

Strategic Management Methodology to Improve Sustainability in Companies Real Estate Housing Medians in Lima

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Abstract: In order to develop a strategic management technique to improve sustainability in medium-sized companies housing real estate agencies, the following investigation was carried out in the city of Lima. Both a qualitative and quantitative research approach was used to conduct the study. The sample was made up of 80 senior company managers real estate. In this way, the present study made it possible to elucidate characteristics in its current situation with respect to finance, commerce and marketing of the management business of real estate SMEs in Lima and when analyzing the results it was possible to note that almost all companies in different areas of the economic sector use similar strategies, which means that the application of a strategy will have a high probability of being successful binding on any other SME real estate company. In the same order of ideas, it is specified that the proposed strategic management model was addressed at the financial, operations, commercial and marketing levels. Likewise, it is highlighted that it was developed in the stage's transversal studies of preliminary studies, design, construction and deployment, and post-sale, which without a doubt allows a comprehensive approach adapted to the needs observed in companies addressed to ensure their sustainability.

Keywords: Strategic Management Methodology, Sustainability Business, Companies Real Estate, Construction Engineering, Development Areas.

1. INTRODUCTION

In Peru, the effects of international economic difficulties have not had consequences as serious as in other Latin American countries. In effect, the country has maintained the main macroeconomic variables are stable thanks to the construction sector, since it is one of the most important economic activities in the country. In this area there are organizations in both the public and private sectors, such as: The Ministry of Housing, Construction and Sanitation, company's real estate agencies, financial institutions and the population that needs housing. In Lima, one of the main characteristics of the recovery of this economic sector is a very dynamic management, such as the government programs of the Ministry of Housing and the Ministry of Economy and Finance, different accounts for the recovery of companies from the pandemic, the resumption of self-construction driven by people, who day by day they try to overcome the convenience, the environment with competitive interest rates and of course the newly created image. created outside the quality- price relationship that is already earned in Latin America, creating good economic expectations. There are a good number of companies in the region. real estate companies where the majority of which are small and medium companies. The Peruvian Chamber of Construction (CAPECO) to date has 88 companies registered companies most representative real estate agencies with the greatest participation in the region.

When talking about strategic management, it is known that there are different conceptualizations valid provided by authors such as: [1] is the art and science of formulating, implementing and evaluating decisions of different functionalities that will allow organizations to achieve their objectives. [2] strategic management is responsible for guiding the company towards the future desired, which implies that it must directly influence the achievement of the established objectives; this strategic management must also have access to all the information necessary to make appropriate decisions. Therefore, [3] indicates that it is crucial to recognize how strategic management exemplifies what managers do to create an organization's strategy; since it involves all the fundamental management tasks of the company. Likewise, [4] states that strategic management implies a holistic approach; furthermore, it is an approach to success business, along with adapting the strategic thinking of senior management to a management process. Also, in that sense, [5] investigated the connection on strategic management as an agent catalyst for competitiveness in successful organizations. Likewise, [6] analyzed the influence of orientation strategic, organizational, innovation capacity and strategic planning of the company's performance. For another on the other hand, [7] points out that strategic management allows the implementation of the organizational tools necessary to maintain adequate

management of the company. Finally, [8] points out that strategic management seeks to strengthen the performance of the centers productive at their different levels, developing activities that allow them to comply with action plans seeking to implement methods of institutional efficiency and effectiveness. From this point of view, strategic management could be considered as the art and science of identifying, suggesting and carrying out actions or activities that lead to the achievement of a company's objectives.

The sustainability Business is developed in organizations that, through their strategies and good practices, generate value to move towards a sustainable world [9]. In relation to sustainability in the housing construction sector, it is a comprehensive process that seeks to restore and maintain harmony between the natural environment and the built system, and create settlements that affirm human dignity and strengthen the economy with equity [10]. In this same order of ideas, the use of materials raw materials, manufactured construction materials, street and highway finishing materials, waste tank drainage systems liquids and solids, the type of paving and other processes are integrated into sustainable construction processes in all their phases; in that sense, the processes of urbanization and socialization are also incorporated saving technologies energy, recycling standards and interactions with nature [11]. That is why sustainable housing construction will allow in the future immediate solutions low impact due environmental and conservation, minimizing the use of natural resources as well as reducing waste solids in construction among other specific aspects [12]. It is important to promote change in the construction sector, to adapt to global development and sustainability objectives through environmental systems for buildings sustainable; in which they propose best environmental practices for all processes that generate the result of construction [13]. In this sense, sustainable construction refers to the implementation of the principles of sustainable development in all stages of the life cycle of a building [14]. That is, in the field of sustainable construction it is considered a relevant issue for the development of sectors productive, especially in the tourism field, since it must focus on sustainable construction and not only on economic benefit [15]. Finally, management in the company that applies sustainability focuses on a solidarity economy, investments are made with decisions with social and environmental principles, where investments economic policies are aimed at positive changes in good practices, in the impact of improvement in society and the environment, but without losing the horizon of sustainability business [16].

