

Chapter 5

Conclusions, Discussion, and Recommendations

Conclusion

In the wake of the global financial market's evolution, the real estate industry is poised to maintain enduring significance in the foreseeable future. As a participant in this evolutionary process, B Real Estate Company must recognize that the industry has entered a new phase of development. Consequently, the company should proactively seize this opportunity and implement effective measures to capitalize on it. This juncture is notably critical for B Real Estate Company, with potential challenges encompassing the pace of progress, stability of quality, fluctuations in investment and construction costs, indicative of substantial variables in the construction process. Thus, within the prevailing market conditions, the company must fortify stringent control over project progression, quality assurance, construction costs, as well as the extant mechanisms and management protocols throughout the construction process. Timely and efficient resolution of potential issues is imperative to ensure the seamless execution of project construction.

The operations management plan must exhibit high efficiency, robust coordination, and execution capabilities, as any shortcomings may impede project planning, construction, subsequent operations, and ultimately impact the company's overall profitability. Given these considerations, this paper seeks to scrutinize the prevalent issues in project planning and operational management by amalgamating pertinent information regarding B Real Estate Company and the projects it oversees in the construction phase, proposing corresponding remedial strategies.

This paper principally employs in-depth interviews and experiential analysis as research methods to investigate and assess the notable problems inherent in the planning and operational management of B Real Estate Company's real estate projects. Subsequently, it proffers improvement measures. Grounded in the outcomes derived from interviews and analyses, this study posits that B Real Estate Company faces challenges in its planning and operational management. In the realm of planning management, the predominant issues encompass indistinct strategy formulation, inadequate alignment with the company's overarching strategy, and insufficient target segmentation. Concerning operational management, the primary challenges manifest

as a lack of functional service consciousness, diminished organizational efficiency, and feeble execution capabilities.

1. The challenges faced by B Real Estate Company in project operation management

Based on the data analysis, it can be concluded that the challenges faced by B Real Estate Company in project operations management are illustrated in Table 5.1.

Table 5.1 Key findings of the challenges faced by B Real Estate Company in project operations management

Issues	Key findings
Government Regulations and Policies	Government regulations and industry policies can have a direct impact on the project operation management of B Real Estate, and these regulations and policies need to be incorporated into the project management plan and ensure its execution.
Economic Conditions	The impact of financial policies will lead to the reduction of bank loans, resulting in increased financial pressure on companies. At the same time, economic downturn or volatility may lead to a decrease in market demand and a decrease in buyer confidence, which will reduce sales and cash flow.
Social and Cultural Factors	Including Employment opportunities, Economic growth, Improvement of community infrastructure, Cultural exchange and integration, social stability and sense of security, Green and sustainable development. It should be noted that in the actual situation, each case may have special factors or other factors that are not listed but are equally important.
Technological Advancements	Technological progress has become one of the important driving forces to promote the development of the industry. Through the introduction of advanced technology, real estate companies have made significant improvements in all aspects of design, construction, operation and so on.
Market Competition	First of all, in the market competition, product quality and price is one of the determining factors. Secondly, in terms of marketing, effective communication and advertising also play a crucial role good after-sales service can win customer reputation and promote the willingness to buy again.
Labor Market and Skills Availability	First of all, with the continuous development of China's economy, the real estate industry has also shown a booming trend. Secondly, it is essential for a successful project employee to have a certain level of professional knowledge and skills. In addition, flexibility and adaptability are also one of the characteristics of a good project employee.

The B Real Estate Company encounters a myriad of challenges in the management of project operations. Direct influences from government regulations and industry policies necessitate their seamless integration into the project management plan to ensure the effective execution of projects. Additionally, economic conditions exert financial pressures, with factors such as reduced bank loans, economic downturns, and market volatility potentially diminishing demand, thereby resulting in decreased sales and cash flow.

Social and cultural elements, including considerations of employment opportunities, economic growth, and sustainability, also significantly contribute to shaping the landscape of the real estate industry. Moreover, technological advancements play a pivotal role in propelling improvements in the realms of design, construction, and operational processes. The dynamics of the labor market, influenced by prevailing economic trends in China, further underscore the need for skilled and adaptable project employees to facilitate successful operations in the continually evolving real estate sector.

Market competition within the industry is contingent upon various factors, including product quality, pricing strategies, effective communication, advertising initiatives, and post-sales service. The ever-changing nature of the labor market, driven by economic trends in China, underscores the necessity for skilled and adaptable project personnel to ensure the success of operations in the dynamic real estate sector.

