



CONTENT STRATEGY IN MANAGEMENT OF COMMUNICATIONS

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ABSTRACT

The aim of the article is to substantiate the theoretical and methodological support for the formation and implementation of the content strategy of a construction company. The article considers the formation of content strategy, its place in the management of communications of the enterprise. The following methods were used in the course of the research: the method of statistical analysis (for the analysis of the tendency of the real estate market development of Ukraine); analysis, synthesis, logical and theoretical generalization – to specify the factors of supply and demand in the real estate market; graphical method, table method (to visualize the results of the study); method of calculating specific indicators of communicative activity (CPC



(Cost Per Click), CPA (Cost Per Action), CTR (Click Through Rate)) for analysing trends in traffic to the company's website and identifying alternative sources of traffic. The specifics of developing a content strategy taking into account the peculiarities of the company's construction industry are shown. An analysis of trends in the real estate market of Ukraine is carried out based on official statistics. The dynamics of the volume of construction works is analysed, the housing price indices in Ukraine are determined and the factors of supply and demand in the real estate market are specified. The analysis of communicative efficiency of the web-system of the construction company is carried out, as a result of which, measures for improvement of management of its external communications by substantiation of variants of advancement on the Internet are developed. This is done by analysing trends in traffic to the company's website and identifying alternative sources of traffic. The developed measures will increase the efficiency of management of the construction company. The article proposed a procedure for analysing the web-system of a construction company based on attendance indicators and search activity, which allows identifying alternative sources of traffic and developing appropriate measures to manage communications of the enterprise in order to achieve their efficiency. The practical significance lies in the fact that the developed recommendations for the formation of the communication strategy of the construction company can be further used to intensify the promotion of the company's services in the real estate market and attract investment.

Keywords: Communication Strategy; Efficiency; External Communications; Internet Communications; Real Estate Market; Management; Web-System; Construction Company

1. INTRODUCTION

In recent years, the construction industry of Ukraine has shown an increase in construction output. At the same time, construction companies operate in a highly competitive environment. According to experts and consulting agencies, supply in the real estate market exceeds demand by 3-5 times. This is influenced, in particular, by the high discount rate of the NBU, which makes mortgages unaffordable and the annual rise in property prices. In this regard, the development of the Internet communications system of construction companies is of great importance for the effective management of their activities, as almost all companies build at the expense of investors.

It is necessary to constantly intensify the process of attracting investors in order to avoid a gap between supply and demand, and to ensure that financial resources are sufficient for the



stable operation of the company and the implementation of new projects. It is through the optimal combination of communications, the enterprise can expand and deepen the circle of investors, increase market share and generally increase its profits. Internet communications play a key role in this process today, precisely in the field of development.

1. LITERATURE REVIEW

The role of strategic management in achieving high performance of the company is identified in the study by Khmelyarchuk et al. (2019). The list of strategic positions and model strategies based on content analysis are formed. The model of strategy selection is developed in the context of unexpected changes in the external industry environment, which, in contrast to the existing ones, will allow the destination and business companies to reasonably choose their own development strategy, taking into account variable environmental factors.

At the same time, the appropriate attention is not given to the marketing component, in particular the content component.

The key role of content strategy as a part of social media strategy is substantiated in the study by Ramadanty et al. (2020), and Chwialkowska (2019). This research is aimed at a deeper study of social media strategy with the role of online advertising as a modern effective tool for transmitting information to consumers of goods and services.

Mhimed and Belkhir (2018) developed a conceptual model clarifying the effect of two main content marketing strategies, brand-oriented content and social-oriented content strategy, on generating traffic in social media, through the mediation of consumers' motivations to create traffic online. Nevertheless, there is still no definite answer on how to identify alternative sources of web resource traffic and effectively realize their potential in attracting target groups of consumers.

The problems of forming methodological approaches to assessing the communication system of enterprises based on a combination of quantitative and qualitative indicators of communication efficiency are studied in order to form recommendations for the formation of the content strategy of the construction company (Illiashenko & Shypulina, 2012).

Many sources have extensively investigated the planning of integrated communications in the process of project management and implementation (Greenberg et al., 2011). However, it should be noted that the available publications address the problems of marketing communications management of enterprises in general. However, practice shows that domestic companies are increasingly using Internet technologies in their communication activities,

although not always effectively. Therefore, solving the problems of achieving the effectiveness of Internet communication in the management system of companies must be overcome by forming recommendations based on the development of theoretical and practical principles of this topic.

Thus, the question of studying the existing practice of using Internet communications is acute. Theoretical research and practical principles of Internet communications management need to be developed in order to achieve their effectiveness.