2. MATERIAL AND METHODS

2.1. Research questions

- I. What strategic management methodology will allow improving the sustainability of companies housing real estate medium?
- II. Strategic management business in the real estate sector?
- III. What are the most common objectives that can intervene in strategic management business in the real estate sector?
- IV. What are the indicators related to the objectives to build a management methodology that adapts to the circumstances of the current market?

2.2. Objectives of the study

- I. Strategic management methodology to improve the sustainability of company's real estate medium.
- II. Business management in the real estate sector and companies real estate medium.
- III. Strategic objectives similar and make a classification with those that go to intervene.
- IV. Determine the indicators related to the objectives to create a management methodology design adapted to the realities of the current market.

2.3. Hypotheses

- I. The medium ones companies real estate will be able to increase its sustainability in the market by applying a strategic management methodology.
- II. Strategic management real estate business will allow to pose appropriately the new management methodology in

companies real estate medium.

- III. Identification of the most common strategic objectives will allow you to make an appropriate selection of those who are going to intervene in the new strategic management methodology model business.
- IV. The correct identification of the indicators associated with the objectives aims to obtain a management methodology design in accordance with market reality.

The research was mixed, it is the type of research in which a researcher or team of researchers uses elements of a qualitative and quantitative research approach [17]. The study had a non-experimental, exploratory and explanatory design of the variables to study causal relationships [18]. The study population was made up of a group of managers from various companies real estate companies and businesses related to the construction industry that served as the basis for the study [19]. These managers provided information on the construction industry of the city of Lima. The study sample is considered as a subset of the population that has common characteristics; it was made up of 80 people related to the housing construction sector [20]. For the qualitative analysis, interviews with company managers real estate and businesses that generate activities related to construction [21]. Because the interest of this part of the study is to understand with certainty depth of how strategic management is developed in companies real estate agencies of the medium, the interview was carried out with a sample of 9 experts on the research topic, with management experience companies medium and large- scale within the construction and related sectors [22].

3. RESULTS AND DISCUSSIONS

3.1. Objective No. 1:

Strategic management methodology to improve the sustainability of companies real estate medium. For many companies, the use of strategic management is a model that needs to be understood to develop and optimize their organization, administration, among other areas that comprise it. According to [23], it is a specific process that allows you to achieve success corporate; however, the decisions made do not always go in the same direction since improvisation is often resorted to, which generates losses and being displaced by the competition. That is why strategic planning is one of the most coherent visions and missions of a manager since they translate into objectives, policies, strategies that form a guide towards the development of the company. Based on the above and taking as a basis the information obtained in the qualitative research, the interviews A strategic management methodology has been developed by experts based on 3 primary areas in an SME: (i) Finance area; (ii) area of operations; and (iii) Commercial and marketing area.

Table 1. Strategic Management Methodology for SME real estate agencies

Area	Sub Area	Indicator
Finance	Administrative and legal management	<ul style="list-style-type: none"> ▪ Number of documents and files digitized ▪ Number of meetings, appointments and events scheduled
	Human talent management	<ul style="list-style-type: none"> ▪ Business climate ▪ Employee well -being ▪ Organizational communication
	Treasury and accounting	<ul style="list-style-type: none"> ▪ Amount of accounts receivable ▪ Collection management
	Financial	<ul style="list-style-type: none"> ▪ Number of approved projects ▪ Number of projects executed
Operations	Engineering , Architecture and Design	<ul style="list-style-type: none"> ▪ Number of projects approved by the client
	Customer management and after- sales	<ul style="list-style-type: none"> ▪ Identification of the most profitable clients ▪ Satisfaction surveys
	Inventory management	<ul style="list-style-type: none"> ▪ Stock Identification
Commercial and marketing	Service and customer service management	<ul style="list-style-type: none"> ▪ Number of clients satisfied
	Sales management	<ul style="list-style-type: none"> ▪ Quantity of products sold
	Strategic intelligence	<ul style="list-style-type: none"> ▪ Number of reports made

- **Finance Area:** For companies in the construction sector, financial management is a key element for the functioning of organizations. According to [24], financial management is responsible for directing, planning, controlling, monitoring, organizing and coordinating financial resources. That is, while All these actions are carried out optimally, greater investment will be generated for companies. Within the main functions is the allocation of

funds current and assets fixed to then generate an appropriate dividend policy. According to what was analyzed, the following sub-areas have been taken into consideration and within each of them indicators have been found that should be monitored.