2. The current state of project operation management in B Real Estate Company

Based on the data analysis, it can be concluded that the current state of project operation management in B Real Estate Company are illustrated in Table 5.2.

Table 5.2 Key findings of current state of project operation management in B Real Estate Company

Issues	Key findings
Project Planning and Scheduling	Traditional project management methods, including the development of a detailed project plan, the identification of key milestones and tasks, and the allocation of resources, ensure a clear understanding of the timing and prioritization of tasks, ensure effective management of project schedules and schedules, and prefer to select the right tools for the specific needs
Resource Allocation	Larger scale or high priority projects often receive more resources to ensure their smooth progress. The allocation of resources also takes into account the human, financial and material requirements required for each project. Consider the degree to which each project contributes to the achievement

Table 5.2 Key findings of current state of project operation management in B Real Estate Company (cont.)

Issues	Key findings
	of the company's overall goals and strategic plan. Focus on projects that are strategically relevant to the company's core business. The company also evaluates the stage of each project and its level of urgency. There may be challenges in allocating resources such as budget constraints or supply chain bottlenecks.
Budget and Cost Management	Follow standard budget procedures, including budget formulation, monitoring and adjustment. Project cost management uses professional software to track and analyze to ensure completion within the specified time. Conduct a detailed cost analysis for each project and adjust the budget in time according to the actual situation. Do adequate market research and needs assessment before starting the project. Strictly implement the construction plan, and supervise the construction progress and quality through on-site inspection. Adopt lean production model to increase efficiency and reduce costs. Use value engineering techniques to find more cost effective or higher performance alternatives
Quality Control and Assurance	Establish strict quality management system to maintain and ensure the quality of the project. Establish good relationship with suppliers, evaluate and select them. Hold regular team meetings to discuss and resolve quality issues or deviations
Stakeholder Engagement and Communication	Understand customer needs by phone, email or face-to-face and provide timely feedback on project progress. Contracts and agreements are signed to clarify the responsibilities and rights of both parties, and regular meetings are held to communicate the progress of the project. Publish regular project progress reports, organize various forms of communication activities to collect opinions, and establish special channels for handling complaints and feedback information

Traditional project management methods are employed, involving the development of detailed project plans, identification of key milestones and tasks, and resource allocation. Larger or high-priority projects receive increased resources, considering human, financial, and material requirements, and their alignment with overall company goals. Budget and cost management follow standard procedures, incorporating professional software for tracking and analysis. Quality control is maintained through a strict management system, supplier relationships, and regular team meetings to address quality issues. Stakeholder engagement involves understanding customer needs through

various communication channels, signing contracts to clarify responsibilities, and regular progress reporting to foster transparent and effective communication. Overall, the company emphasizes strategic relevance, efficient construction practices, and continuous improvement in project management processes.

The research findings highlight several key problems in both the project planning and operations management of B Real Estate Company as show in Table 5.3.

Table 5.3 Key findings of the project planning and operations management problems of B Real Estate Company

Problem	Issues	Key findings
Project Planning Problems	Unclear Plan Management Strategy	The company lacks systematic strategic planning and design in operation management, leading to a lack of coordination among departments and deviation from enterprise goals.
	Mismatch Between Plan Management and Strategy	The company's major operation objectives do not align well with the overall strategy, particularly in the transition from a "high capital turnover" model to a focus on "improving quality and controlling speed.
	Lack of Target Subdivision	There is insufficient in-depth goal subdivision, resulting in a weak standardization of management processes and a lack of clarity in job responsibilities, leading to challenges in project progress.
Operations Management Problems	Weak Management Mechanisms	The company lacks reliable management mechanisms, causing conflicts between multiple instruction sources and hindering effective decision-making and execution.
	Lack of Functional Service Consciousness	Functional goals are unclear, and there is a lack of support and judgment for different projects, resulting in inefficiencies and a failure to solve problems effectively.
	Inefficient Organizational Structure	The organization lacks clear department functions, resulting in an inability to implement corporate strategy effectively. The lack of a long-term management and supervision system for operation management further exacerbates the problem.
	Poor Execution and Coordination	The company faces challenges in business efficiency, process planning, resource allocation, and internal communication, leading to low project management efficiency and ineffective control of important work.