2. METHODOLOGY

The following methods were used in the course of the research:

- the method of statistical analysis (for the analysis of the tendency of development of the real estate market of Ukraine);
- analysis, synthesis, logical and theoretical generalization – to specify the factors of supply and demand in the real estate market;
- graphical method,
- table method (to visualize the results of the study);
- method of calculating specific indicators of communicative activity (CPC (Cost Per Click), CPA (Cost Per Action), CTR (Click Through Rate)) for analysing trends in traffic to the company's website and identifying alternative sources of traffic.

An analysis of trends in the real estate market of Ukraine is carried out based on official statistics.

3. RESULTS AND DISCUSSIONS

According to the State Statistics Service of Ukraine, the growth of construction in 2016 was 17.4%, in 2017 – 26.3%, in 2018 – 8.5%. According to the results of the first half of 2019, construction works in monetary terms were performed by 32.4% more than in the same period of the previous year (State Statistics Service of Ukraine, 2019). In addition, it is necessary to pay attention to a number of negative factors, namely: low mortgage lending in the country, rising prices for energy and materials, and despite this, the real estate market continues to grow steadily and develop (Balabash, 2018; Kuznetsova & Balabash, 2015; Kuznetsova et al., 2019).

The dynamics of construction in Ukraine in% to the corresponding previous period is shown in Figure 1.



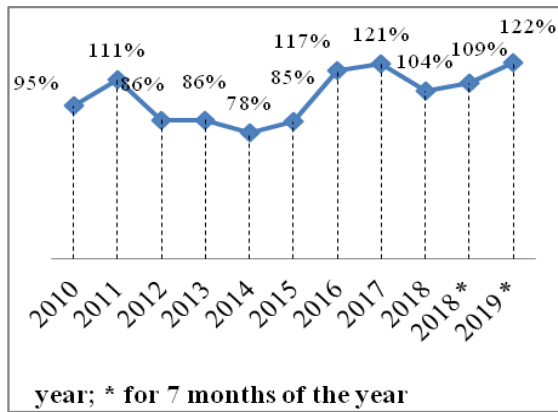


Figure 1. Dynamics of construction of real estate in Ukraine in% to the corresponding previous period

Source: summarized by the authors for State Statistics Service of Ukraine, 2019

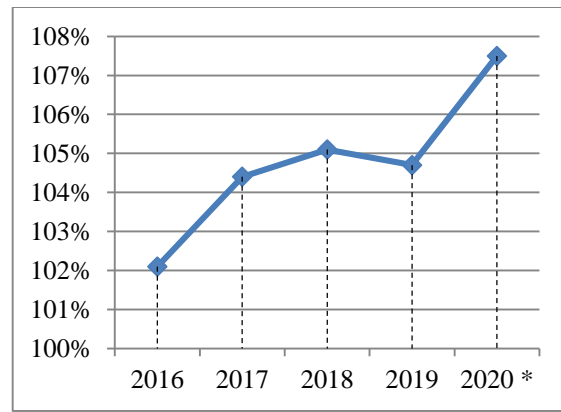


Figure 2. General housing price index in Ukraine, %

Source: summarized by the authors for State Statistics Service of Ukraine, 2019

In the real estate market of Ukraine there is a “pent-up demand”, which can be realized through the use of Internet communications.

The object of study of the problem of efficiency of Internet communications in the management system is the enterprise “Micromegas”, the main economic activity of which is the construction of residential and non-residential buildings. The enterprise's activities are aimed at making a profit and meeting the social and economic interests and social needs of the real estate market.

We will analyse the communicative efficiency of the WEB-system of a construction company.

The dynamics of traffic site of the construction company in 2017-2018 is presented in Figure 3.

Also, it is necessary to analyse the sources of traffic site of the construction company, the data are presented in Figure 4. It is important to note that among the sources of traffic during the analysed period, the largest% is occupied by direct traffic. Direct traffic consists of any visitors who go directly to the site (Site“Google Analytics”, 2019). This indicates a lack of realization of the potential of other sources of traffic, such as search engines, conversions from other sites and networks.