- **Area of operations:** Some authors they agree that the operations system is related to production. According to [25], it is a variable that is used to make demand projections through simulations that help make better decisions and the return on investment to satisfy the market defined by the company. The operations area is a multidisciplinary team that must connect with the client 's requirements, goals and objectives to coordinate appropriately the various resources at your disposal, including scope, time, quality, budget, security and legal aspects.
- **Commercial and marketing area:** Customer service is the commitment to the user during the sales cycle that guarantees that their requirements and expectations are met. Customer service in this area of customer management focuses on problem resolution, complaint management, and technical support. And they both focus on staying attentive to the expectations and needs of the client and offer answers helpful promptly.

3.2. Objective No. 2:

Business management in the real estate sector and companies real estate medium. The analysis of the current situation of the business management of real estate SMEs helped to better understand the organization of companies and how new strategic variables should be implemented that complement their development. Likewise, professionals identified the most common strategic objectives in this type of companies according to their specialty and experience, concluding that almost all companies in different sectors use similar strategies.

Table 2. Business management factors

Code	Response patterns _	Frequency
1	Achieve the proposed goals according to each area	1
2	Increase the number of clients	1
3	Generate more sales every year	1
4	Expand into other lines of business	1
5	Optimize processes to improve services and/or products	1
6	Cost effectiveness economic	1

3.3. Objective No. 3:

Strategic objectives similar and make a classification with those that go to intervene. For their part, regarding sustainability, experts believe that to measure these strategic objectives, indicators of sales volume, business profitability, time and cost should be used. Likewise, sustainability is part of the marketing application, which must be found oriented towards a fundamental strategic plan and goal setting to provide the coherence that allows the coordination and sum of the efforts of all those who are part of the team.

Table 3. Response patterns regarding strategic objectives

Code	Response patterns _	Frequency
1	Time and costs . rotation and work environment	1
2	Optimize the project	1
3	Liquidity	1
4	Debt ratio	1
5	Cost effectiveness	1
6	Optimizing your processes	1
7	Profits on sales	1

3.4. Objective No. 4:

Determine the indicators related to the objectives to create a management methodology design adapted to the realities of the current market. The measurement of indicators was determined in relation to the three main variables of operations, finance and commerce and marketing in order to find the relationship between them and how

they work together in an organization of any kind company especially in the real estate sector. Also, a model was designed to help manage and control the variables to determine their efficiency in a given period. In our country, construction is a sector of vital importance, not only because brings together infrastructure megaprojects, which energize the economy by increasing investment, but also by its relationship with the other industries, through the demand for inputs and construction materials [26].

Table 4. Response patterns regarding indicators related to objectives

Code	Response patterns _	Frequency
1	Quality	3
2	Market participation	1
3	Turnover _ _	1
4	Commercial : number of contracts signed and closed	1

Discussion

SMEs in the construction sector in Chile have developed technically but its management and business development is in less than optimal conditions, without having strategic planning not a structure defined organizational, seeing immersed in having to deal with the problems of daily life; As a result of this, many of them are not prepared to face the change, nor the development possibilities presented by the housing sector [27]. Likewise, the construction sector in Peru is an economically important; being one of the most dynamic countries in maintaining stable macroeconomic variables, which allows it to gain the trust of the international community, with opportunities in development in the construction sector, which is reflected in the increase in housing construction in the private sector and housing construction by the State through its different housing programs [28]. In that sense, the Social Progress Index rigorously measures the performance of countries in a wide range of aspects of social and environmental performance, which are relevant for countries at all levels of economic development [29]. In that sense, the problem of the deficit Housing is considered as the lack of the set of requirements that the population has to have a home worthy; these requirements can be adequate structural, material or spatial, as well as homes that do not have access to basic services, thus defining the two most important components of the deficit housing, the quantitative component and the qualitative component [30]. That is why strategic planning in MSME companies in Colombia is the mechanism to design and give guidelines that guide decisions in order to achieve the advantages competitive alternating [31]. As strategies to reduce and create accessibility of the population to housing worthy, governments housing policies are used, these are the actions of the State through the agencies public linked to creating and satisfying the housing needs of the population [32].

CONCLUSIONS

The analysis of the current situation of the business management of real estate SMEs helped to better understand the organization of companies and how new strategic variables should be implemented that complement their development. Likewise, professionals identified the most common strategic objectives in this type of companies according to their specialty and experience, concluding that almost all companies in different sectors use similar strategies.

Sustainability of companies should be promoted real estate and companies binding in order to produce updated information that allows companies to make the necessary forecasts taking into account both internal cost factors and existing demand in the national market, these being factors that could influence the sustainability margin of companies.

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