B Real Estate Company's issues revolve around the lack of clarity and coordination in both project planning and operations management. The company faces challenges in aligning its strategies with operational goals, ensuring efficient execution, and fostering a strong organizational structure. Addressing these issues requires a comprehensive reevaluation of the planning and management processes, emphasizing strategic alignment, goal subdivision, improved communication, and the establishment of effective management mechanisms.

3. Initiatives for project operation management at B Real Estate Company

The initiatives for project operation management at B Real Estate Company are a comprehensive set of strategic actions aimed at addressing key challenges and enhancing operational efficiency in the ever-evolving real estate landscape. These initiatives cover a spectrum of critical areas as show in Figure 5.1.



Figure 5.1 Initiatives for project operation management at B Real Estate Company

The Strategic Vision Refinement Initiative is centered on the overhaul of the strategic planning process to ensure its alignment with operational goals. The company endeavors to achieve this objective by undertaking a comprehensive review of existing strategies, establishing clear objectives, and implementing a structured subdivision of goals for projects. Over a 3–6 month period, strategic planning experts, project managers, and cross-functional teams collaborate, conducting regular assessments of goal alignment with improvements in standardization serving as key performance indicators.

The aim of the Strategic Harmony Initiative is to fortify management mechanisms for streamlined decision-making and execution. The company seeks to identify and eliminate sources of conflict, institute a centralized decision-making process, and implement clear communication channels. Over a 4-8 month timeline, management consultants, communication platforms, and conflict resolution specialists are enlisted, with indicators such as the reduction in conflicts, improved decision-making speed, and enhanced execution efficiency guiding the initiative.

The Operational Symphony Initiative focuses on restructuring the organizational framework to enhance strategic implementation. Through the evaluation and redefinition of department functions, establishment of a long-term management and supervision system, and introduction of agile structures, the company aims to improve strategic alignment, increase efficiency in project execution, and enhance communication within the organization. Organizational development experts, HR professionals, and management consultants collaborate over a 6-12 month timeline, with improved strategic alignment and efficiency serving as key performance indicators.

The Tech Synergy Initiative seeks to enhance project efficiency through technological integration. By identifying suitable technology solutions, implementing project management software, and providing relevant training, the company strives to increase efficiency in project schedules, resource allocation, and cost management. IT specialists, project management software vendors, and training programs contribute over a 3-6 month timeline, with increased efficiency in project operations as a key performance indicator.

The Talent Cultivation Odyssey Initiative is designed to strengthen the skills and adaptability of project employees. Through skills assessment, customized training programs, and the integration of cutting-edge technology, the company aims to improve employee skills, increase adaptability, and receive positive feedback from project teams. Training specialists, industry experts, and training materials are engaged in an ongoing initiative integrated into the company's long-term HR strategy.

Collectively, these initiatives formulate a strategic roadmap for B Real Estate Company, addressing challenges in strategic planning, management structures, organizational efficiency, technological integration, and talent development. The company's commitment to these initiatives reflects a proactive approach to staying competitive and agile in the dynamic real estate sector, fostering innovation, growth, and sustained excellence.

Discussions

1. Discussions of the challenges faced by B Real Estate Company in project operation management

The B Real Estate Company presently confronts various challenges in the realm of project operation management, exerting a notable influence on the company's overall performance and success. This discussion aims to scrutinize these challenges and proffer viable solutions for their effective resolution.

1.1 Lack of effective communication:

One of the major challenges that B Real Estate faces in project operations management is the lack of effective communication between team members, stakeholders, and clients. This can lead to misunderstandings, delays in the decision-making process, and ultimately impact the project's timeline and results. This is consistent with the research of Joshi & Srinivasa (2012, pp. 164-187), in which the authors argue that effective common channels should be established among project team members, customers and stakeholders, and that regular meetings should be held to ensure that all relevant parties are informed of the progress of the project, solve problems in a timely manner, and make collective decisions. However, Company B has deficiencies in this aspect, especially the lack of communication channels between the company as a whole and external stakeholder, which has affected the progress and efficiency of the project.

1.2 Resource allocation:

Another major challenge for B Real Estate is the allocation of resources during project operation. Insufficient or misallocated resources can lead to delays or even failure to meet customer expectations. This is like the study of Liu & Meng (2012, pp. 35-36). In this study, the author believes that when the number of projects carried out by a company is multiple, resource allocation should be carried out for each project, and the resource allocation plan should be optimized according to the characteristics of different projects. At present, Company B has not established a holistic resource planning system to integrate with other projects before starting the project, and lacks a comprehensive evaluation system for required resources (such as human, financial, equipment/material availability, etc.), which makes it difficult for the project to match the established schedule and deliverables in terms of resources obtained.

