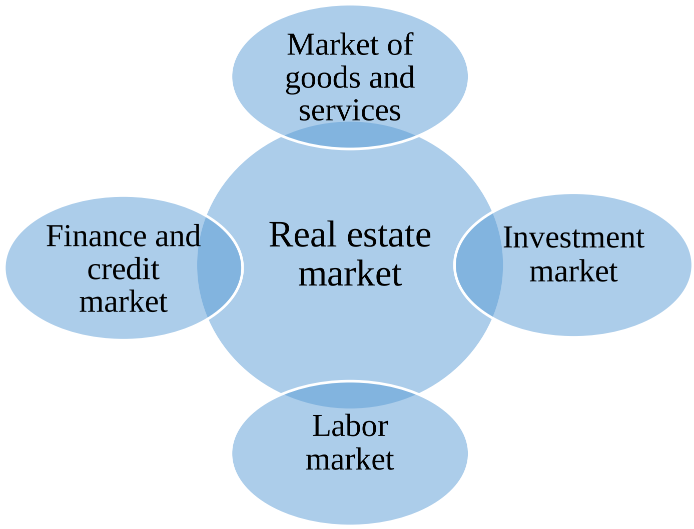


Figure 1.5. Connection of the real estate market with other markets

Formed by the author based on the source [19, p. 7]

The connection with the investment market arises from the fact that investors frequently allocate capital to real estate assets (such as land plots, buildings, and premises) intending to generate profit. However, this investment choice is characterized by a high entry threshold and complex facility management requirements. The financial and credit markets interact with real estate through mortgage lending and housing financing, where interest rates directly influence housing demand. The labor market is linked to real estate through employment in construction, legal and financial services, and the demand for office and commercial spaces. Similarly, the goods and services market is influenced by real estate availability, as manufacturing, storage, and retail operations require appropriate premises. Conversely, the housing market is dependent on the supply of construction materials in the goods market [19, p. 7].

Thus, the real estate market, serving as a foundation for various business activities, is integrally connected to both the real sector of the economy, the financial and public sectors. Consequently, deviations in other economic fields significantly impact the housing market, ensuring their consideration in any real estate-related activities.

There are many transactions taking place on the market, and depending on their characteristics, different sectors are distinguished. Table 1.2 summarizes the classification of sectors of the housing market, formed based on the works of I. Novakovska, M. Maksymchuk and others.

Table 1.2

Classification of housing market sectors

Classification criteria	Sectors of the real estate market
Sale method of real estate	− Primary market; − Secondary market;
Property ownership form	− State and communal; − Collective; − Market of private real estate objects;
Types of professional activity on the market	− Market of mortgaged property; − Development market; − Construction market; − Mortgage lending market; − Realtor’s market;
By functional purpose	− Commercial real estate; − Non-commercial real estate;
By type of real estate	− Land market; − Market of buildings and structures; − Other objects;
The degree of readiness of the real estate object for use	− Market of commissioned facilities; − Market of objects under construction; − Market of decommissioned objects;
Territorial boundaries of the market	− National market; − Regional market; − Local market;
Place of transaction with real estate	− Organized market; − Unorganized market.

Formed by the author based on sources [20, p. 56; 21, p. 59].

According to I. Novakovska and M. Maksymchuk, transactions in the primary real estate market refer to properties that have not previously been owned. Conversely, all other transactions fall under the secondary market. Depending on the readiness of a property for use, the market is further categorized into commissioned, decommissioned, and unfinished real estate segments. Properties intended for profit generation are classified as commercial real estate. In terms of professional activity, the collateral and mortgage lending markets are associated with credit institutions, while the development and construction market focuses on housing development for subsequent sale or lease. Additionally, intermediaries and real estate agents actively participate in real estate transactions. An organized real estate market, in contrast to an unorganized one, is characterized by clearly defined regulations and operational frameworks.

A critical issue is that any activity within these market segments requires well-organized documentation. Table 1.3 provides examples of the most common operations in the real estate market along with their corresponding legal requirements.

Table 1.3

Main operations in the real estate market and legal documentation required

Document Required for Real Estate Operations	Purchase and Sale	Renting	Privatization	Donation	Mortgage	Reconstruction	House Construction	Compensation for Destroyed Houses
Land Ownership Certificate*	+	+		+	+	+	+	+
Building/Apartment Ownership Certificate	+	+		+	+	+		+
Development Intent Sketch*						+	+	
Technical Passport	+		+	+	+	+	+	
Land Plot Cadastral Number*	+		+	+		+	+	
Building Permit						+	+	
Declaration of Commissioning			+			+	+	
Certificate of Registered Residents	+							
Expert Property Evaluation	+			+	+			

* In the case of private houses.

Formed by the author based on sources [22; 23; 24; 25; 26; 27; 28; 29].

Based on the analyzed information, it can be concluded that most real estate transactions must be conducted on a legal basis. Operations such as purchase and sale, renting, privatization, donation, mortgage, reconstruction, and house construction require appropriate documentation. More importantly, for Ukrainians today, compensation for destroyed homes cannot be obtained without proper documentation. As shown in Table 1.3, the most frequently required documents include ownership certificates for land, buildings, or apartments, as well as technical passports. For transactions involving land plots and private houses, a cadastral number is also mandatory. Other necessary documents can typically be obtained based on these primary ones.

According to Ukrainian researchers and practitioners, including I. Novakovska, V. Andreeva, K. Pavlov, and M. Maksymchuk, the real estate market possesses a well-defined structure [19; 20; 21; 30]. A systematic representation of real estate market entities and participants is provided in Figure 1.6.

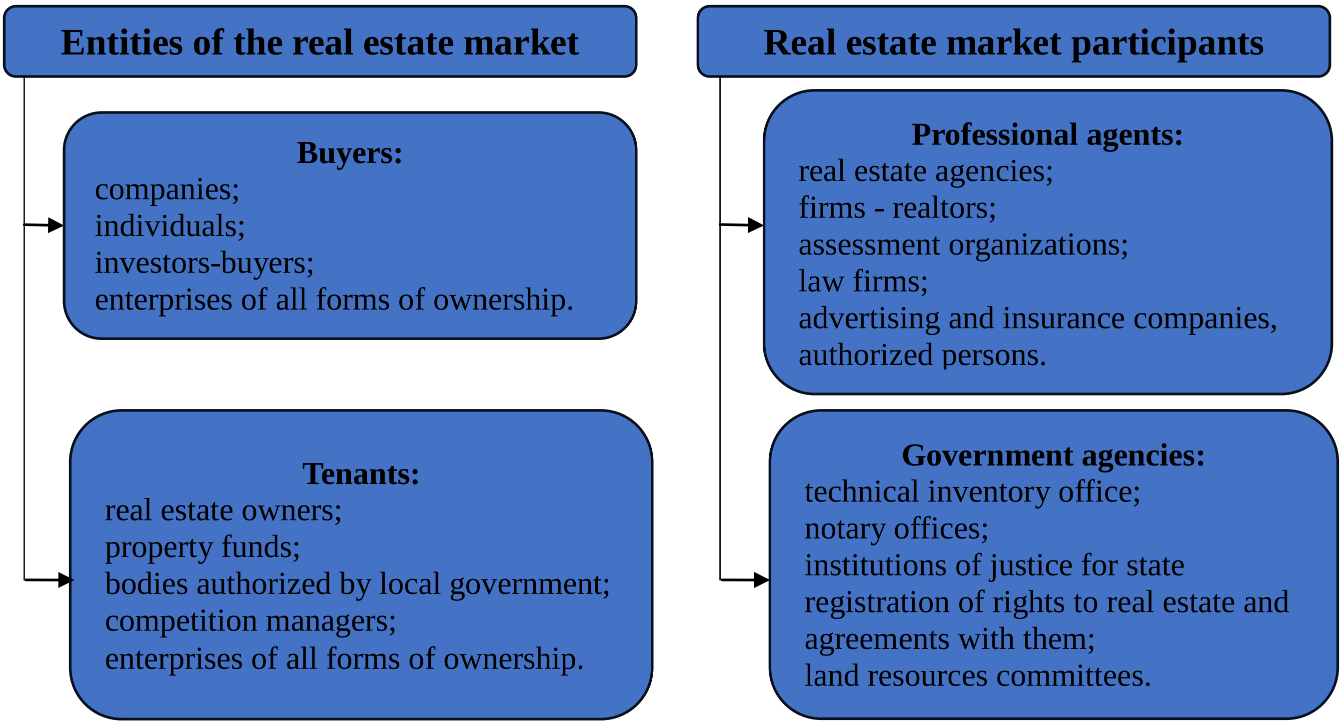


Figure 1.6.Entities and participants of the real estate market

Formed by the author based on sources [20, p. 173; 30, p. 3; 31, p. 173; 32].

This market is characterized by the presence of various entities and participants engaged in specific real estate-related interactions. The aforementioned researchers emphasize that the real estate market constitutes a distinct sector of the national economy, including economic real estate assets and relevant stakeholders. Market relations primarily revolve around the purchase, sale, lease, and transfer of ownership or usage rights. I. Novakovska and V. Andreeva identify buyers and tenants as the primary market entities, while additional participants include professional intermediaries and governmental institutions. The market's functionality is supported by specialized institutions such as real estate agencies, appraisal firms, auditing organizations, notarial services, development companies, and mortgage institutions [20, p. 173; 30, p. 3; 31, p. 173].

Y. Bliaharskyi, O. Krasnevych, and O. Rybina emphasize that entrepreneurial activity within the real estate market consists of development, investment operations, and real estate management [33, p. 277-283; 34, p. 172-175].

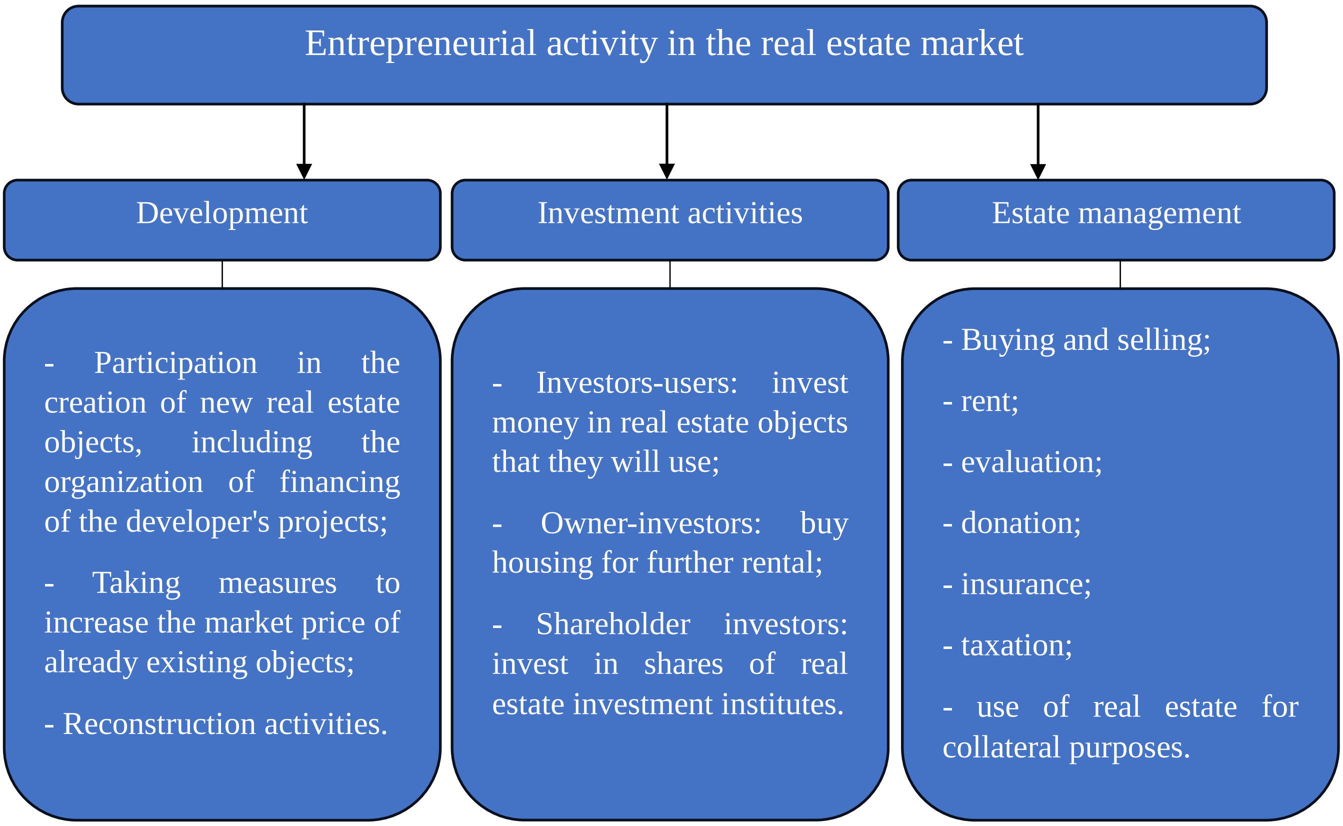


Figure 1.7.Types of entrepreneurial activity in the real estate market

Formed by the author based on sources [33, c. 277-283; 34, c. 172-175].

A significant aspect of entrepreneurial activity in the real estate market was studied by Y. Bliaharskyi, O. Krasnevych, and O. Rybina In their worksnamed researchers suggest that development activity involves the attraction of customer funds by a developer intending to generate profit. The role of the developer incorporates participation in the construction of new real estate properties or the renovation of existing ones. By contrast to developers, investors utilize their own financial resources and operate across both primary and secondary markets, as well as within the rental sector. According to O. Rybina, main real estate transactions include purchase and sale, leasing, appraisal, donation, insurance, taxation, and the use of real estate as collateral. These areas of activity may intersect within the commercial real estate market. Specifics of real estate management, which is conducted by market participants such as professional agents and government agencies will be analyzed further in this work.

As previously mentioned, various entities operate in the real estate market, with their primary role being to connect buyers and tenants [32]. Given the wide range of documentation required to finalize transactions, multiple specialists are often involved in gathering the necessary paperwork. That’s why many clients seek the assistance of brokers to streamline the process, obtain all required documents efficiently, and receive guidance on legal and procedural matters. Drawing from specialized foreign and Ukrainian sources, the distinction between the terms «broker» and «realtor» is examined. The fundamental difference lies in the fact that a broker can act as an employer, hiring realtors and establishing a real estate agency [32; 35; 36].In addition to realtors, brokers frequently collaborate with appraisers and notary offices, either by hiring them directly or forming strategic partnerships. Evidently, those agencies, which are managed by brokers, may offer other kinds of services, such as legal services. Consequently, management serves as a mechanism through which brokers effectively coordinate the activities of their employed specialists. Therefore, identifying efficient management strategies for real estate agencies necessitates an in-depth study of the general characteristics of typical real estate workers and the specific dynamics of the real estate market. Typical real estate work features are presented in Figure 1.8.

Figure 1.8. A real estate professional's work features

Formed by the author based on the source [35].

Information grouped in Figure 1.8. indicates that the profession of a real estate worker is characterized by a high level of uncertainty and personal responsibility. That is to say, real estate specialists personally plan their activities, and usually, they receive sales commissions as income rather than a fixed salary. Considering that real estate objects are not essential goods, brokers may not have income for a long time, until the mood of the population changes. In other words, the dependence on the market situation is rather high and has to be studied in detail to understand what may influence it. Another feature is that the work of a successful realty specialist requires a large number of calls and face-to-face meetings, which many people may not be psychologically prepared for. It is also often necessary to adapt to clients' plans, which is why brokers neglect their own time for rest. Therefore, although there is an opportunity to independently organize the work, days off and holidays are not guaranteed.

The following conclusions can be drawn regarding the key aspects of a broker’s professional activities:

1. Real estate professionals should possess time-management skills and align with the characteristics described in D. McGregor's Theory Y, which emphasizes intrinsic motivation and responsibility.

2. Managers of real estate agencies, typically represented by brokers, must conduct comprehensive market analysis and make informed forecasts. To achieve this, they can apply various strategic planning tools, including trend analysis, correlation and regression analysis, SWOT analysis, SPACE analysis, and PEST analysis.

3. To withstand the impact of unfavorable market conditions, proactive anti-crisis measures should be implemented. This approach ensures that both individual agents and real estate agencies as a whole maintain financial stability, even during periods of relative market stagnation.

Thus, an examination of Ukrainian researchers' publications in this section revealed the essence of management in the real estate market and highlighted its significance in the operation of real estate agencies.