1.3 Risk Management:

Effective risk management is crucial to the successful project operation and management of B Real Estate Company. However, this remains a considerable challenge due to various uncertainties associated with real estate projects, such as market fluctuations or regulatory changes. As pointed out by Xie (2012, pp. 31-35), real estate companies need to face complex and changeable macroeconomic environment, so a systematic risk identification, management and avoidance system is needed by every real estate company. However, for Company B, although it has this awareness at present, it has not yet established such a system, which leads to a large shortage in risk management.

2. Discussions of the current state of project operation management in B Real Estate Company

The current situation of project operation and management of B real estate company is a subject that needs careful analysis and evaluation. In this discussion, we will discuss various aspects of project operations management in a company.

2.1 Project plan:

Effective project planning is necessary to achieve desired results. This includes defining project objectives, setting realistic timelines, allocating resources appropriately, and identifying potential risks or challenges. As discussed in Zhou (2011, pp. 23-25), project planning is crucial for a real estate company to decide whether to carry out a new project, and the quality of the plan is directly related to whether the project can be completed in time. At present, B Real Estate Company still needs to further optimize the project plan, especially in the aspects of potential risk management and effective communication proposed in the previous section, which should be systematically constructed at the early stage of the project plan to ensure that every link can be reflected in the project plan.

2.2 Project quality control:

Maintaining high quality standards throughout the project is essential for customer satisfaction and reputation building. In this regard, Xia & Zhou (2015, pp. 38-39) pointed out that an important aspect of project management is the quality control of the project by the company. Whether the quality of the project can be ensured in this way directly affects the future earnings of the project and the company. In this regard, although B Real Estate Company has also built a project control process and system, the difference with relevant research is that it does not linkage analysis of project quality and future income, thus reflecting the shortcomings of quality control for the sake of quality, resulting in a failure to monitor compliance with established

standards at each stage of the project life cycle. Project team members also showed a lack of enthusiasm for this problem.

2.3 Performance evaluation:

As pointed out by Anavi & Golany (2010, pp. 9-18), regular and comprehensive performance evaluation can enable continuous improvement in the operation of the organizational structure of a multi-project operation company, and can also be a good measure of the performance of project team members. In this regard, the current performance evaluation system adopted by B Real Estate company is more based on project benefits, and the evaluation system is mainly based on the subjective recognition of managers, which leads to the failure to properly evaluate the performance of employees, and the performance evaluation system is not objective. B The company should evaluate the contributions of individuals and the overall performance of the team against predetermined indicators or key performance indicators (KPIs).

3. Discussions of the initiatives for project operation management at B Real Estate Company

The initiatives outlined for project operation management at B Real Estate Company make significant contributions to the existing body of knowledge in the field. These initiatives demonstrate a proactive and strategic approach to addressing challenges in the real estate sector and academic fields.

Regarding the strategic vision refinement initiative, the emphasis on revamping the strategic planning process aligns with the works of Kaplan & Norton (1996, pp. 75-85), who introduced the Balanced Scorecard as a strategic management tool. The initiative contributes by incorporating a thorough review of current strategies, clear objective establishment, and structured goal subdivision, reflecting a commitment to strategic alignment and adaptability (Kaplan & Norton, 1996, pp. 75-85; Fuentes, et al., 2020, pp. 1-21).

In the strategic harmony initiative, the focus on strengthening management mechanisms resonates with the literature on conflict resolution and centralized decision-making (Amason, 1996, pp. 123-148; Eisenhardt, 1989, pp. 57-74). By acknowledging the importance of clear communication channels and the reduction in conflicts, the initiative aligns with the works on effective organizational communication and conflict management (De Dreu & Weingart, 2003, p. 741; Chin, et al., 2008, pp. 437-454; Spaho, 2013, pp. 103-118; Griffin, et al., 2020, p. 889).

The operational symphony initiative, aiming to enhance strategic implementation through organizational restructuring, contributes to the broader literature on organizational design and efficiency (Galbraith, 1995, p. 369). By recognizing the need for a long-term

management and supervision system, the initiative aligns with the principles of organizational development (Cummings & Worley, 2014, p. 75; Singh & Ramdeo, 2020, p. 128).

In the tech synergy initiative, the focus on technological integration for project efficiency corresponds with the extensive literature on the role of technology in project management (Schwalbe, 2015, p. 89). The initiative aligns with the theoretical framework of technological adoption and project success (Rogers, et al., 2014, pp. 432-448; Akpan, et al., 2022, pp. 123-140).

The talent cultivation odyssey initiative's commitment to strengthening employee skills and adaptability aligns with the broader literature on talent management (Boudreau & Ramstad, 2005, pp. 17-26; Kaliannan, et al., 2023, p. 100926) and the importance of continuous learning in dynamic industries (Tynjälä, 2013, pp. 11-36; Sun, et al., 2020, pp. 5605-5614). By integrating cutting-edge technology into training, the initiative reflects the contemporary understanding of e-learning and skill development (Ruiz, et al., 2006, pp. 207-212; Supriyatno, et al., 2020, pp. 1099-1106).

The contributions of these initiatives lie in their alignment with established management and strategic theories, providing a practical application of these theories in the context of the real estate industry. By addressing key challenges through strategic actions, B Real Estate Company contributes to the evolving discourse on effective project operation management in the dynamic real estate landscape.

Recommendations

1. Improving Plan Formulation and Management at B Real Estate Company: A Comprehensive Approach

This section addresses issues within the plan management of B Real Estate Company and proposes corresponding improvement measures from three key perspectives: standardization of plan management, enhancement of the alignment between strategy and plan management, and strengthening and empowering the planning process.

1.1 Strategic Framework for Enhancing Plan Formulation and Management:

To address challenges in the planning stage, the following sequential steps are implemented to rectify the weak standardization identified in the previous chapter:

Firstly, a comprehensive operational working group is formed to complete the implementation of statistical historical plans and monitoring data. This results in

the development of a guiding version of the standard plan table. Building upon this foundation, the localized standard plan table is formulated by incorporating territorial government requirements, past classified project plan implementations, project development positioning, format scale, and marketing strategy. During the launch meeting stage, the implementation plan is devised based on the acquisition of project business objectives. Confirmation of the implementation plan requires signatures from the company's leader, the functional head, and the project head. This serves as the basis for process supervision, assessment, and incentive.

Secondly, the plan management process is augmented with a weekly scheduling meeting mechanism. This addition aims to proactively identify and address risk elements during plan implementation, allowing for timely correction and improvement. Any significant issues or the need for further coordination are reported to the company's senior management promptly, contributing to continual enhancement of the plan management process.

Thirdly, a monthly review meeting mechanism is established to assess the implementation of the plan. Monthly inventories are conducted, analyzing and evaluating the plan's rationality. Any general or challenging issues identified during the month are reported to management for timely adjustment of the implementation plan for the following month. Systemic problems necessitate coordination by management to devise improvement plans and enhance standard scheduling.

1.2 Enterprise Strategy and Plan Management for B Real Estate Company: A Focus on Centralization, Decentralization, and Standardization:

As the enterprise undergoes adjustments in strategy due to an increase in the number and scope of development projects, achieving a harmonious match between strategy and plan management becomes crucial for B Real Estate Company. This alignment directly influences whether the company's plan operation management can support future strategic development and enhance overall competitiveness. To this end, improvements are made in the following areas:

Firstly, to ensure effective implementation of the enterprise strategy, key operation management and decision-making links, such as finance and personnel, are planned and centralized. Business link operational power is distributed rationally to achieve enterprise objectives. Tasks such as product development, construction, and marketing are delegated to the executive level.

Secondly, in response to evolving market conditions, the decentralization of strategic and operational management power is flexibly adjusted. While decentralization

is necessary, the independence of grassroots organizations is preserved to facilitate flat operation management.

Thirdly, a comprehensive standardized system is established to ensure the effective implementation of enterprise operation and management power. This system facilitates both centralization and decentralization of power. In rapidly changing market conditions, the enterprise's grassroots can respond flexibly, achieving higher efficiency and better performance.

1.3 Enhancing Plan Management Efficiency: A Strategy for Process Optimization in B Real Estate Company:

Efficiency in the plan formulation process is a crucial aspect of plan management, and B Real Estate Company currently faces challenges in this area. To enhance plan management efficiency, a "process zero action" is undertaken. This involves collecting opinions and suggestions on process approval and report filling efficiency and burden reduction through discussion, communication, and questionnaire surveys. The operational working group organizes various functions to sort out and discuss process improvement plans. Unnecessary processes are abolished, authorization is classified and leveled, and process approval time and links are limited. Evaluation of the implementation effect of the process improvement plan is conducted over a six-month cycle, continuously improving process management and empowering projects.