Historically, professional real estate activities originated in the United States and later expanded to Western Europe. In Ukraine, realtors emerged in the 1990s following the introduction of private property rights. Today, real estate agencies provide a broad range of services, including facilitating transactions between buyers and sellers, legal support, and document preparation. Moreover, the demand for these services remains high. For instance, in light of the ongoing war with russia, the issue of obtaining financial compensation for property damage has gained prominence. In this regard, D. Petrovsky emphasizes that receiving state financial aid is possible, provided the property is registered in the State Register of Real Property Rights [37].

Even amidst a full-scale war, brokers and other agents continue to conduct real estate transactions, ensuring the economic viability of their operations. The key performance indicators of real estate enterprises include total revenue, net profit, and profitability ratios. Beyond economic factors, external elements such as legal, political, and demographic conditions, along with the price per square meter of real estate, significantly influence market performance. Pricing mechanisms in the real estate sector have been extensively analyzed by both practitioners and researchers, including

Chevganova V., Grigoryeva O., and Khadartsev O. [38]. The stages of price formation are illustrated in Figure 1.9.

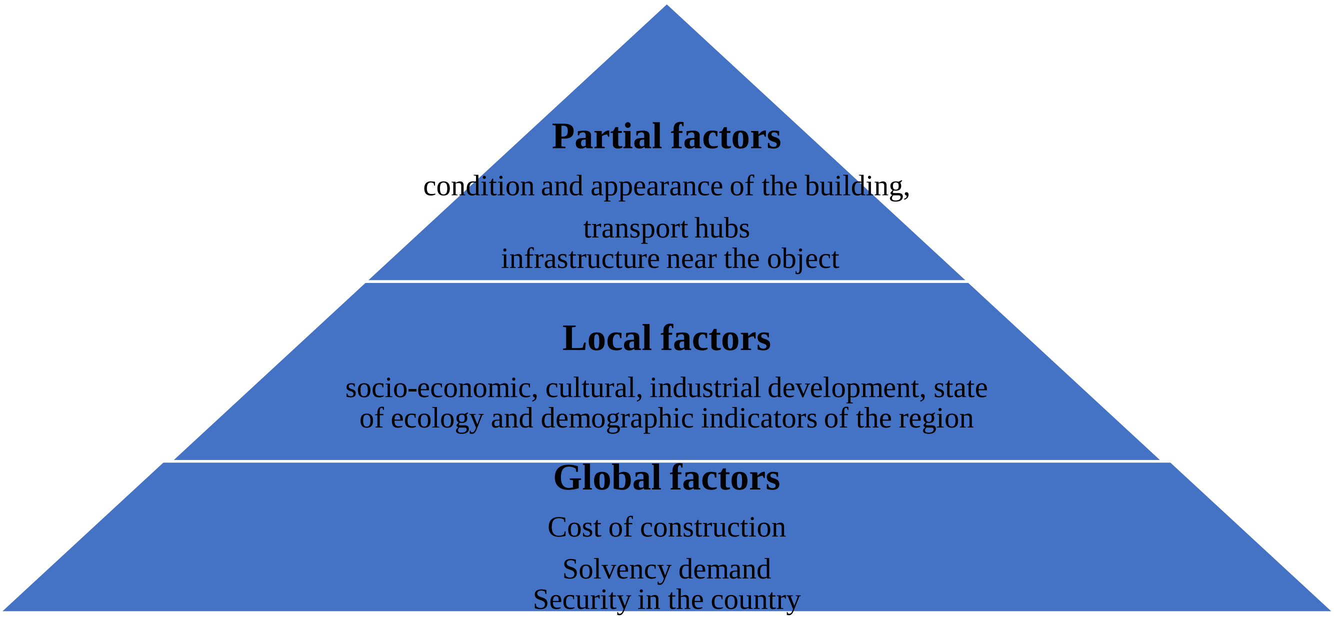


Figure 1.9. Factors affecting real estate price formation

Formed by the author based on sources [38; 39].

Macroeconomic indicators and construction costs play a primary role in shaping real estate prices. Housing demand is directly correlated with the purchasing power of the population and the accessibility of credit. Additionally, the location of a property significantly affects its value, with factors such as socio-economic development, cultural and industrial infrastructure, environmental conditions, and regional demographics playing a crucial role. The final price is determined by various aspects, including the building's condition and aesthetics, proximity to other buildings, transportation hubs, and essential infrastructure such as schools, kindergartens, and retail establishments [38].

These factors may affect both the value of the building itself and the cost of related services, such as rent, mortgage arrangements, and the preparation of documents like expert property evaluations, technical passports, declarations of commissioning, etc.

According to research by M. Poyarkov, A. Shatkivska, and G. Tripulsky, the state of the real estate market during the 2020 pandemic was characterized by a recession

[40; 41]. This downturn manifested in reduced consumer demand, a decline or suspension in construction quality, and the redirection of investments to foreign markets. Additionally, the primary real estate market exhibited higher activity compared to the secondary market, while rental prices increased. The contributing factors included a rise in real estate taxation, amendments to the Law «On Appraisal Activities», the absence of reliable investor rights guarantees, weak creditworthiness among the population, and inflation [40, p. 73-77; 41, p. 264-268; 42; 43].

The housing market in 2021 was analyzed by researchers and practitioners such as O. Bondarenko, V. Dovbush, and E. Gramatsky [44]. Their research indicated that the real estate market had begun to recover from the covid crisis, laying the groundwork for further growth. However, despite this positive trend, the volume of residential space made available to consumers was only half of that in the corresponding periods of the previous year, and the market continued to experience shortages. The recovery was facilitated by a reduction in bank deposit interest rates to as low as 10% in some financial institutions and the launch of the agricultural land market. Positive dynamics were observed in both the primary and secondary real estate markets [44, p. 212-218; 45].

Based on these improvements, experts anticipated further real estate market expansion in 2022, surpassing the achievements of 2021. However, in February 2022, russia launched a full-scale invasion of Ukraine, leading to an almost complete halt of the real estate market in the initial months. This was primarily due to the temporary closure of the State Register of Real Property Rights and the suspension of construction activities. As a result, the total area of newly commissioned housing decreased by nearly 40% compared to 2021. Combined with forced migration and large-scale destruction (potentially exceeding the commercial housing stock commissioned over the past seven years) the housing shortage worsened significantly. The supply reduction in Ukraine and the Dnipropetrovsk region was estimated at approximately 40% and 50%, respectively, while the number of concluded purchase and sale agreements declined by 70% and 67% [46, 47].

Analysis of observations by Z. Vakarchuk, M. Artyukhov, real estate agencies, and other market professionals revealed that during the war, demand in the secondary market increased. This trend was driven by increased caution among individuals who had previously acted as investors in the primary market, financing new construction projects from their early stages. The decline in advertising for new developments also contributed to this shift in demand [48; 49]. Additionally, the demand for rental properties surged, leading to increased rental prices and supply shortages, particularly in the western regions of Ukraine [50]. Furthermore, consumers began prioritizing safety factors, such as the reliability of electricity and water supply, when selecting housing.

It is also important to highlight that in October 2022, Ukraine introduced the «eOselya» («єОселя») state program for affordable mortgage lending. This initiative was introduced to support war-affected individuals, specific privileged groups (such as military personnel), and those who do not yet own property. For general applicants, the mortgage interest rate is set at 7% per annum, while privileged categories benefit from a reduced rate of 3% [51]. The program aims to support the real estate market, stimulate investment, and improve social well-being. However, improper regulation of mortgage lending could lead to loan repayment disruptions, posing the risk of a financial crisis similar to that of 2008.

In 2023, the real estate market showed a growing interest in the secondary housing sector in the western regions, leading to a rise in prices. Compared to 2022, Ukrainians demonstrated a higher demand for house purchasing, reaching approximately 70-80% of pre-war levels. Additionally, the state program «eVidnovlennya» («єВідновлення») was launched to support individuals whose property had been damaged or destroyed [52]. Despite rising construction costs in the primary market due to shortages of building materials and labor, around 80% of residential complexes resumed construction [53].

According to LUN statistics, the level of purchase interest in 2024 remains close to that of 2023 [53]. Real estate prices in the secondary market continue to rise more rapidly in western regions of Ukraine compared to the eastern ones. However, the primary market has demonstrated a similar pace of price growth across the country.

While the market has largely adapted to wartime conditions, challenges such as inflation and abnormal demand exist.

Currently, experts are not only adjusting to existing market conditions but also preparing for Ukraine’s victory and the subsequent recovery phase. In 2025, analysts predict a 10-20% increase in primary market prices [54]. Many specialists highlight the investment attractiveness of Ukraine’s real estate market due to planned reforms and urban redevelopment efforts [55].

A boost in demand and associated challenges in facing it are anticipated in the post-war period. Given that the cycle of real estate project preparation and sale typically spans one to two years, the market will require time to stabilize. Supply shortages and rising construction material costs are expected. At the same time, hundreds of thousands of Ukrainians will require affordable housing due to diminished purchasing power [56]. S. Logutenko forecasts a market downturn within six months to a year following the war’s conclusion [57], while V. Kredisov warns that corruption at various stages of real estate development could further complicate the recovery process [58].

CHAPTER 2. CURRENT MANAGEMENT PERFORMANCE AND FUTURE DEVELOPMENT OPPORTUNITIES IN LLC «BAZIS RK»

2.1. Economic Characteristics of LLC «BAZIS RK»

Limited Liability Company «BAZIS RK» is located in the Dnipro district of the Dnipropetrovsk region and has been operating in the market for over 12 years. Specifically, LLC «BAZIS RK» handles the documentation for real estate transactions, facilitates these transactions, and provides clients with legal support throughout the process. Thus, the company specializes in legal services and technical inventory, including issuing technical passports (TP) for real estate properties. Until 2023, the company also had realtors whose job was to connect buyers and sellers as well as landlords and tenants. A full list of services offered by LLC «BAZIS RK» and the revenue generated from provisioning them is presented in Table 2.1.

Table 2.1

Revenue dynamics of LLC «BAZIS RK» from service provision, thousand UAH

Type of Services	2020	2021	2022	2023	2024	2024 to 2020, %
Legal Services	243,00	291,00	87,30	249,68	205,00	84,36
-Resolution of inheritance disputes	47,26	57,85	17,56	40,77	37,15	78,59
-Recognition of property ownership rights	66,61	87,56	28,48	85,09	71,96	108,03
-Court-ordered removal of a non-resident from an apartment/house	129,13	145,59	41,26	123,82	95,90	74,27
Technical Inventory Services	1200,00	1400,00	720,00	1430,56	1992,95	166,08
-TP for apartments	677,64	824,32	449,42	861,20	1186,60	175,11
-TP for private houses	473,40	504,28	242,21	510,28	695,34	146,88
-TP for commercial properties	48,96	71,40	28,37	59,08	111,01	226,73
Realtor services	486,00	583,00	291,00	–	–	–
-For apartments	266,72	338,26	188,04	–	–	–
-For private houses	219,28	244,74	102,96	–	–	–
TOTAL REVENUE	1929,00	2274,00	1098,30	1680,24	2197,95	113,94

Based on the data in Table 2.1, the company's primary revenue source is technical inventory services. From 2020 to 2022, these services accounted for approximately 65% of the total income, increasing to 90% in 2024, with the highest demand for TP for apartments. Legal services represent the smallest share of the company's revenue structure. However, despite their lower revenue contribution, legal services play a crucial role in the company's operations. In fact, all other business activities are closely tied to legal matters, making it impossible to provide other services without legal support.

Figure 2.1 illustrates the overall revenue dynamics of LLC «BAZIS RK» across its key business areas from 2020 to 2024.

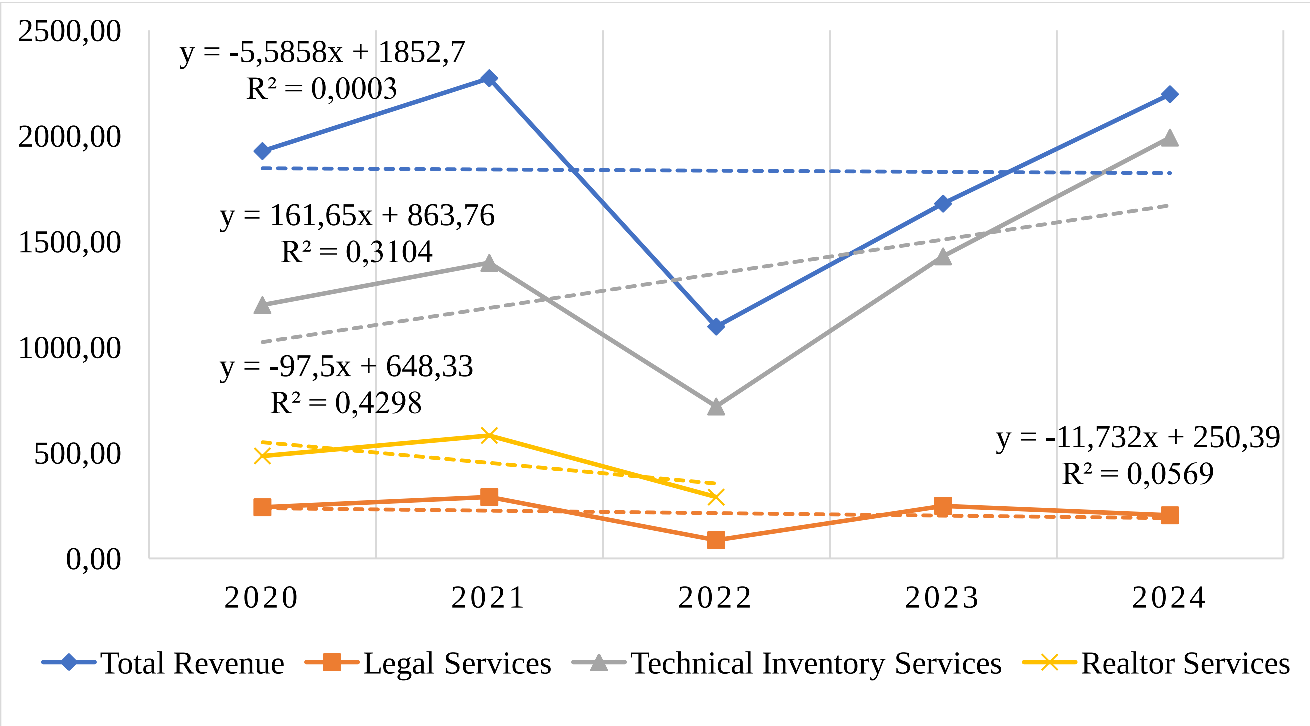


Figure. 2.1. Analytical smoothing of LLC «BAZIS RK» revenue from key business areas

The data presented in Table 2.1 and Figure 2.1 indicate a sharp decline in all of the company's revenues in 2022 due to russia's full-scale invasion. It is important to note that the company is based in Dnipro, which is located near the frontline. This had the greatest impact on legal services, with income from these services decreasing by nearly 65%, or 155,70 thousand UAH, compared to 2020. At that time, the least losses were observed in realtor services for apartments (29,5% or 78,67 thousand UAH) and TP for apartments (33,68% or 228,22 thousand UAH). Overall, due to the war, total revenue decreased by 43,06 %, or 830,70 thousand UAH, resulting in 1098,30 thousand

UAH for 2022. One of the reasons for this decline was the closure of state registries at the beginning of 2022, which made real estate transactions impossible. This reduction in figures was unexpected, as evidenced by Figure 2.1. The proof of this is the coefficient of determination R^2, which does not exceed 0,4. russia's full-scale invasion in 2022 significantly impacted the performance indicators of LLC «BAZIS RK» and fundamentally altered the real estate market in Ukraine. Consequently, the company and its competitors had to adapt their business approach, creating a clear distinction between «before» and «after». Therefore, due to the scale and nature of the changes, it is not advisable to consider 2022 and the previous years as relevant. In the current context, they are outdated. In other words, the income figures for 2022 are unusually low and may be considered as outliers when using statistical tools. However, the data for 2022 can serve as the basis for designing crisis management measures in subsequent periods to improve the adaptation process to the new challenges of the market.

In 2023, the company ceased providing realtor services and focused on the technical inventory of real estate properties. This led to a nearly 20% increase in income from the creation of technical passports compared to pre-war figures. However, overall revenue decreased by 12,90 %, which is linked to the termination of realtor services. In the following year, there was a 30, 8% increase in total revenue compared to the previous year and a 13,9% increase compared to 2020. It was found that during 2020-2024, there was a significant increase in sales income from providing technical inventory services compared to 2020 (by 66,08 %).Thus, it can be stated that the company has fully returned to its pre-war income levels. Moreover, it is important to note that LLC «BAZIS RK» no longer provides real estate brokerage services. Therefore, the total income from legal services and technical inventory services in 2024 exceeds the corresponding value for 2021 by 29,98 %, or 506,95 thousand UAH.

The data given in Figure 2.2 indicates how the sales revenue of LLC «BAZIS RK» changed throughout 2024. According to data in Figure 2.2, the highest revenue for LLC «BAZIS RK» was 264,78 thousand UAH, which occurred in October. The lowest revenue, 92,08 thousand UAH, was earned by the company in April. Thus, the average monthly income in 2024 amounted to 183,16 thousand UAH.

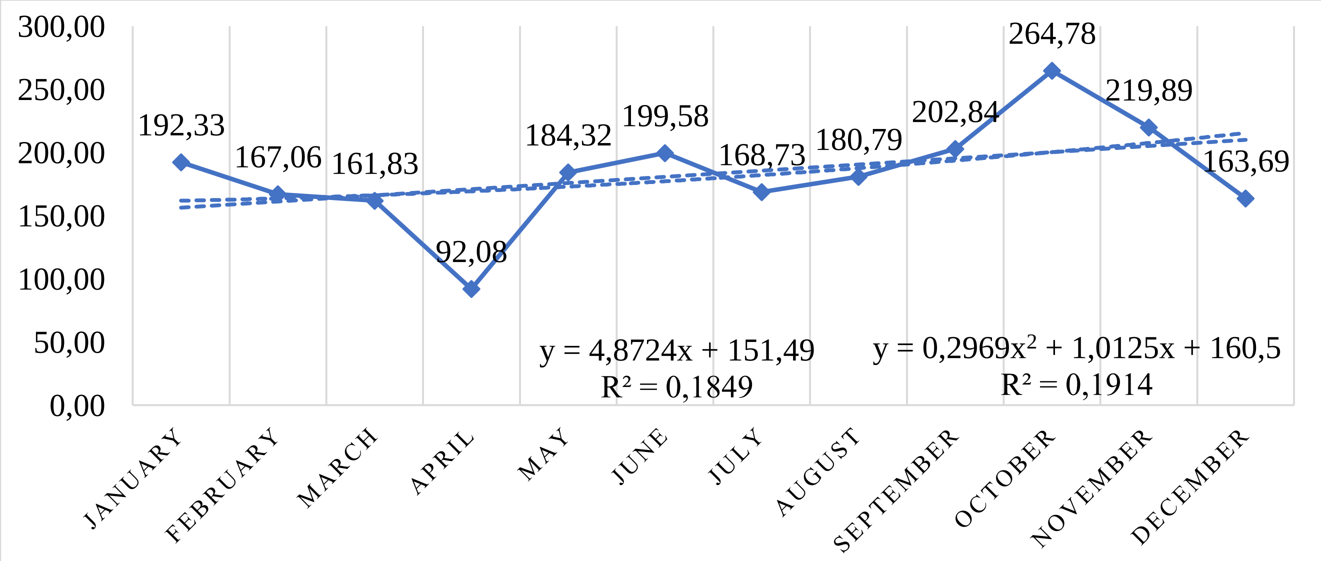


Figure. 2.2. Revenue dynamics of LLC 'BAZIS RK' in 2025, thousand UAH

To more fully assess the performance of LLC «BAZIS RK», the company's expenses and the profit generated must be analyzed in Table 2.2 and Table 2.3.

Table 2.2

Expenses dynamics of LLC «BAZIS RK», thousand UAH

Expense category	2020	2021	2022	2023	2024	2024 to 2020, %
Expenses for service provision, including:	1110,30	1311,90	636,45	840,12	480,59	43,28
Expenses for the provision of legal services, including:	121,50	145,50	43,65	124,84	82,00	67,49
-Resolution of inheritance disputes	23,63	28,93	8,78	20,39	16,47	78,59
-Recognition of property ownership rights	33,30	43,78	14,24	42,55	23,53	108,03
-Court-ordered removal of a non-resident from an apartment/house	64,57	72,79	20,63	61,91	42,01	74,27
Expenses for the provision of technical inventory, including:	600,00	700,00	360,00	715,28	398,59	66,43
-TP for apartments	338,82	412,16	224,71	430,60	744,47	175,11
-TP for private houses	236,70	252,14	121,10	255,14	223,27	146,88
-TP for commercial properties	24,48	35,70	14,18	29,54	20,53	226,73
Expenses for the provision of realtor services, including:	388,80	466,40	232,80	–	–	–
-For apartments	213,37	270,61	150,44	–	–	–
-For private houses	175,43	195,79	82,36	–	–	–
Office rent	96,00	120,00	111,00	42,00	42,00	43,75
Labor costs	420,00	432,00	456,00	360,00	996,48	237,26
TOTAL EXPENCES	1626,30	1863,90	1203,45	1242,12	1519,07	93,41

According to data given in Table 2.2, as of 2024, the total expenses of LLC «BAZIS RK» amount to 1519,07 thousand UAH. In 2024, the company managed to keep its expenses at a level 6,39% lower than pre-war figures. Moreover, the company's expenses are growing at a slower pace compared to revenue growth. It is important to note that the level of expenses is directly linked to the number of services provided. Therefore, the expenses for service provision changed mostly in proportion to the income from those services.

The company's profit can be obtained by calculating the difference between income and expenses (Table 2.3).

Table 2.3

Profit dynamics of LLC «BAZIS RK», thousand UAH

Type of Services	2020	2021	2022	2023	2024	2024 to 2020, %
Legal Services	121,50	145,50	43,65	124,84	123,00	101,23
-Resolution of inheritance disputes	23,63	28,93	8,78	20,39	20,68	78,59
-Recognition of property ownership rights	33,30	43,78	14,24	42,55	48,43	108,03
-Court-ordered removal of a non-resident from an apartment/house	64,57	72,79	20,63	61,91	53,89	74,27
Technical Inventory Services	600,00	700,00	360,00	715,28	1594,36	265,73
-TP for apartments	338,82	412,16	224,71	430,60	442,13	175,11
-TP for private houses	236,70	252,14	121,10	255,14	472,07	146,88
-TP for commercial properties	24,48	35,70	14,18	29,54	90,48	226,73
Realtor services	97,20	116,60	58,20	–	–	–
-For apartments	53,34	67,65	37,61	–	–	–
-For private houses	43,86	48,95	20,59	–	–	–
TOTAL PROFIT FROM SERVICE PROVISION	818,70	962,10	461,85	840,12	1717,36	209,77
Net profit considering rental and labor costs	302,70	410,10	-105,15	438,12	678,89	224,28

The results of the profit calculations repeat the trend observed earlier about income and expenses. The largest decrease in profit indicators occurred in 2022. However, by 2023, the indicators exceeded pre-war levels, excluding profit from resolving inheritance disputes and court-issued individual removal. In the last year of the study, the company’s profit more than doubled compared to the base year, reaching 678,89 thousand UAH.

Due to changes in income and expenses over the past five years, the ROI indicator reflects their impact on the company’s success. In 2020 it was 18,61%; in 2021, 22,00%; in 2022, -8,74%; in 2023, 38,27%; and in 2024, 44,69%. Over the 2020-2024 period, ROI increased by 16,66%, despite the challenges of the full-scale war. Therefore, it is worth noting that despite the difficult economic situation in the country, the company has managed to maintain profitable operations and high profitability levels.

The structure of the total profit of the company for 2024 is presented in Figure 2.3.

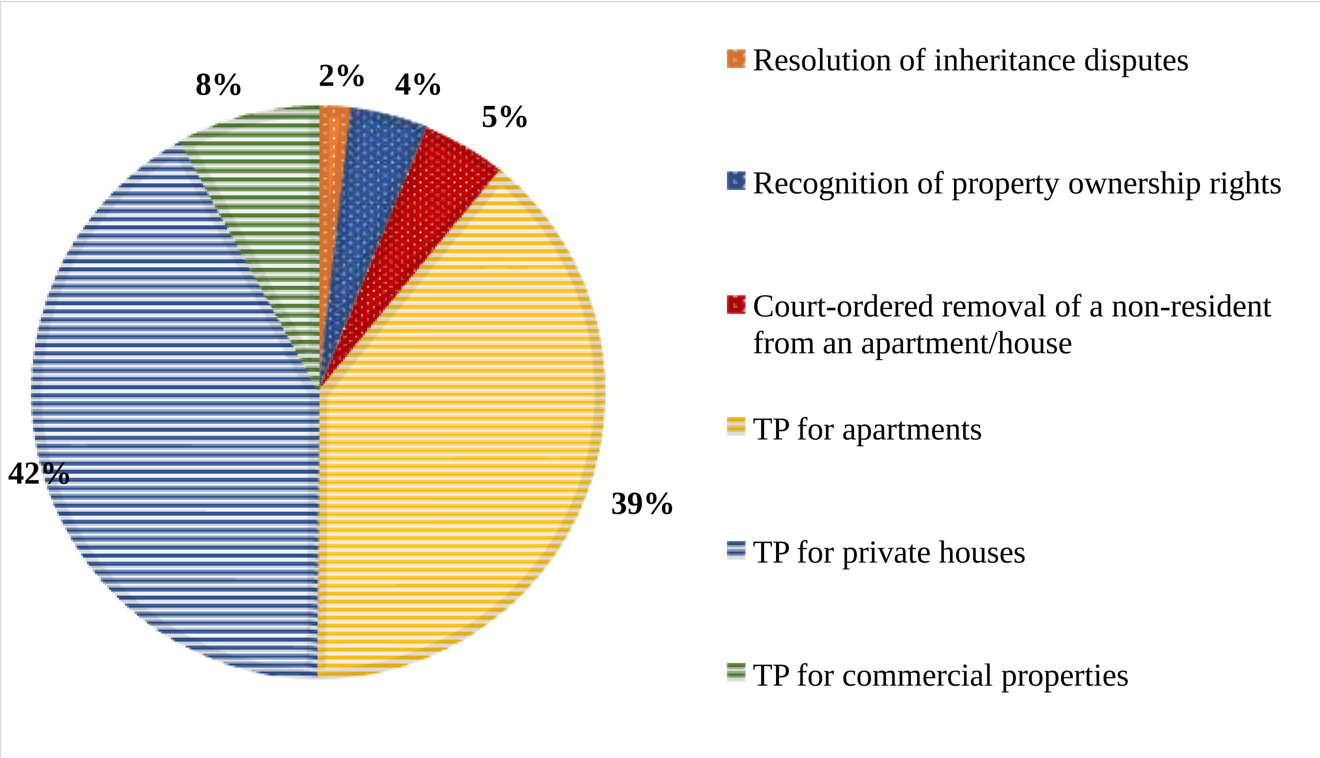


Figure. 2.3. Distribution of net profit of LLC «BAZIS RK» in 2024

It can be seen in Figure 2.3 that the largest share of net profit for LLC «BAZIS RK,” amounting to 42%, comes from technical inventory of private houses. The smallest share of profit, 2%, comes from legal services related to resolving inheritance disputes. Overall, the most profitable area of the company's activities is the provision of technical inventory services, which accounts for 89% of the total profit. On the other hand, legal services accounted for 11% of the profit in 2024.

The salaries of the director, engineer, and office manager are presented in Table 2.4.The available information regarding the mentioned employees of LLC «BAZIS RK»indicates a low level of wages. Moreover, not all employees receive a fixed salary. This conclusion is based on the fact that, as of April 1, 2024, the minimum wage in Ukraine is 8,000 UAH before taxation and 6,440 UAH afterward. Thus, the engineer's salary is almost half of the legally guaranteed level. Accordingly, the company should reconsider its employee motivation policy and increase material incentives.

Table 2.4

Payroll at LLC «BAZIS RK» for June 2024

№	Position	Number	Monthly salary, thousand UAH	Annual salary fund, thousand UAH
1.	CEO	1	7,25	86,94
2.	Technician	1	3,26	39,12
3.	Office manager	1	6,52	78,25
Total:		3	17,03	204,31

It is worth noting that Table 2.4 does not contain information on the wages of other specialists involved in the technical passportization process, as they receive a percentage of completed transactions rather than a fixed salary. As a result, their profession is characterized by a high level of uncertainty and personal responsibility, as the employee independently plans their activities. Evidently, real estate objects and related transactions are not essential goods. Therefore, depending on the market situation, the company's measurers and draftsmen may go without income for an extended period until market conditions change.

2.2. Organizational Structure and Human Resource Management in LLC «BAZIS RK»

First of all, ascheme of the LLC «BAZIS RK»'s organizational structure is illustrated in Figure 2.4.The organizational structure of the company is functional. The enterprise consists of four departments: accounting, legal, operations and technical. It should be noted that the company has outsourced accounting services. Until 2023, the company included a sales department responsible for finding clients for the sale or rental of real estate in Dnipro city.

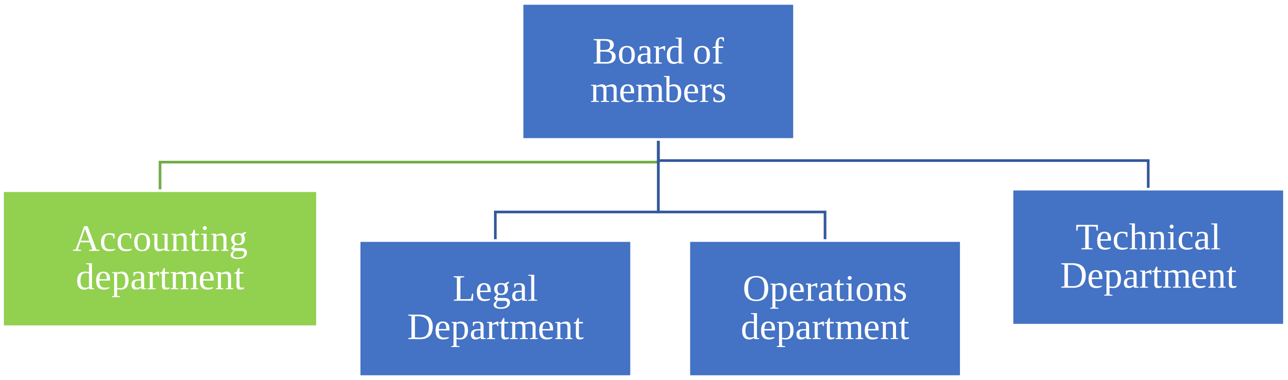


Figure 2.4. Organizational structure of LLC «BAZIS RK»

According to the reviewed organizational structure of the company, Figure 2.5demonstrates the management structure of LLC «BAZIS RK».

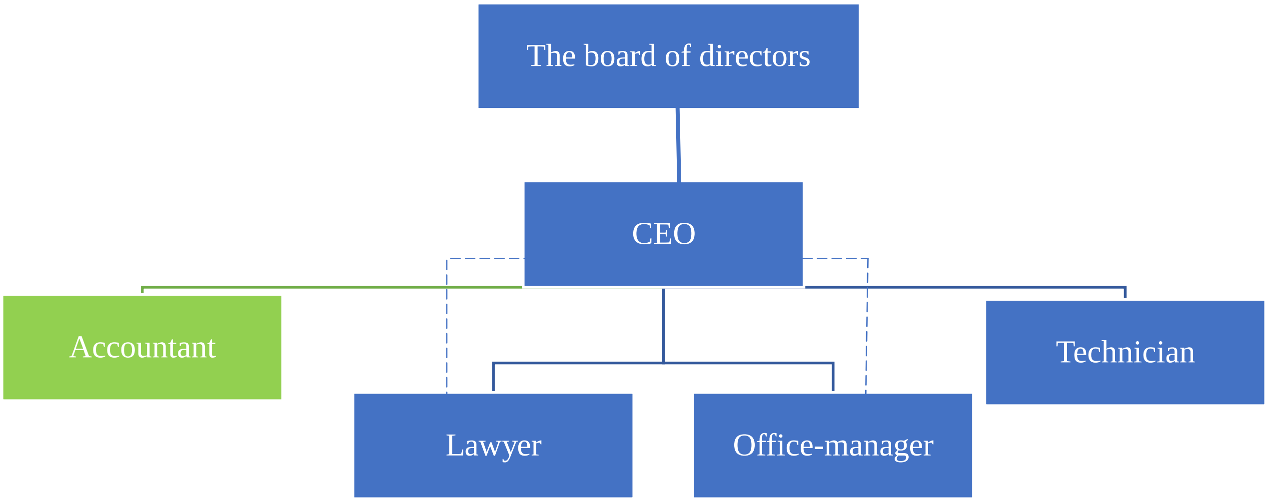


Figure 2.5. Management structure of LLC «BAZIS RK»

In addition to department heads, the management structure of LLC «BAZIS RK» includes the CEO board of directors. The management structure is characterized by the presence of functional links between the lawyer, office manager, and, until 2023, the sales manager.

To perform assigned tasks, the company's specialists must possess specific knowledge, skills, and education. In particular, the office manager should be aware of the basics of Ukrainian legislation, while the lawyer and attorney must have the appropriate education. The measurer must know descriptive geometry and engineering skills, including the ability to create and read drawings, while the draftsman must also be proficient in «AutoCAD» software. Considering that a created plan is considered valid only with the signature of a certified technician, the specialist must hold the necessary certificates and licenses.