To ensure effective project implementation, participants are required to complete work within specified timeframes during the plan management formulation stage. Upon receiving project approval documents, participants must promptly review the work of that phase to prepare for the next phase. A professional evaluation meeting is mandatory for all participants, determining the focus of work in the next stage. The overall design focus of the project should align with the delivery time, and any necessary adjustments should be made based on actual circumstances. The company's process design focus remains fixed, necessitating the adjustment of the number of secondary nodes as per specific situations. The planning management department is responsible for supervising and reviewing the use of secondary nodes to better meet the requirements of secondary nodes.

2. Enhancing Operational Excellence at B Real Estate Company: A Comprehensive Strategy

This section addresses challenges within the operation and management of B Real Estate Company, presenting corresponding improvement measures across four dimensions: strengthening executive power, integrating human resources within and

outside the organization, enhancing resource allocation efficiency, and refining the assessment and incentive system.

2.1 Strategic Measures for Operational Management Excellence

Effective operational management demands a high level of comprehensive skills. The consciousness, quality, professional level, and structure of the management team significantly impact the execution of operational management. Thus, B Real Estate Company must bolster the construction of its operational management talent pool and implement a long-term talent development organizational strategy. Simultaneously, the company should incorporate fresh perspectives from the market, establishing a scientific talent selection mechanism, sustainable training programs, and a classification and management system for talents. To reinforce executive force, optimizing the overall operation management process and aligning it with employee quality improvement and service awareness is imperative.

2.2 Optimizing Human Resources and Talent Development Strategies

Coordination by a large operational working group is essential for efficient human resource management. Allocating optimal business talents to each business line, enhancing the management system, and fostering service functions are critical for maximizing company benefits. Implementing personnel turnover, cultivating multi-skilled talents, establishing post manual mechanisms, and continuous training contribute to overall workforce development. B Real Estate Company's focus on talent training ensures a proficient team with a positive work attitude, gaining client trust and securing excellent projects.

2.3 Enhancing Resource Allocation Efficiency

B Real Estate Company must elevate resource allocation efficiency with a focus on priority projects and organizational coordination. Priority projects, characterized by high returns and low risks, require careful resource allocation to ensure long-term benefits. Emphasizing urgency, coordination, and importance in project progress is crucial, with projects required to justify resource acquisition. The company should enhance organizational coordination between projects, emphasizing the comprehensive quality of program and project managers. Program managers should engage in the entire development cycle, coordinating planning and management, while project managers should review and seek approval for project coordination plans.

This strategic framework encompasses comprehensive measures to enhance operational excellence at B Real Estate Company, addressing core challenges and fostering a proactive approach to management and resource allocation.

Future Research Recommendations

1. Subsequent research endeavors should undertake a more comprehensive exploration of how B Real Estate Company and analogous entities can devise adaptive strategies to navigate economic uncertainties. In light of the highlighted challenges associated with economic conditions, such as restricted access to bank loans and market volatility, comprehension of proactive measures and the implementation of effective risk management strategies becomes imperative. This research aims to investigate how companies within the real estate sector can bolster financial resilience, diversify funding sources, and modify operational models to thrive in varied economic landscapes.

2. Building upon the Tech Synergy initiative, future research should focalize on the seamless integration of advanced technologies into project operations. The examination of emerging technologies, such as artificial intelligence, augmented reality, or blockchain, is warranted, assessing their potential to revolutionize diverse facets of real estate project management. Grasping the enduring implications of technology adoption can provide guidance for B Real Estate Company to remain at the forefront of industry innovation.

3. The exploration of the impact of customer-centric approaches on project planning and operations management is imperative. Investigating how understanding and addressing customer needs, ensuring effective communication, and providing robust after-sales services contribute to customer satisfaction and loyalty is essential. This research aims to provide insights into refining customer engagement strategies, ultimately influencing project success and the company's overall market position.

4. A global comparative analysis of real estate practices, focusing on diverse regulatory environments, market dynamics, and successful strategies employed by leading real estate companies worldwide, should be conducted. Through benchmarking against international standards, B Real Estate Company can acquire valuable insights into alternative approaches to project planning and operations management, fostering a broader perspective on industry best practices and identifying potential areas for improvement.