Each department head's functions and responsibilities in the company are described in Figure 2.6.

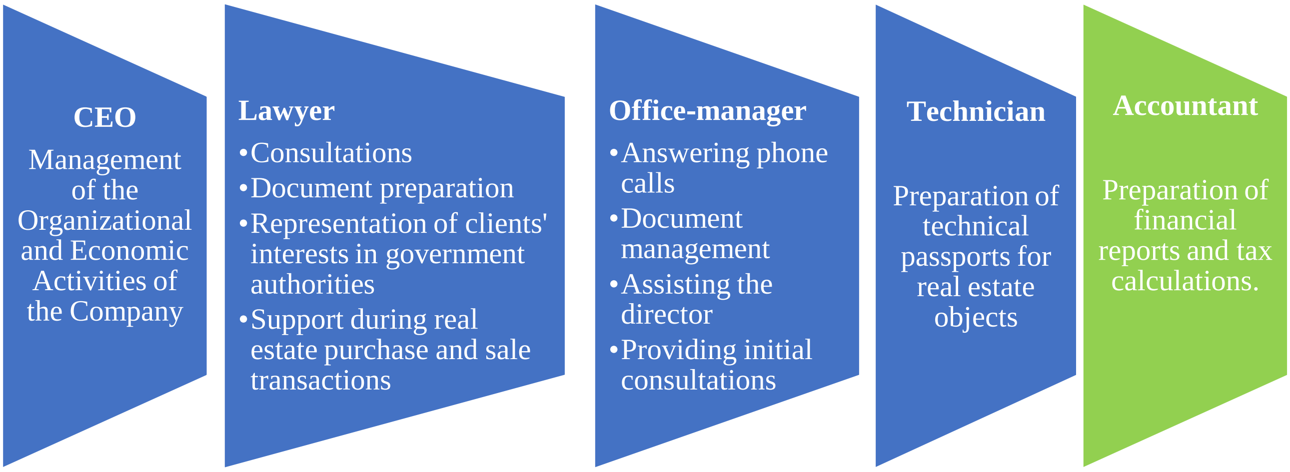


Figure 2.6. Functional responsibilities of managers at LLC «BAZIS RK»

A special role in the management structure of LLC «BAZIS RK» is assigned to the technician. This specialist is responsible for conducting technical inventory and creating technical passports (TPs) for real estate properties. Given the specifics of this procedure, the company's main activity is in the fields of engineering, geology, and geodesy, as well as providing technical consulting services in these areas. This enables the company to offer technical inventory services not only to private individuals but also to public institutions.

At LLC «BAZIS RK», the responsibilities for document review and record-keeping, as well as managing internal document circulation, are assigned to the office manager. Incoming documents first reach the office manager and, if necessary, are redirected to another specialist. Similarly, outgoing documentation must be approved by the office manager. Thus, the document management system is centralized, with the office manager serving as the key communication hub.

An accountant’s work directly depends on the office manager: based on data provided by the office manager, the accountant prepares tax reports and calculates salaries. Therefore, responsibilities for communication with external contractors, represented by government regulatory authorities, fall on the accountant.

On the other hand, the company maintains channels for exchanging information with external contractors, including clients and partners. For this purpose, corporate messengers such as Telegram and Viber and corporate email are used. Given the relatively small number of orders, their registration is conducted in the corporate Viber chat, after which the technician distributes tasks among subordinate employees.

For data collection, processing, and storage, LLC «BAZIS RK» uses Microsoft software, particularly Excel and Word. This software facilitates document circulation, tracking business performance metrics, recording employee working hours, calculating salaries, etc. Additionally, an essential tool is the AutoCAD system, which is used to create technical passports for real estate objects. This task is carried out by draftsmen. Until 2023, the company also actively used online platforms such as OLX and DomRia to post listings for real estate sales or rentals. Furthermore, specialized databases aggregating real estate listings from various digital platforms were utilized. These tools simplified the search for properties that met client requests and facilitated collaboration among specialists from different companies in the industry.

Since the activities of LLC «BAZIS RK» focus on providing services and do not involve any manufacturing processes, managing available resources, ensuring service quality, and maintaining customer service have unique aspects. Primarily, operations depend on external structures that are beyond the company’s control.

The core services of the company, starting with the primary activity—technical passportization of real estate objects—are illustrated in Figure 2.7.

When creating a technical passport, the company is directly responsible for consultations, measurement organization, floor plan drafting based on measurements, submission of the plan to state registers, and final document signing. The execution time may vary depending on factors such as the speed of the measurer’s visit to the property, the geographical position of the object, the transfer of measurements to the technician, and the complexity of the property.

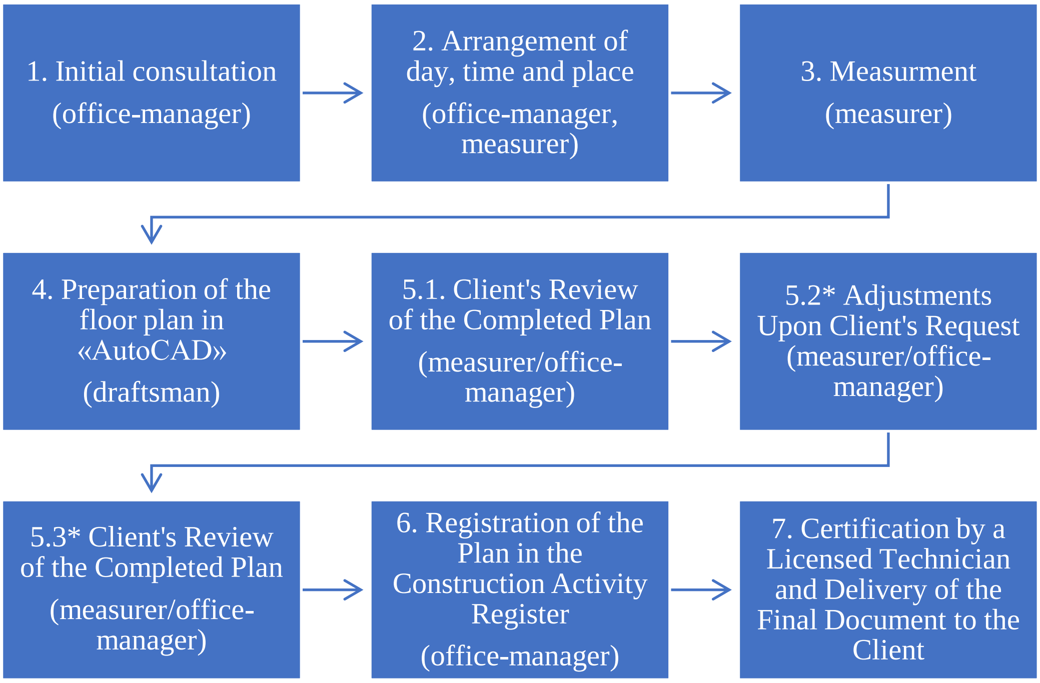


Figure 2.7. Sequence of operations for creating a technical passport

Additionally, the registration process in the Construction Activity Register may take longer, being a factor beyond the company’s control. The client's behavior also plays a role, including when they allow access to the property and how quickly they provide feedback on the initial task draft. Consequently, a time buffer of approximately one day may be necessary, depending on the specifics of each order.

Similarly, the operations that constitute legal services are given in Figure 2.8 and present the operations involved in resolving inheritance disputes and court-ordered deregistration of an individual. The operations involved in the «Recognition of Property Rights» service are similar to those described above, except for client representation in court. Consequently, the time required for legal services depends on the availability of the necessary document package, the assigned court date, and the potential need for case reconsideration. If the client provides a complete set of documents, case preparation for review can save up to a week. Depending on court workload, scheduling the first hearing and additional sessions may take anywhere from a few weeks to several months.

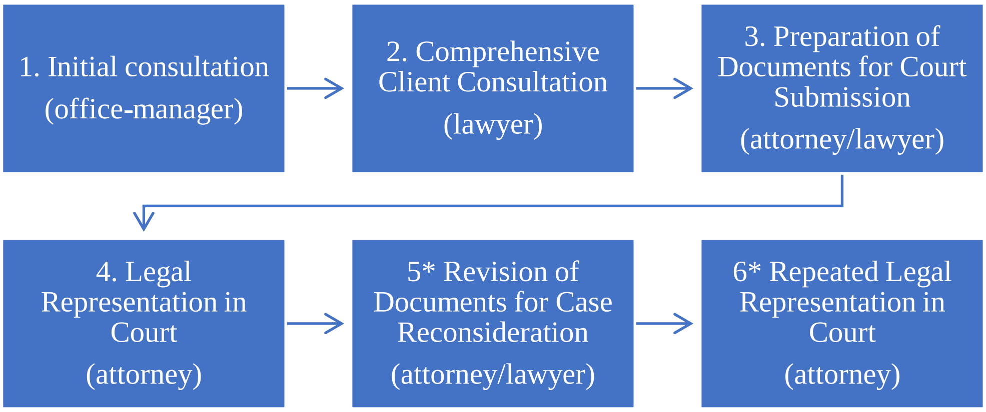


Figure 2.8. Sequence of operations for resolving inheritance disputes and court-ordered deregistration

Breaking down the services offered by LLC «BAZIS RK» into separate operations highlights the significant role of the office manager, who is responsible for initial client consultations and document support throughout the process. This approach also allows for clear tracking of service execution stages, the factors affecting order completion timelines, and the employees responsible for each stage.

The analysis of personnel management is based on a review of staff changes over the past five years (Table 2.5) and the motivation system of the enterprise (Figure. 2.9).

Table 2.5

Dynamics of staff numbers at LLC «BAZIS RK», number of employees

Position	2020	2021	2022	2023	2024	2024 to 2020, %
Management staff						
CEO	1	1	1	1	1	100
Legal Department						
Lawyer	1	1	1	1	1	100
Attorney	–	–	–	–	1	–
Operations department						
Office-manager	1	1	1	1	1	100
Technical Department						
Certified technician	1	1	1	1	1	100
Measurer	1	1	1	1	2	200
Draftsman	–	–	–	–	3	–
Sales Department						
Sales Manager	1	1	1	–	–	–
Realtor	8	8	4	–	–	–
Total:	13	13	9	4	9	69,23

Based on the data in Table 2.5, it has been observed that the personnel composition of the company has changed since 2022. Initially, four realtors left the company due to forced migration as a result of the war with russia. Later, other realtors joined a partner company of LLC «BAZIS RK». As of 2024, the company employs 9 staff members. Three of them work remotely: a certified technician, a draftsman, and an attorney. It is important to point out that the roles of director and lawyer are held by the same individual.

The motivation system of LLC «BAZIS RK» can be evaluated based on the set of tools used by the company (Figure. 2.9).

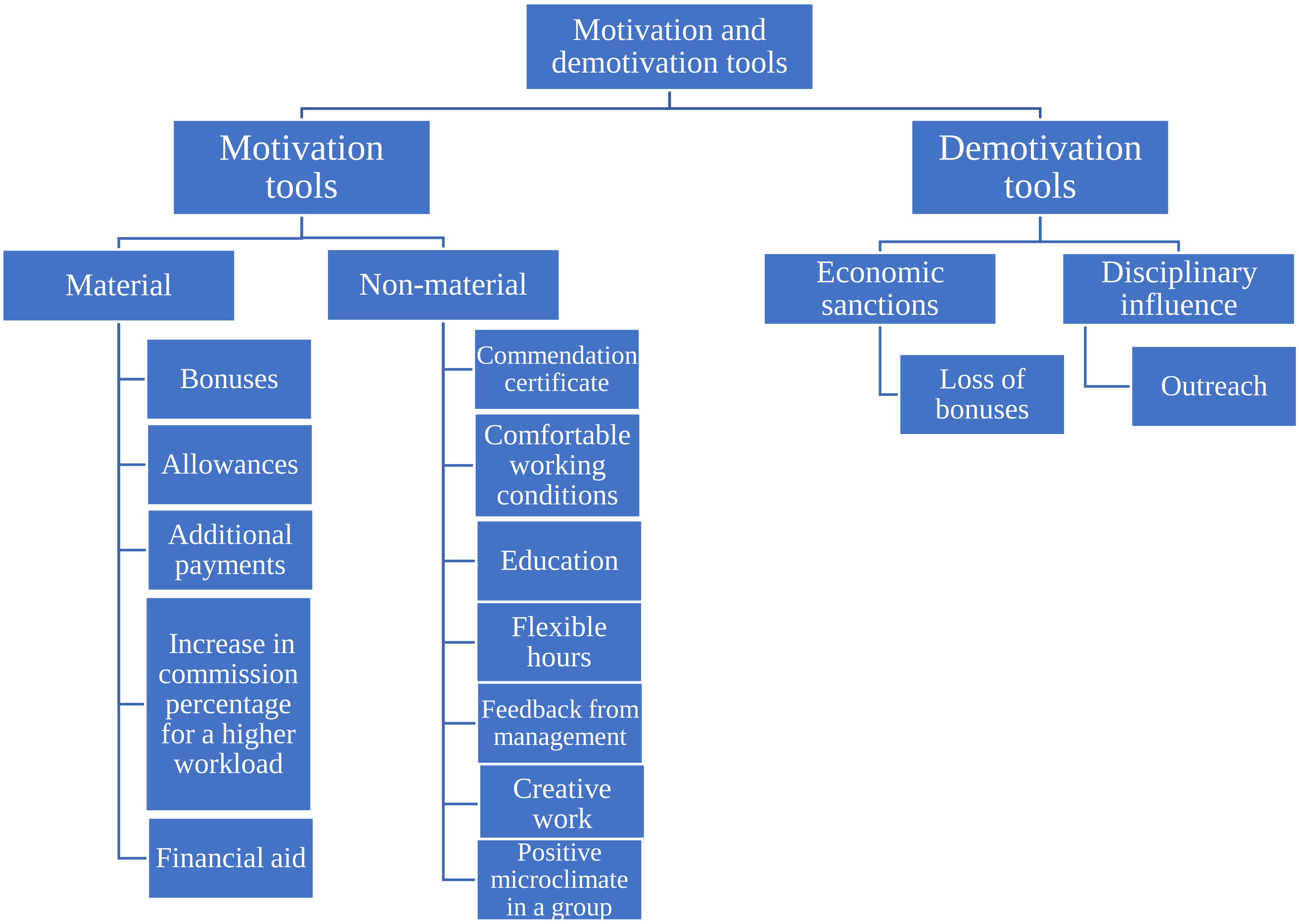


Figure 2.9.Motivation and demotivation tools package in LLC «BAZIS RK»

According to the developed classification of the motivation and demotivation tools in LLC «BAZIS RK» the company prioritizes non-material motivation tools. On the contrary, demotivation tools are used minimally. This is explained by the incompatibility of «Y» type employees (according to Douglas McGregor's motivation theory) with demotivating influences. To this end, the company grants its employees a high degree of autonomy, considering the psychological characteristics of specialists in the real estate sector. In addition, the company successfully combines flexible employee schedules with staff training. Consequently, even with non-fixed working hours, employees are familiar with each other and maintain positive relationships. This is further facilitated by corporate events and a well-equipped office, where employees can come at their convenience.

At the same time, according to Frederick Herzberg's motivation-hygiene theory, for motivational factors to be effective, hygiene factors must first be ensured. Such factors include, in particular, wages. Therefore, the company should enhance its material motivation package and create a foundation for increasing the income of engineers, whose earnings directly depend on the number of technical inventory operations performed.

Regarding socio-psychological methods, these usually include team discussions, psychological encouragement through increased autonomy in task execution, and collective celebrations of both professional and informal events. This approach fosters a positive psychological climate in the team and encourages a creative approach to problem-solving.

The motivation system is part of the company's corporate culture, which is to be characterized. Firstly, it has been established that the management of LLC «BAZIS RK» is actively involved in shaping and maintaining corporate culture. This primarily manifests in the «invisible» aspects of corporate culture, such as building close interpersonal relationships and selecting suitable management styles. Key tools include collective staff training and organizing informal events for professional and personal celebrations. Small teams are formed to encourage closer acquaintance among employees and facilitate the adaptation of new hires. The office is separated into rest areas and lunch spaces, promoting communication among colleagues and fostering a friendly atmosphere. In choosing management styles, the CEO considers the nature of the work, which requires a high level of independence and initiative from employees.

Consequently, the dominant management style can be described as liberal with elements of a democratic approach.

The research revealed that the company sets requirements for its employees, including the possession of relevant education. Importantly, the company’s management also cares about keeping its employees’ knowledge up to date and, for this reason, organizes group meetings for training purposes. Specialists from fields related to the company’s activities may be invited to these meetings. More often, department heads prepare current information on specific aspects of work and deliver presentations to colleagues with practical examples. Additionally, employees who wish to can prepare a report on a topic they have become interested in during their work.

Despite the active engagement of management in creating a positive atmosphere within the group, it was found that the company does not have an ethical code that defines its mission, vision, values, and core professional and disciplinary standards. The existence of such a document would enhance motivation and work inspiration by giving work a deeper meaning. Additionally, it would contribute to improving the quality of services provided by employees by establishing clear professional guidelines. Moreover, developing an ethical code would strengthen the existing sociopsychological management methods already used at the company. As a result more potential customers would be converted into company clients.

2.3. Designing Strategic Directions to Improve the Operational Performance of LLC «BAZIS RK»

For a reasonable selection of a suitable strategy for LLC «BAZIS RK», the SPACE analysis tool was employed. This method considers the characteristics of the external environment and the company's position within it. Thus, the identified strategic vector is based on an estimation of industry attractiveness, environmental stability, financial stability, and the company's competitiveness. Each of these factor groups includes sub-factors, which form the basis for calculating the overall evaluation of each group. The SPACE analysis matrix, with the calculated factor evaluations, is presented in Appendix A.

The results of the SPACE analysis are summarized in Table 2.6.The SPACE analysis results indicate that the company's competitiveness ranks highest among all estimated groups of factors. This has been achieved due to the high quality of services, strong profitability, and customer loyalty: many clients, having had positive experiences, return for additional services. Notably, this success was achieved despite a low degree of vertical integration.

Table 2.6

Weighted scores of space analysis criteria for LLC «BAZIS RK»

№	Factor group	Weighted Score (points)
1.	Financial Stability (FS)	3,50
2.	Company Competitiveness (CC)	4,35
3.	Industry Attractiveness (IA)	2,10
4.	Environmental Stability (ES)	3,25

Regarding the company's financial stability, it is ensured by the nature of its service provision, which does not require significant capital investments. Thanks to this, even during the most challenging times following russia's full-scale invasion in 2022, LLC «BAZIS RK» managed to continue operating without additional credit funding. The external business environment is characterized by a well-developed legal framework and the potential for implementing advanced technological solutions. Additionally, marketing tools offer considerable opportunities for attracting new clients in this sector.

The lowest-rated factoris industry attractiveness, primarily due to the lack of state support and market uncertainty. Moreover, there are entry barriers, including requirements for specific education and licensing.

Based on the calculated values, the coordinates of the recommended strategy vector are determined as follows:

X = IA – CC = 2,10 – 4,35 = -2,25;

Y = FS – ES = 3,50 – 3,25 = 0,25.

The graphical representation of the strategy vector in a Decartes coordinate system is shown in Figure 2.10.The calculated vector lies in the second quadrant of the graph, indicating a «conservative» strategy. This approach is reasonable, as the market has adapted to wartime conditions over the past 3 years, and the current situation can be considered relatively stable. When adopting a conservative strategy, companies focus on enhancing the competitiveness of their goods and services by improving quality, reducing costs, or entering new markets [59]. Moreover, this will provide a solid ground for further novations within the organization.

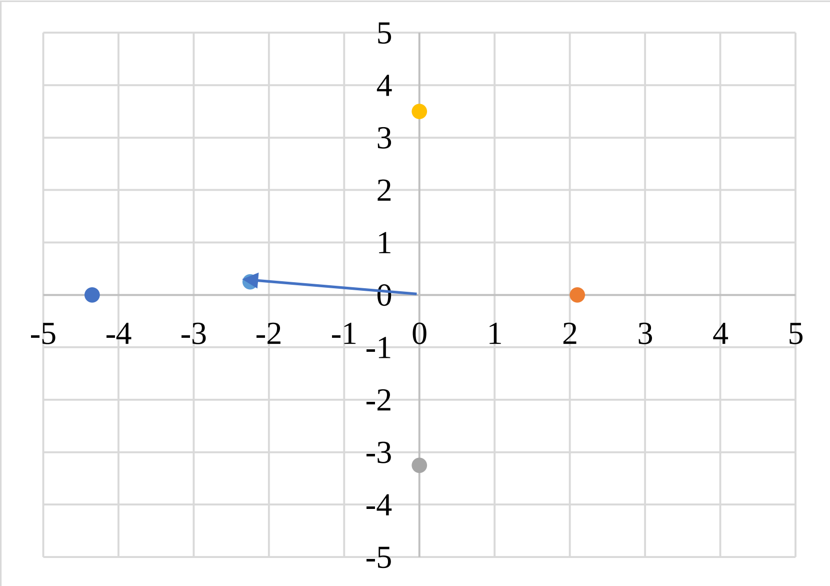


Figure 2.10. Recommended strategy vector for LLC «BAZIS RK»

Considering the previous conclusions regarding LLC «BAZIS RK»'s economic state and the identified strategic vector, the company is recommended to implement a CRM system. Firstly, this will enhance the quality of services provided and facilitate management control within the company. Subsequently, such a decision will enable expansion into new geographic markets within Ukraine. Regardless of whether the war with russia ends soon, certain regions will continue to face housing shortages. Due to this deficit, new construction projects remain active. In 2023, the largest areas of newly commissioned buildings were recorded in Kyiv, Lviv, and Ivano-Frankivsk regions [53].

Accordingly, the company could develop service packages tailored for real estate developers. To commission a newly constructed building, a technical passport is required. As a result, developers are interested in the services currently provided by

LLC «BAZIS RK». To extend its operations to other regions, such as Kyiv or Lviv, the company may hire new measurers in those locations. Additionally, the service package for developers should include full documentation support for commissioning new buildings, including the declaration, commissioning act, and other necessary documents. These services will remain relevant for many years after the war ends, as the reconstruction of the housing stock will continue in Kharkiv, Kherson, Donetsk, and other regions. To seize these opportunities and contribute to the country's reconstruction, LLC «BAZIS RK» must ensure its ability to manage remote employees or even entire departments.

Table 2.11

Input data for SWOT analysis

№	Strengths	points	№	Weaknesses	points
1	Good reputation in the market	2	1	Manual data processing	3
2	Wide range of real estate-related services	3	2	Specialization mainly in the secondary real estate market	3
3	Successful crisis management experience during wartime	3	3	Insufficient usage of material motivation tools	3
4	Effective selection of non-material motivation tools	3	4	Lack of a structured client database	3
5	High level of staff professionalism	3	5	Limited geographical coverage	3
№	Opportunities	points	№	Threats	points
1	Market stimulation due to the launch of preferential and mortgage lending programs for Ukrainian citizens	3	1	Prolonged war, leading to a lack of investment in new construction and further emigration of citizens	2
2	Expansion into new regional markets	3	2	Political instability	2
3	Development of Dnipro and other cities affected by the war with russia	2	3	Intensified competition	3
4	Relocation to Dnipro of residents living near the Russian border and those who have lost their homes	2	4	Increased frequency of drone attacks on Dnipropetrovsk region	2
5	Opening of the land market	3	5	Technological changes	1
6	Adoption of the Law on Realtor Activities	1	6	Lack of investment will slow down construction rates	3

As a preparatory stage of SWOT analysis, the company's strengths and weaknesses, as well as external opportunities and threats, will be categorized (Table 2.11).

According to the identified characteristics of the company and external environmental factors, a SWOT analysis matrix is developed (Table 2.12).

Table2.12

SWOT analysis matrix for LLC «BAZIS RK»

External Environment / **Internal environment**		**Strengths** • Wide range of real estate-related services; • Successful crisis management experience during wartime; • Effective selection of non-material motivation tools; • High level of staff professionalism.	**points** 12	**Weaknesses** • Manual data processing; • Specialization mainly in the secondary real estate market; • Insufficient usage of material motivation tools; • Lack of a structured client database; • Limited geographical coverage	**points** 15
Opportunities • Market stimulation due to the launch of preferential and mortgage lending programs for Ukrainian citizens; • Expansion into new regional markets; • Opening of the land market.	**points** 9	3. Expansion into other regional markets in Ukraine	21	1. Integration of a CRM System.	24
Threats • Lack of investment will slow down construction rates; • Intensified competition.	**points** 6	4. Development of marketing strategies	18	2. Customer base analysis and creation of a «typical client» profile	21

Based on the assigned scores, the following strategic sequence is recommended to support the company's conservative strategy:

1. Utilizing opportunities to overcome weaknesses. It is proposed to integrate a CRM system to enhance workload management and quality control of employees' work.

Additionally, the system will automate data collection and presentation, facilitating further analysis and the defying of key performance indicators (KPI).

2. Reduce threats by addressing weaknesses. It is recommended to analyze the company's existing client base, identify primary consumer categories, and develop a «typical customer» profile. This will serve as a foundation for creating effective advertising campaigns and other marketing solutions.

3. Leveraging strengths in conjunction with opportunities. The company should expand its operations into new regional markets, particularly in Kyiv. This recommendation is based on the fact that many internally displaced persons have settled in western Ukraine and Kyiv, increasing demand in the primary real estate market and associated documentation services.

4. Using strengths to counteract threats. LLC «BAZIS RK» should use the full potential of its highly skilled workforce and develop customer profiles to enhance its marketing strategy. This strategy should not only manage advertising but also communicate the company's values and mission. Such efforts will attract potential clients and boost employee morale. The company is advised to develop its social media presence, including Instagram, and launch its own website.

CHAPTER 3. STRATEGIC RECOMMENDATIONS FOR DIGITAL TRANSFORMATION AND FUTURE GROWTH OF LLC «BAZIS RK»

3.1. Selection of Proper Digital Solutions to Satisfy LLC «BAZIS RK»'s Needs

As previously established, the first step LLC «BAZIS RK» must take to build a solid foundation for future growth is integrating a CRM system. In the first chapter of this work, the key advantages of implementing a CRM system within the company’s management framework were defined. However, to maximize the benefits of CRM implementation, selecting the right system is crucial.

First, the company’s size and business specifics must be taken into account. Second, the choice of a CRM system depends on the company’s priorities, which may include automating manual processes, utilizing data analysis for decision-making, or centralizing communication channels. Another important consideration is the type of data server: whether to use a cloud server provided by the CRM system developer or a physical in-house server. This choice is closely linked to the company’s size: larger companies are more likely to maintain their own servers, while smaller businesses tend to rely on cloud-based solutions due to lower service costs and faster data processing.

With these factors in mind, the key characteristics of LLC «BAZIS RK» that should be considered when selecting a suitable CRM system are outlined in Figure 3.1.

Figure 3.1. Key characteristics of LLC «BAZIS RK» to consider when choosing a CRM-system

LLC «BAZIS RK» is a small business that provides services to both legal entities and individual customers. The preferred CRM system should incorporate both operational and analytical functionalities.

A list of eight popular CRM systems developed by Ukrainian and international providers is presented in Appendix B.

To evaluate each CRM system, several general parameters were selected, along with specific characteristics relevant to particular software solutions. The general parameters include:

– The ability to automate routine tasks;

– The flexibility of interface customization;

– Whether the service provides data analysis tools;

– The level of difficulty in setting up and configuring the software;

– The possibility of integration with other services (such as messengers and marketplaces);

– The availability of a mobile application;

– The system's ability to manage day-to-day tasks;

– The monthly price per user.

Considering these factors, the most suitable CRM systems for LLC «BAZIS RK» are KeepinCRM and Uspacy. Both systems offer key functionalities, including automation, data analysis, and a flexible, user-friendly setup that does not require external assistance. Additionally, they support integration with third-party services, such as social media and marketplaces. Compared to many other CRM systems, these platforms provide a wider range of features at a lower cost.

However, there are certain nuances regarding the aforementioned services. KeepinCRM does not yet have a mobile application, while Uspacy lacks a finance module. Ideally, LLC «BAZIS RK» would benefit from having both. A mobile application would allow draftsmen to update their status immediately after completing work at a site. As for the finance module, its inclusion would simplify accounting processes and enhance strategic management.

Besides, one of the most relevant factors is the detalization of data analysis. KeepinCRM provides general dashboards and tables that can be exported to Looker Studio and Google Sheets for further analysis by managers. Meanwhile, Uspacy offers only basic dashboards displaying sales rates and customer statistics, but without financial tracking capabilities.

Based on the conducted research, KeepinCRM is recommended for LLC «BAZIS RK». The software can be configured independently or with the assistance of specialists. A relevant example is the geodetic company GK «Geotop», which offers geodetic services and prepares legal documents for clients,making it similar to LLC «BAZIS RK». GK «Geotop» successfully implemented KeepinCRM and tailored it to their needs. As a result, they reported improved team coordination, enhanced control quality, and, most importantly, better customer service [63].

To understand how LLC «BAZIS RK» can utilize KeepinCRM effectively, it is crucial to explore its main sections.

1. The first step involves configuring the company's organizational structure and defining user roles. KeepinCRM allows not only the creation of departments but also the addition of branches in other cities, which is an essential feature for the future growth of LLC «BAZIS RK». Beyond structuring teams, the system enables the assignment of specific roles to employees and the regulation of access permissions. For example, financial reports can be made visible only to the CEO and accountant, while different departments may access only relevant performance metrics.

2. Work leads and client management can also be customized to fit company needs. The system allows the creation of various customer parameters and the assignment of specialists to specific stages of an order. At this stage, the client is classified as either a legal entity or an individual, and their order history, estimated completion deadlines, and total order value are recorded.

The Leads section enables managers to analyze the customer base as a whole, by categories, or examine individual leads. A particularly useful feature is the funnel display, which visualizes customer engagement at different stages and identifies drop-off points where potential clients abandon services. Additionally, KeepinCRM can automatically generate leads based on phone calls or online interactions. In such cases, the system tracks the lead source: whether it originated from an advertisement, website, referral, or another channel. The Leads section interface in KeepinCRM is shown in Figure 3.2.

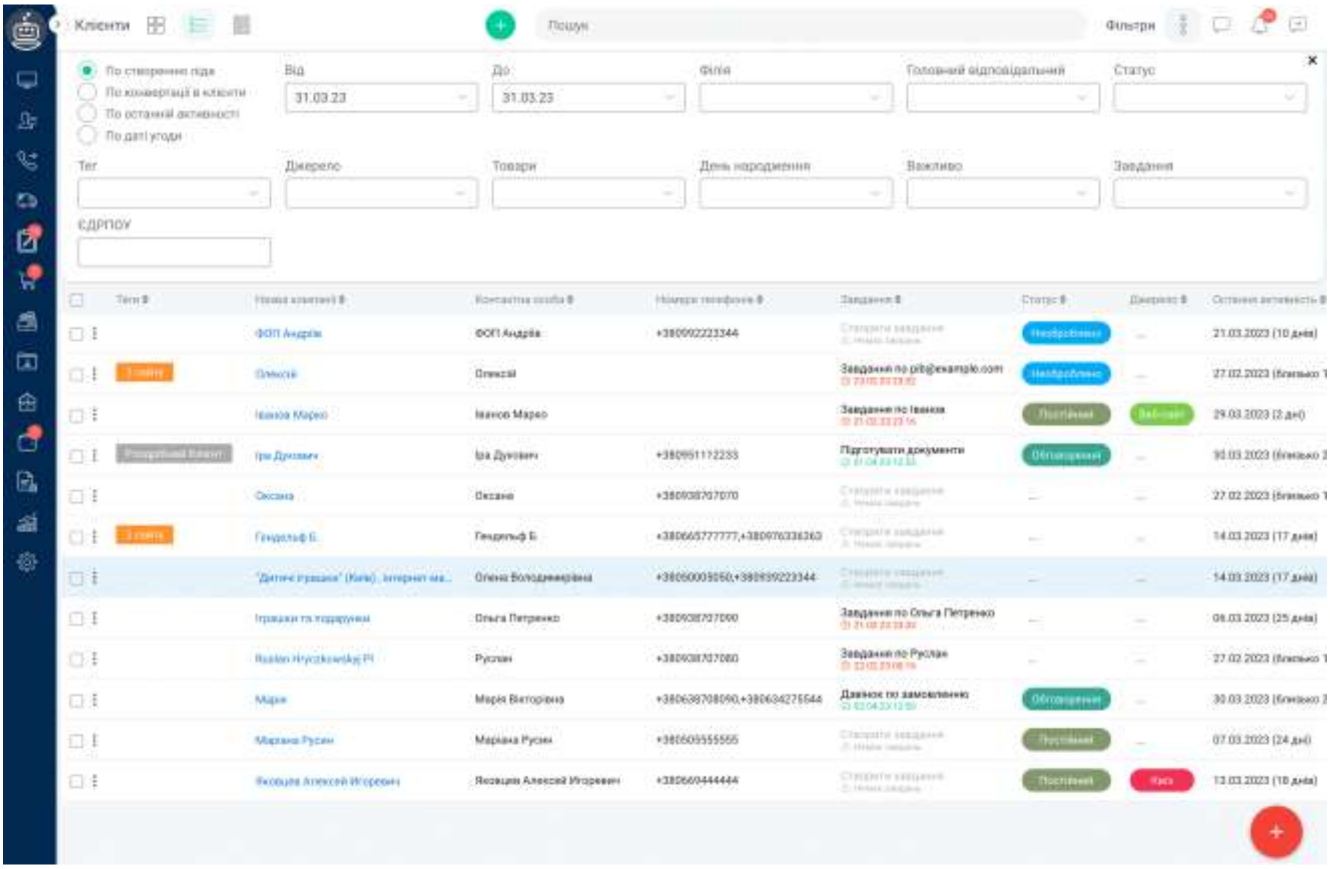


Figure 3.2. Leads section interface in KeepinCRM [64]

The default interface of the leads section in the KeepingCRM provides such information as the client tag, company name(if the client is a legal entity), their full name, phone number, order details and deadlines, order status, lead source and the last activity date. The displayed data can be filtered and customized.

3. KeepinCRM enables task automation, including automatic task assignments, pre-filled fields, sms and email marketing, customer segmentation, etc. Unlike many other CRM systems, KeepinCRM does not limit the number of automation actions. Users can define triggers and specify actions based on pre-set conditions. Additionally, actions can be scheduled to occur immediately, with a delay, or on a specific date.

4. Task management is organized in a Tasks section, which can be displayed as either a kanban board or a list view. Each task includes a task name, an assigned employee, involved contragents, and a deadline. Employees or their managers can add

notes to task cards. Tasks are color-coded based on their due dates: red for overdue tasks, yellow for tasks due today, blue for tasks due tomorrow, and gray for tasks without a deadline. The color scheme is customizable. Employees can track and prioritize tasks, while managers can monitor their own tasks as well as their team's workload.

Additionally, KeepinCRM enables the projection of operation chains designed to provide a specific service. Once one stage is completed, the system automatically assigns the task to the next specialist in the chain. In the case of LLC «BAZIS RK," the foundation for this process was outlined in the second chapter of this work. Consequently, the automation of task assignments will shorten the time between completing one stage, notifying all relevant parties, and informing the next person that it is their turn.

5. All orders and inquiries are centralized in the Deals section, as shown in Figure 3.3.

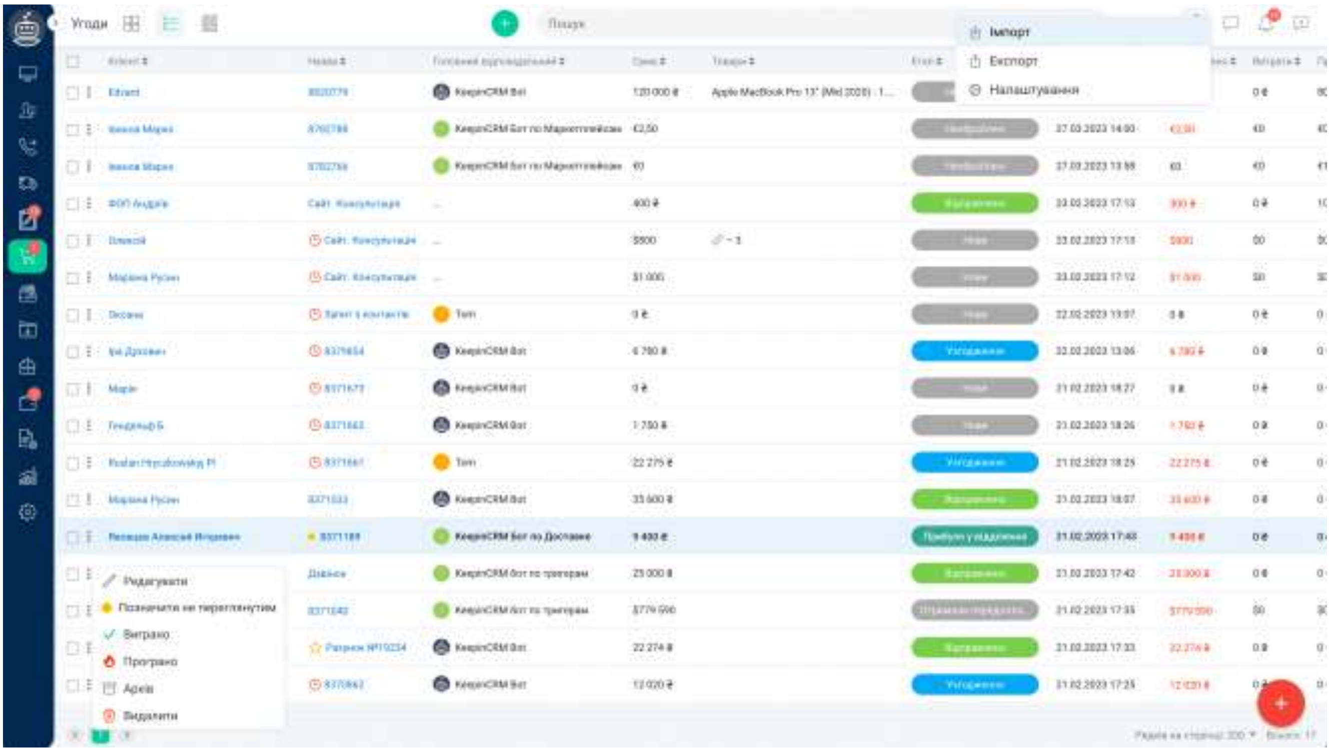


Figure 3.3. Deals section in KeepinCRM

This page has consolidated data on ongoing deals and the history of previous ones. The data can be filtered by date, department, responsible employee, or marketing funnel stage, etc. Each deal can be modified, marked as completed or lost, archived, or deleted. Additionally, data can be exported or imported for analysis using external tools when built-in analytics are insufficient.

6. KeepinCRM offers sales and customer analytics, conversion rate tracking, financial reports, and annual balance sheets (Figure 3.4). The system supports tax calculations and multi-currency transactions, which are essential for companies operating in the real estate market. All data can be filtered within the system and exported as PDF or XLSX (Excel files). These insights are valuable for data-driven decision-making and reporting to state institutions.

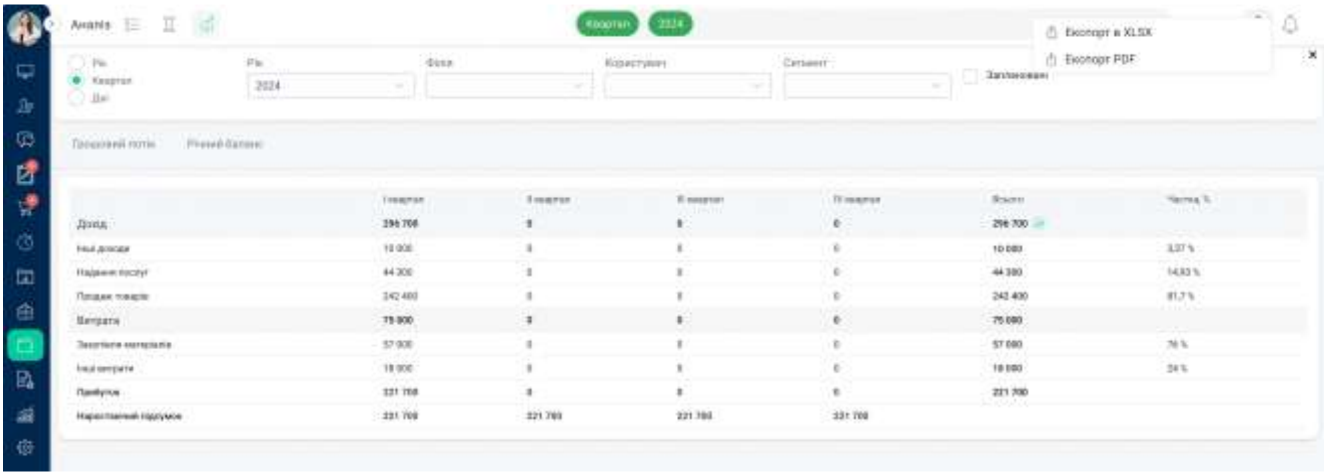


Figure 3.4. Annual financial balance in KeepinCRM

7. Document automation is another key advantage. The system can generate documents automatically based on existing data. KeepinCRM provides a range of document templates that can be customized for each department's needs, with no limit on the number of templates. This feature reduces the office-manager’s workload and streamlines accounting processes.

8. Finally, KeepinCRM supports integration with multiple partner services, including Ukrainian banks such as PrivatBank and Monobank, social media platforms like Facebook, Instagram, Telegram, and Viber, email services such as Gmail and Ukr.net, and marketplaces like OLX. The list of integrations continues to expand as developers regularly introduce new compatibility features. Moreover, KeepinCRM

provides open API access, allowing businesses to integrate additional services such as corporate websites without limitations.

9. Apart from managing the operational activities of the company, KeepinCRM centralizes communication chains within the organization. This feature will become even more valuable as the company expands and establishes multiple branches that need to remain connected to ensure efficient communication. Additionally, the system includes an internal news feed, which can be useful for major announcements, such as updates that may impact company operations, congratulations on successfully closing complex deals, or simply birthday wishes for employees. In the future, this feature could serve as a tool for fostering corporate culture at LLC «BAZIS RK».

Speaking of corporate culture, it is impossible to regulate something that has not yet been fully established. Corporate culture is built upon shared values and a clear mission. However, LLC «BAZIS RK» has yet to develop a mission statement that reflects its core purpose. To address this, it is necessary to analyze the values that have naturally evolved over 12 years in the market (Figure 3.5) and formulate a mission that considers the company’s vision.

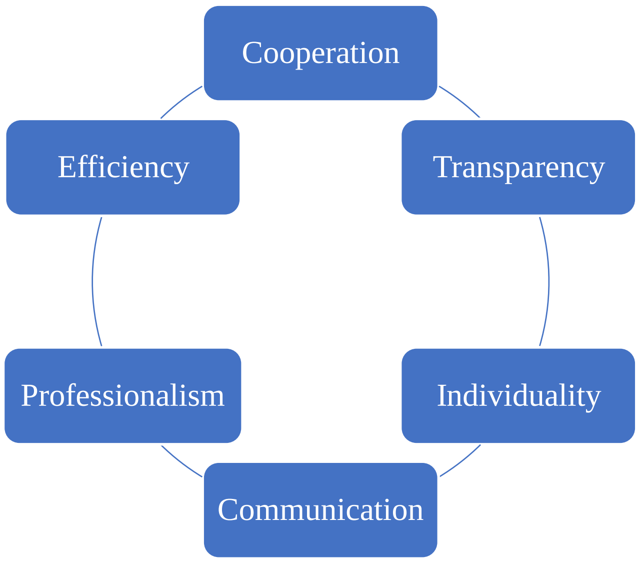


Figure 3.5. LLC «BAZIS RK»’s values

In its operations, LLC «BAZIS RK» highly values collaboration and is always open to forming new partnerships with other participants in the real estate market. As a result, the company has established strong connections with real estate agencies, insurance companies, notary offices, and specialized legal professionals. Another fundamental principle of LLC «BAZIS RK» is transparency. The company ensures that clients are always informed about the status of their orders and actively seeks feedback to correct and personalize its services. This commitment to personalized service leads to another key value – individuality. The company believes that every client should be treated thoroughly, with full consideration of their specific needs and preferences. This philosophy extends to employees as well: each team member is recognized as an individual with a unique approach to work. Whether working remotely or from the office, employees are supported in the way that enables them to be most effective. They stay connected through internal messaging platforms, where they share updates on orders, exchange professional opinions, and maintain team morale.LLC «BAZIS RK» is also dedicated to the professional growth of its employees. To this end, the company regularly organizes specialized workshops and keeps its staff informed about the latest changes in Ukrainian legislation. Finally, the company embraces creativity and innovation, always seeking solutions that optimize workflows and maximize resource efficiency both in terms of company operations and client time management.

To complement these values, it is important to examine the company's corporate colors (Figure 3.6).

Figure 3.6. LLC «BAZIS RK» logo

LLC «BAZIS RK»'s corporate colors are dark blue, white, and red. The primary color, dark blue, is a mix of blue and black. Blue symbolizes trust, prudence, and wisdom, empathizing the message that clients can rely on the company’s expertise and professionalism. Black is often associated with prestige and high-value assets.An appropriate connection, given that real estate is often a client's most valuable possession. White represents elegance and professionalism, bringing all the elements together in a balanced and polished image. Lastly, red adds warmth, emphasizing the company’s client-oriented approach and commitment to their well-being. The underlining of the word «BAZIS” in the logo symbolizes a strong foundation that clients can depend on.

All things considered, LLC «BAZIS RK»’s mission may be stated as follows:

«*Our mission is to help clients manage their real estate with confidence by providing high-quality legal support and inventory services. We are committed to honesty, collaboration, and personalized service, ensuring that every client’s needs are met with care and professionalism*.»

This mission statement, along with the company’s values, should be shared on corporate social media pages such as Facebook and Instagram. Moreover, when LLC «BAZIS RK» launches its website, this information should be prominently featured on the «About Us» page, outlining the company’s philosophy and core principles.

First of all, clearly defined values and a mission serve as a moral compass for employees, making their job more meaningful. From a public relations perspective, this information can attract more potential customers and encourage them to choose the company’s services.

3.2. Evaluation of Economic Outcomes of KeepinCRM Implementation

Thousands of companies around the world are integrating digital solutions into their management systems to boost productivity and outperform competitors. In this context, Customer Relationship Management (CRM) systems are becoming increasingly popular across a wide range of industries, including retail, healthcare, education, insurance, construction, legal services, real estate, and finance. Numerous research studies confirm that CRM systems significantly enhance organizational performance.

According to a study conducted by Freshworks in April 2024, most businesses reported a productivity increase of 10-29% following CRM implementation. Additionally, revenues grew by 21-30%, companies saved approximately 5-10 working hours per week, and customer acquisition costs decreased by 11-20% [65]. Furthermore, businesses utilizing CRM systems are 86% more likely to achieve their sales goals compared to those that do not.

Regarding customer retention, 44% of businesses observed a 10-29% increase in loyalty rates [65]. This improvement arises not only from attracting new clients but also from cultivating stronger relationships with existing customers. A report by the Harvard Business Review indicates that a 5% increase in customer retention can boost profits by up to 95% [66]. These results are attributed to a combination of improvements such as enhanced customer insight, better anticipation of client needs, sped-up communication, and more effective internal collaboration [67].

Based on these findings, the estimated revenue of LLC «BAZIS RK» after integrating KeepinCRM into its management system is presented in Table 3.2.

Table 3.2

Approximate revenue of LLC «BAZIS RK» from service provision after the integration of KeepinCRM in 2025 and 2026 compared to 2024, thousand UAH

Type of Services	2024	2025	2026	2025 to 2024, %	2026 to 2024, %
Legal Services	205,00	219,80	285,73	107,22	139,38
Technical Inventory Services	1992,95	2527,64	3285,94	126,83	164,88
Total revenue	2197,95	2747,44	3571,67	125,00	162,50

The estimated figures are based on the previous growth dynamics of LLC «BAZIS RK» and findings from research studies focused on the impact of CRM systems on business efficiency. Accordingly, it is projected that in the first year of KeepinCRM implementation, revenue will increase by approximately 25%. This moderate growth is primarily attributed to the time required for staff training, which delays the full realization of the system's benefits. Nevertheless, training is a crucial component of successful CRM adoption. Poor onboarding often results in missed opportunities, inefficient operations, and lost sales. As reported by R. Mansuriya, only 30-40% of companies achieve successful CRM implementation due to a lack of systematic planning and insufficient employee preparation [68]. These insights emphasize the importance of a well-structured and deliberate approach to the integration process.

By the second year, however, the company is expected to fully capitalize on the advantages of the system. This will lead to a projected revenue growth of 62,50% compared to pre-implementation figures. This corresponds to estimated revenues of 2747,44 thousand UAH in 2025 and 3571,67 thousand UAH in 2026.

Another equally important component of performance assessment is the rate of expenses. Data regarding service provision costs, rent, labor, and CRM implementation investments are presented in Table 3.3.

Table 3.3

Approximate expenses of LLC «BAZIS RK» before and after KeepinCRM implementation, thousand UAH

Expense category	2024	2025	2026	2025 to 2024, %	2026 to 2024, %
Services Provision:	480,59	593,45	771,48	123,48	160,53
- Legal Services	82,00	87,92	114,29	107,22	139,38
- Technical Inventory Services	398,59	505,53	657,19	126,83	164,88
Rent	42,00	42,00	42,00	100,00	100,00
Labor Costs	996,48	1263,82	1527,96	126,83	153,34
CRM system implementation	–	20,00	–	–	–
Annual KeepinCRM subscription	–	32,40	32,40	–	–
Total expenses	1519,07	1951,67	2373,84	128,48	156,27

The company's service provision expenses increase in proportion to the number of services provided. Similarly, labor costs are tied to the company's revenue and are typically distributed among employees in the form of bonuses and additional allowances. Rent expenses are projected to remain stable due to the existing long-term lease agreement. In 2025, expenses related to the implementation of KeepinCRM will include the annual subscription fee and customization services provided by a specialized contractor. The annual subscription is calculated at 300 UAH per user, which amounts to 9 users for LLC «BAZIS RK».

As for the service adoption, CRM EXPERTS offers remote CRM configuration services. Based on information from their official website, the configuration process generally takes between two and four weeks, with pricing for small businesses starting at 12 thousand UAH [69]. The higher amount listed in Table 3.3 reflects the potential engagement of additional services from CRM EXPERTS.

Overall, total expenses in 2025 are expected to increase by 28,48% compared to 2024. In 2026, this increase is projected to reach 56,27%. In absolute terms, total expenses are estimated at 1951,67 thousand UAH in 2025 and 2373,84 thousand UAH in 2026. To better understand the financial implications of these changes, net profit figures must be considered (Table 3.4).

Table 3.4

Approximated net profit of LLC «BAZIS RK» in 2025 and 2026 compared to 2024, thousand UAH

Indicator	2024	2025	2026	2025 to 2024, %	2026 to 2024, %
Legal Services	123,00	131,88	171,44	107,22	139,38
Technical Inventory Services	1594,36	2022,11	2628,75	126,83	164,88
Total Profit from Service Provision	1717,36	2153,99	2800,19	125,42	163,05
Net Profit	678,89	795,77	1197,83	117,22	176,44

Finally, after subtracting all expenses from the generated revenue, the net profit of LLC «BAZIS RK» is projected to reach 795,77 thousand UAH in 2025, representing a 17,22% increase compared to 2024. In 2026, the net profit is expected to rise to 1197,83 thousand UAH, which constitutes a 76,44% growth relatively to the 2024 figure. It is important to highlight that the extent of profit growth will largely depend on the number of service orders as well as the type of clients. Specifically, orders requested by legal entities are typically more profitable than those made by individual customers. Furthermore, the company can access a broader range of high-value projects by establishing long-term partnerships with legal entities, which often require systematic and repeated service provision.

The calculated Return on Investment (ROI) amounts to 40,8% in 2025 and 50,5% in 2026. In other words, by the end of the second year following KeepinCRM implementation, the company's ROI will have increased by 5,8%.

The dynamics of LLC «BAZIS RK»'s revenue, expenses, and profit over the analyzed period are presented in Figure 3.7.

According to the illustrated data, the revenue, expenses, and profit indicators of LLC «BAZIS RK» can be accurately approximated using a parabolic mathematical model. It is indicated by high coefficients of determination (exceeding 80% for each model). Notably, the revenue's rate of acceleration surpasses that of expenses, suggesting that the company's income is increasing at a faster pace than its expenditures. Consequently, net profit is expected to demonstrate steady and continuous growth.

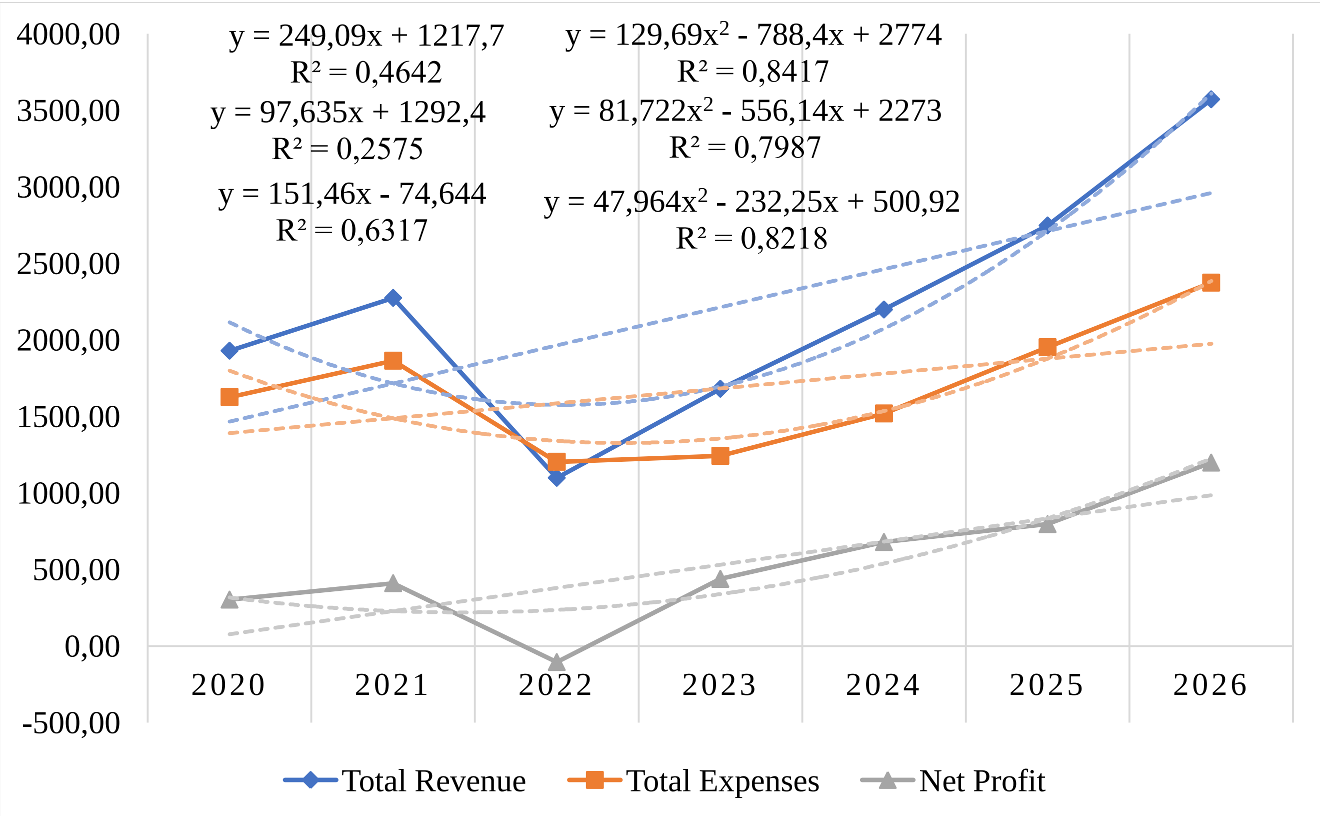


Figure 3.7. Analytical smoothing of LLC «BAZIS RK» revenue, expenses and profit, 2020-2026

Therefore, according to the parabolic models given in Figure 3.7, the predicted figures for 2025 and 2026 revenue, expenses and profit are calculated below.

$Revenue_{2025}$: 129,69*36 - 788,4*6+ 2774 = 2712,44 thousand UAH;

$Revenue_{2026}$: 129,69*49 - 788,4*7 + 2774 = 3610,01 thousand UAH.

$Expenses_{2025}$: 81,722*36 - 556,14*6 + 2273 = 1878,15 thousand UAH;

$Expenses_{2026}$: 81,722*49 - 556,14*7 + 2273 = 2384,40 thousand UAH.

$Profit_{2025}$: 47,964*36 - 232,25*6 + 500,92 = 834,12 thousand UAH;

$Profit_{2026}$: 47,964*49 - 232,25*7 + 500,92 = 1225,41 thousand UAH.

CONCLUSION AND PROPOSALS

1. Recent research and practical insights from professionals in the Ukrainian real estate market highlight the growing volume of data that modern managers must consider in their decision-making processes. It is particularly crucial for managers to remain informed about both internal and external factors affecting organizational performance and to engage with these factors deliberately. This is especially important in the real estate sector, which is closely interconnected with the investment, financial, labor, and goods and services markets. Therefore, these conclusions must determine the managerial decisions of real estate market participants, represented by private enterprises and governmental institutions. Over the past five years, practitioners have observed significant disruptions to the market, first due to the COVID-19 pandemic in 2020, followed by the full-scale war initiated by russia in 2022. These events led to extensive damage to housing and infrastructure, cyberattacks on government databases, and mass migration. Practitioners also highlight upcoming challenges after the war has finished, such as shortages in supply and rising construction material costs, as well as reduced purchasing power among the population. Nonetheless, an anticipated surge in demand after the war will require companies to strengthen their customer relationship strategies to meet the evolving needs of both existing and potential clients.

2. Based on the economic characteristics of LLC «BAZIS RK», the company primarily provides technical inventory services for real estate properties, with legal services offered as a complementary activity. This combination of services has proven effective in enhancing market adaptability and ensuring steady profitability. Notably, management decisions made in response to the full-scale invasion have demonstrated strong crisis resilience and may serve as a foundation for possible anti-crisis planning. This is evidenced by the company’s return on investment (ROI) dynamics: 18,61% in 2020, 22,00% in 2021, a drop to -8,74% in 2022, followed by strong recovery of 38,27% in 2023 and 44,69% in 2024. These indicators point to a high level of managerial competency within the company.

However, the organizational analysis revealed a heavy workload on the office manager, who is responsible for customer communication, staff coordination, document processing, and updating records in MS Excel. Given the significance of these tasks, it is essential to ensure their timely execution and accuracy through process optimization.

Based on the company's economic and organizational characteristics, which form the basis of the SPACE analysis, LLC «BAZIS RK» is advised to follow a conservative strategy. This direction is supported by the following strategic initiatives identified through the SWOT analysis:

1) Implementation of a CRM system;

2) Customer base analysis and development of a typical client profile;

3) Expansion into other regional markets within Ukraine;

4) Development of marketing strategies.

3. Finally, having considered the market trends and LLC «BAZIS RK»'s characteristics, it is recommended that LLC «BAZIS RK» integrate the KeepinCRM system into its management framework. This digital solution offers key functionalities including process automation, client relationship management, document and task management, financial reporting, and centralized communication. To further reinforce the company's client relations strategy, it is also recommended that LLC «BAZIS RK» develop a formal mission statement and a core values list to be featured on its website and social media platforms. These measures are aimed at strengthening brand identity and customer trust.

The estimated cost of implementing KeepinCRM is 52,40 thousand UAH. The projected outcomes are as follows: in the first year, total revenue is expected to increase by approximately 25%, expenses by 28,48%, and net profit by 17,22%.In the second year, relative to pre-implementation figures, revenue is projected to grow by 62,50%, expenses by 56,27%, and profit by 76,44%.The ROI is expected to reach 40,08% in the first year and 50,5% in the second, which is 5,8% higher than the company's pre-CRM figures.

Therefore, the proposed recommendations are economically viable for LLC «BAZIS RK».

REFERENCE LIST

1. Petroc Taylor Data growth worldwide 2010-2028. *Statista*. URL: https://www.statista.com/statistics/871513/worldwide-data-created/ (date of access: 17.03.2025).

2. Analyzing internal and external factors in livestock supply forecasting using machine learning: sustainable insights from South Korea / T. Chuluunsaikhan et al. *Sustainability*. 2024. Vol. 16, no. 16. P. 6907. URL: https://doi.org/10.3390/su16166907 (date of access: 17.03.2025).

3. Костенко В. Ю. Характеристика зовнішнього та внутрішнього середовища функціонування підприємства. *Сучасні напрямки розвитку менеджменту та економіки в умовах VUCA-світу* : зб. матеріалів науково-практ. конф. здобувачів вищ. освіти і молодих вчен., м. Харків, 17 листоп. 2022 р. Харків, 2022. С. 385–386. URL: https://dspace.khadi.kharkov.ua/items/8dc904f6-caef-4ec1-a373-06dfa36989ab (дата звернення: 17.03.2025).

4. The five forces. *Institute For Strategy And Competitiveness - Harvard Business School*. URL: https://www.isc.hbs.edu/strategy/business-strategy/Pages/the-five-forces.aspx (date of access: 18.03.2025).

5. Industry research: PESTEL analysis. *LibGuides at Washington State University*. URL: https://libguides.libraries.wsu.edu/c.php?g=294263&p=4358409 (date of access: 18.03.2025).

6. Simpson E. The Four Models in Grunig's and Hunt's PR Theories. *LinkedIn*. URL: https://www.linkedin.com/pulse/20140611205435-83891954-the-four-models-in-grunig-s-and-hunt-s-pr-theories/ (date of access: 18.03.2025).

7. Roberts J. Writing for strategic communication industries. Columbus : Ohio State University Libraries, 2016. 135 p. URL: https://ohiostate.pressbooks.pub/stratcommwriting/ (date of access: 18.03.2025).

8. Silfwer J. The four models of public relations. *The PR Blog*. URL: https://doctorspin.net/four-models-of-public-relations/ (date of access: 18.03.2025).

9. Daghfous A., Barkhi R. The strategic management of information technology in UAE hotels: An exploratory study of TQM, SCM, and CRM implementations. *Technovation*. 2009. Vol. 29, no. 9. P. 588–595. URL: https://doi.org/10.1016/j.technovation.2009.05.007 (date of access: 18.03.2025).

10. Cherniavska O., Kaznodii V. The innovative marketing management systems in digitalization conditions. *Management*. 2024. Vol. 38, no. 2. P. 96–106. URL: https://doi.org/10.30857/2415-3206.2023.2.8 (date of access: 18.03.2025).

11. Kindrat O. V., Cherniak Y. R. Information technology is an essential tool for modern management. *Scientific messenger of LNU of veterinary medicine and biotechnologies*. 2024. Vol. 26, no. 104. P. 97–101. URL: https://doi.org/10.32718/nvlvet-e10415 (date of access: 18.03.2025).

12. Using CRM systems for the development and implementation of communication strategies for digital brand management and internet marketing: eu experience / O. Berestetska et al. *International journal of professional business review*. 2023. Vol. 8, no. 4. P. e01613. URL: https://doi.org/10.26668/businessreview/2023.v8i4.1613 (date of access: 18.03.2025).

13. Pohludka M., Štverková H. The best practice of CRM implementation for small- and medium-sized enterprises. *Administrative sciences*. 2019. Vol. 9, no. 1. P. 22. URL: https://doi.org/10.3390/admsci9010022 (date of access: 18.03.2025).

14. Stein A. D., Smith M. F., Lancioni R. A. The development and diffusion of customer relationship management (CRM) intelligence in business-to-business environments. *Industrial marketing management*. 2013. Vol. 42, no. 6. P. 855–861. URL: https://doi.org/10.1016/j.indmarman.2013.06.004 (date of access: 18.03.2025).

15. Khodakarami F., Chan Y. E. Exploring the role of customer relationship management (CRM) systems in customer knowledge creation. *Information &*

management. 2014. Vol. 51, no. 1. P. 27–42. URL: https://doi.org/10.1016/j.im.2013.09.001 (date of access: 18.03.2025).

16. Thakur R., Workman L. Customer portfolio management (CPM) for improved customer relationship management (CRM): are your customers platinum, gold, silver, or bronze?. *Journal of business research*. 2016. Vol. 69, no. 10. P. 4095–4102. URL: https://doi.org/10.1016/j.jbusres.2016.03.042 (date of access: 18.03.2025).

17. Удочкін М. В., Осокіна А. В. Вдосконалення управління взаємовідносинами з клієнтами бізнес-організації на ринку B2B. *Стратегічні імперативи сучасного менеджменту* : зб. матеріалів VI мшжнар. науково-практ. конф., м. Київ, 21 жовт. 2022 р. Київ, 2022. С. 319–322. URL: https://ir.kneu.edu.ua:443/handle/2010/39149 (дата звернення: 18.03.2025).

18. Yamaha corporation. *Yamaha Corporation - Global*. URL: https://www.yamaha.com/en/ (date of access: 18.03.2025).

19. Павлов К. В. Оцінка конкурентоспроможності регіональних ринків житлової нерухомості України : монографія. Луцьк : ПрАТ «Вол. обласна друк.», 2018. 482 с. URL: https://evnuir.vnu.edu.ua/bitstream/123456789/15676/1/final.pdf (date of access: 26.01.2024).

20. Сучасний менеджмент і маркетинг нерухомості : навч. посіб. / І. О. Новаковська та ін. Київ : Нац. авіац. ун-т, 2021. 248 с. URL: https://er.nau.edu.ua/handle/NAU/57786 (date of access: 26.01.2024).

21. Максимчук М. В. Інституціалізація регіональних ринків житла в Україні. Соціально-економічні проблеми сучасного періоду України. 2018. № 1. С. 58–63. URL: https://ird.gov.ua/sep/sep20181(129)/sep20181(129)_058_MaksymchukM.pdf (date of access: 26.01.2024).

22. Які документи необхідні для продажу будинку в Україні (2025 рік) - АН Маяк. *Агентство нерухомості Маяк*. URL: https://mayak.kiev.ua/news/dokumenty-dlya-prodazhu-budynku (дата звернення: 19.03.2025).

23. Оренда нерухомості: загальні правила, необхідні документи. *ІнстаДок*. URL: https://instaco.com.ua/news/orenda-neruhomosti-zagalni-pravila-neobhidni-dokumenti (дата звернення: 19.03.2025).

24. Перелік документів для державної реєстрації речових прав на нерухоме майно. *LDN*. URL: https://ldn.org.ua/useful-material/perelik-dokumentiv-dlya-derzhavnoji-rejestratsiji-rechovyh-prav-na-neruhome-majno/ (дата звернення: 19.03.2025).

25. Договір дарування нерухомого майна. *Wiki Legal Aid*. URL: https://legalaid.wiki/index.php/Договір_дарування_нерухомого_майна#Перелік_документів (дата звернення: 19.03.2025).

26. Документи для отримання кредиту. *Державний фонд сприяння молодіжному житловому будівництву*. URL: https://www.molod-kredit.gov.ua/zhytlovi-prohramy/kredyt-dlia-vpo-kfw/dokumenty-dlia-otrymannia-kredytu (дата звернення: 19.03.2025).

27. Як узаконити реконструкцію будинку в Україні в 2025 році?. *DOZVIL*. URL: https://dozvil.ua/uk/kak-uzakonit-rekonstrukciyu-doma (дата звернення: 19.03.2025).

28. Які документи необхідні для будівництва будинку. *Qproject*. URL: https://qproject.com.ua/ua/articles/kakie-dokumenty-neobkhodimy-dl/ (дата звернення: 19.03.2025).

29. Грошова компенсація за зруйноване житло внаслідок збройної агресії РФ. *Гід з державних послуг - Гід онлайн Дія*. URL: https://guide.diia.gov.ua/view/pryiniattia-rishennia-pro-nadannia-hroshovoi-kompensatsii-postrazhdalym-zhytlovi-budynky-kvartyry-iakykh-zruinovano-vnaslidok-na-0fe6e45b-3d5a-4f44-a4b6-b3e750c76891 (дата звернення: 19.03.2025).

30. Андрєєва, В., Бондаренко, Г. (2021). Управління ріелтерським бізнесом в Україні. Вчені записки Університету «КРОК», (1 (61), 102–106. https://doi.org/10.31732/2663-2209-2021-61-102-106 (date of access: 26.01.2024).

31. Рибіна О. І. Ринок нерухомості : сутність, складові, особливості аналізу в оціночній діяльності. Інфраструктура ринку. 2021. № 54. С. 172–175. URL: https://repo.snau.edu.ua/handle/123456789/10045 (date of access: 18.01.2024).

32. What entities are there on the real estate market?. *riel*. URL: https://riel.ua/en/blogs/rozmayittya-ta-bagatolikist-rinku-nerukhomosti (date of access: 19.03.2025).

33. Бляхарський Я. С. Функції девелопера будівництва як учасника ринку нерухомості. Scientific Collection «InterConf». 2023. № 152. С. 277–283. URL: https://archive.interconf.center/index.php/conference-proceeding/article/view/3165 (date of access: 18.01.2024).

34. Красневич О. А. Теоретичні аспекти дослідження ринку житлової нерухомості України під час воєнної економіки. Економіка та суспільство. 2023. № 48. URL: https://www.economyandsociety.in.ua/index.php/journal/article/view/2222 (date of access: 18.01.2024).

35. Folger J. Is a career in real estate right for you?. Investopedia. URL: https://www.investopedia.com/articles/personal-finance/040215/real-estate-broker-career-you.asp (date of access: 11.02.2024).

36. Сергієнко М. Маклер, брокер і рієлтор – в чому різниця. DOM.RIA.com. URL: https://dom.ria.com/uk/articles/makler-broker-i-rieltor-v-chem-raznica-173590.html (date of access: 18.01.2024).

37. Петровський Д. Як отримати компенсацію за зруйнований будинок: відповідь експерта. УНІАН. URL: https://www.unian.ua/economics/finance/yak-otrimati-kompensaciyu-za-zruynovaniy-budinok-vidpovid-eksperta-12364716.html (date of access: 11.02.2024).

38. Чевганова В. Я., Григор'єва О. В., Хадарцев О. Фактори формування ціни на ринку житла в Україні. Building innovations : зб. наук. пр., м. Баку, 24 трав. 2018 р. Полтава, 2018. С. 455–457. URL: https://reposit.nupp.edu.ua/handle/PoltNTU/4330 (date of access: 11.02.2024).

39. Медвідь Д. Особливості ціноутворення на регіональних ринках нерухомого майна. Трансформація національної моделі фінансовокредитних відносин: виклики глобалізації та регіональні аспекти : Зб. матеріалів VI Всеукр. науково-практ. конф., м. Ужгород, 24 листоп. 2021 р. Ужгород, 2021. С. 28–30.

URL: https://dspace.uzhnu.edu.ua/jspui/bitstream/lib/54736/1/V.pdf#page=29 (date of access: 11.02.2024).

40. Поярков М. О. Ринок нерухомості в період пандемії: сучасні тренди і прогнози. Інвестиції: практика та досвід. 2021. № 22. С. 73–77. URL: http://www.investplan.com.ua/pdf/22_2021/14.pdf (date of access: 27.02.2024).

41. Шатківська А. С. Аналіз сучасного стану ринку нерухомості в Україні. Вісник студентського наукового товариства Донецького національного університету імені Василя Стуса. 2020. Т. 1, № 12. С. 264–268. URL: https://jvestnik-sss.donnu.edu.ua/article/view/8464 (date of access: 27.02.2024).

42. Журба О. «В Україні недооцінений ринок нерухомості, але є великий потенціал» - Юридична Газета. Юридична газета. URL: https://yur-gazeta.com/interview/v-ukrayini-nedoocineniy-rinok-neruhomosti-ale-e-velikiy-potencial.html (date of access: 27.02.2024).

43. Аналіз ринку нерухомості на 2020 рік. ЖК «Бестужевські сади «. URL: https://www.bestujevskie-sady.kharkov.ua/ua/analiz-rinku-neruhomosti-na-2020-rik/ (date of access: 27.02.2024).

44. Бондаренко О. Ю., Довбуш В. А. Сучасний стан ринку житла в Україні. Сучасні технології та методи розрахунків у будівництві. 2021. № 16. С. 212–218. URL: https://eforum.lntu.edu.ua/index.php/construction/article/view/728 (date of access: 27.02.2024).

45. Насадюк О. Відчуття стилю. PRAVO.UA. URL: https://pravo.ua/articles/vidchuttia-styliu/ (date of access: 27.02.2024).

46. Федірко А., Хома Р., Резніченко Д. Будівництво скоротилося, попит обвалився, але ціни не падають. Дослідження ринку нерухомості під час війни. Forbes.ua | Бізнес, мільярдери, новини, фінанси, інвестиції, компанії. URL: https://forbes.ua/money/budivnitstva-ne-zapuskayutsya-popitu-nemae-ale-tsini-ne-padayut-doslidzhennya-rinku-nerukhomosti-pid-chas-viyni-vid-ernst-amp-young-13032023-12337 (date of access: 07.03.2024).

47. Дослідження ринку нерухомості під час війни від EY. EY Deutschland - Home | Building a better working world. URL: https://www.ey.com/uk_ua/news/ey-

ukraine-in-media/doslidzhennya-rynku-nerukhomosti-pid-chas-viyny-vid-ey (date of access: 07.03.2024).

48. Пінькас Т. «Квартири для айтівців « та знижки переселенцям. Інтерв'ю з рієлторкою про зміни в ринку житла. Суспільне Новини. URL: https://suspilne.media/384194-kvartiri-dla-ajtivciv-ta-znizki-pereselencam-intervu-z-rieltorkou-pro-zmini-v-rinku-zitla-u-cernivcah/ (date of access: 07.03.2024).

49. Яку нерухомість купують українці під час війни. Волинь24. URL: https://www.volyn24.com/news/197449-iaku-neruhomist-kupuyut-ukrainci-pid-chas-vijny (date of access: 07.03.2024).

50. Як змінився ринок нерухомості під час війни: купівля та оренда. Oksagen. URL: https://oksagen.ua/uk/novosti/yak-zminyvsya-rynok-neruhomosti-pid-chas-vijny-kupivlya-ta-orenda/ (date of access: 22.03.2024).

51. Програма доступного кредитування житла. єОселя. URL: https://eoselia.diia.gov.ua/ (date of access: 22.03.2024).

52. ЄВідновлення у застосунку Дія: подавайте заяву про ремонт пошкодженого житла за новою програмою. *Державні послуги онлайн | Дія*. URL: https://diia.gov.ua/news/podavajte-zayavu-pro-remont-poshkodzhenogo-zhitla-v-diyi-u-zastosunku-dostupna-programa-yevidnovlennya (дата звернення: 19.03.2025).

53. Підсумки ринку нерухомості 2024 від ЛУН. *LUN*. URL: https://lun.ua/misto/2024?srsltid=AfmBOoosC_UOHqdwxJN3qZLn_o4FNTOQg-lpp8lgrDiCDMh6oNeGHfA5 (дата звернення: 19.03.2025).

54. У 2025 очікується зростання цін на первинну нерухомість в межах 10-20%. *3М2*. URL: https://3m2.ua/news/u-2025-ochikuyetsya-zrostannya-czin-na-pervynnu-neruhomist-v-mezhah-10-20/ (дата звернення: 19.03.2025).

55. Вплив війни на ринок нерухомості в Україні: прогноз на 2025 рік. *riel*. URL: https://riel.ua/blogs/vpliv-viini-na-rinok-nerukhomosti-v-ukrayini-prognoz-na-2025-rik (дата звернення: 19.03.2025).

56. Бербека Н. Тенденції цін. Що буде з ринком нерухомості після війни. Економічна правда. URL: https://www.epravda.com.ua/columns/2022/08/25/690797/ (date of access: 22.03.2024).

57. Олійник І. Через війну в Україні зруйновано більше житла, ніж було побудовано за останні 7 років. Ринок впав і може залишатися на тому ж рівні ще рік після війни. Ось чому. ЗАБОРОНА. URL: https://zaborona.com/cherez-vijnu-v-ukrayini-zrujnovano-bilshe-zhytla-nizh-bulo-pobudovano/ (date of access: 22.03.2024).

58. Завальнюк І. Як змінився ринок нерухомості та запити українців під час війни: інтерв'ю із українським девелопером Вячеславом Кредісовим. UA.NEWS. URL: https://ua.news/ua/money/kak-yzmenylsya-rynok-nedvyzhymosty-y-zaprosy-ukrayntsev-vo-vremya-vojny (date of access: 22.03.2024).

59. Yurchyshyn Y., Parasii-Verhunenko I., Nazarova K. Methods of choosing strategic alternatives for the development of a commercial enterprise. *Black sea economic studies*. 2023. No. 79. URL: https://doi.org/10.32782/bses.79-32 (date of access: 22.10.2024).

60. Salesjam CRM consulting. Огляд популярних CRM - систем | Плюси і мінуси, ціни на підписку | Як обрати CRM для відділу продажу, 2023. *YouTube*. URL: https://www.youtube.com/watch?v=d33j6H4M_1I (дата звернення: 26.02.2025).

61. Salesjam CRM consulting. Огляд 17 CRM для малого бізнесу | CRM для товарки, для послуг, CRM для Б2Б | українські CRM, 2024. *YouTube*. URL: https://www.youtube.com/watch?v=hasz-a3n5C0 (дата звернення: 26.02.2025).

62. Eugenia. Найкращі CRM для бізнесу: ТОП-16. Блог хостера HOSTiQ.ua. URL: https://hostiq.ua/blog/ukr/best-crm-systems/ (дата звернення: 31.03.2025).

63. Ведення геодезичних та геологічних послуг у CRM-системі: досвід компанії Геотоп. *KeepinCRM*. URL: https://keepincrm.com/case-geotop (дата звернення: 01.04.2025).

64. *KeepinCRM*. URL: https://keepincrm.com/ (дата звернення: 01.04.2025).

65. 50+ CRM statistics you should know in 2024. *Freshworks*. URL: https://www.freshworks.com/theworks/insights/crm-statistics/ (date of access: 03.04.2025).

66. Beyond CRM: Rethinking Customer Service in a Connected, Digital Age. 2017. 10 p. URL: https://hbr.org/sponsored/2017/01/beyond-crm-rethinking-customer-service-in-a-connected-digital-age (date of access: 04.04.2025).

67. Plaksij Z. CRM benefits: 7 ways CRM improves customer relationships. *SuperOffice CRM*. URL: https://www.superoffice.com/blog/crm-benefits/ (date of access: 04.04.2025).

68. Mansuriya R. What is the success rate of companies implementing a CRM system?. URL: https://qr.ae/pAhItY (date of access: 04.04.2025).

69. CRM EXPERTS. *Впровадження CRM*. URL: https://crmexperts.ua/ (date of access: 04.04.2025).

APPENDIX

Appendix A

Calculation of the Weighted Assessment of Evaluation Criteria for Internal and External Environment Factor Groups Using the SPACE Analysis Method for LLC «BAZIS RK»

Criteria	Score, points					Weight	Weighted Score
Financial Stability							
Liquidity					5	0,05	0,25
Current Asset Turnover					5	0,25	1,25
Fixed Asset Turnover					5	0,1	0,5
Profitability		2				0,3	0,6
Financial Autonomy					5	0,15	0,75
Profit Stability	1					0,15	0,15
Financial Stability							3,5
Company Competitiveness							
Market Share		2				0,1	0,2
Product/Service Quality					5	0,4	2
Product Life Cycle Stage		2				0,05	0,1
Customer Loyalty					5	0,3	1,5
Sales Profitability					5	0,1	0,5
Degree of Vertical Integration	1					0,05	0,05
Company Competitiveness							4,35
Industry Attractiveness							
Growth Potential			3			0,2	0,6
Competitive Environment			3			0,1	0,3
Industry Life Cycle Stage		2				0,1	0,2
Resource Utilization	1					0,2	0,2
Capital Intensity		2				0,1	0,2
Market Entry Barriers				4		0,1	0,4
Government Support	1					0,2	0,2
Industry Attractiveness							2,1
Environmental Stability							
Innovation				4		0,1	0,4
Inflation		2				0,1	0,2
Demand Variation				4		0,3	1,2
Government Regulation of the Industry				4		0,15	0,6
Competitor Aggressiveness		2				0,3	0,6
Marketing and Advertising Opportunities					5	0,05	0,25
Environmental Stability							3,25

Appendix B

Modern CRM-systems and their description

Name	Ideal user	Advantages	Disadvantages	Price
KeepinCRM	Small Business. B2B, Retail, e-commerce, and services	• Automation • Customizable interface • Data Analysis • Flexible & easy setup • Integration with other services	• No mobile application	300 UAH/user
NetHunt	Small Business. B2B, B2C, Retail, e-commerce, online services	• Automation • Built-in Gmail • Customizable interface • Integration with other services • Mobile application • Native LinkedIn integration	• Manages a small number of orders • Mostly focused on the Gmail ecosystem • Suitable for services with non-complex process chains	360 UAH/user
Pipedrive	Micro, Small, and Medium Business. B2B. Long-term sales	• Additional marketplaces • Automation • Flexible & easy setup • Integration with other services • Mobile application • Table-based interface available	• Interface is not customizable • Suitable for services with non-complex process chains	Starts at 560 UAH/user
Zoho	Small, Medium Business	• Access to 60+ connected platforms (projects, chats, finance, corporate portal, BI platform) • Customizable interface • Data analysis • Flexible deal processing • Integration with other services • Mobile app	• Difficult setup • No Ukrainian interface	Starts at 625 UAH/user
Creatio	Small, Medium, Large Business	• Automation • Customizable interface • Integration with other services	• Difficult setup • Monthly subscription is not possible	Starts at 830 UAH/user
Uspacy	Small, Medium Business that provides various services. B2B, B2C	• Automation • Customizable interface • Data analysis • Integration with other services • Manage day-to-day operations • Mobile application	• No finance module	319 UAH/user
Clever BOX CRM	Businesses providing services	• Mobile application • Telephony and messenger integration	• Primarily focused on health and beauty industries	1700 UAH/user
SmartCRM	Small, Medium, Large Business. B2B, B2C	• Automation • Data analysis • Flexible & easy setup • Flexible deal processing • Integration with other services • Telephony and messenger integration	• No mobile application	399 UAH/user

Formed by the author based on sources [60; 61; 62].