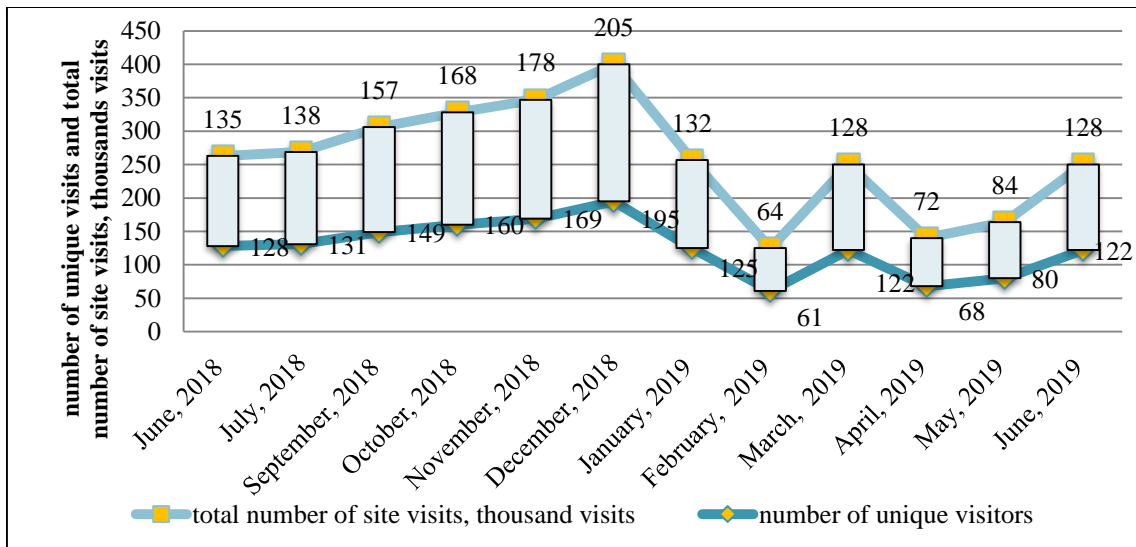


Figure 3: Dynamics of traffic site indicators of the construction company in 2018-2019
 Source: summarized by the authors for Site “Google Analytics”, 2019

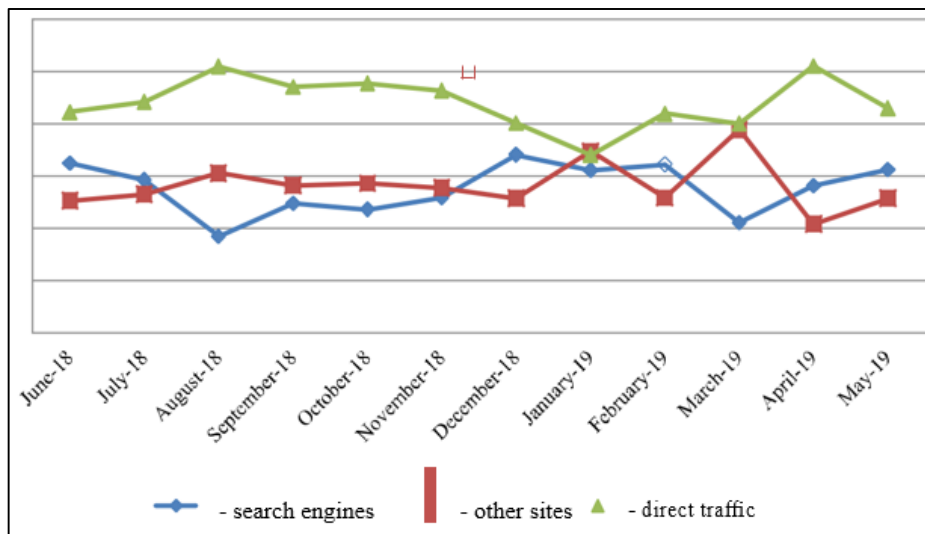


Figure 4: Sources of traffic of the site of the construction company in 2018-2019,%
 Source: summarized by the authors for Site «Google Analytics», 2019

Work in this direction is important for promotion in the market, because, today, SEO (promotion activities) is already a full-fledged science, a set of complex works to improve the relevance of the site with search engines that are constantly improving (Site “Google Analytics”, 2019). Quantitative parameters of traffic visits (including the number, content of requests, characteristics of visitors, etc.) also differ. The most popular pages on the site were: home, pages of new buildings and contacts.

The analysis of the communicative efficiency of the enterprise web-system revealed insufficient realization of the potential of such traffic sources as search engines, transitions from other sites and networks. The implementation of which would intensify the promotion on the Internet.

Today, the following real estate search engines are presented on the Internet: DOM.RIA.com and LUN.

Registering on these search engines and creating real estate pages is free. Comparative characteristics of real estate search engines are presented in Table 1.

Table 1: Comparative characteristics of real estate search engines

Name	Audience (daily visitors)	Cost of 1000 impressions, UAH	Benefits
DOM.RIA	88000	3.5	Free geo-targeting, additional advertising modules
Lun	150 000	4.0	LUN partner network - 10 real estate sites, a set of business news sites (Channel 24, Correspondent, UkrPravda, etc.)

Source: summarized by the authors for Site «DOM.RIA», 2019; Site“Lun”, 2019

Based on the value of 1000 impressions, we consider it appropriate to choose cooperation with the real estate search engine: DOM.RIA.com.

The ScreenGlide advertising module is a small banner that is displayed to a site visitor when the page loads. The banner opens to its full size when you hover the mouse cursor over it. The content of the page is closed. When you move the mouse cursor from the advertising module, the banner takes its original form. The MPU banner consists of several Flash-videos, one of which is the master that controls the interaction of the panels and the script.

The cost of making banners, as well as additional advertising modules, is presented in Table 2.

Table 2: Calculation of the cost of placing advertising banners on DOM.RIA.com

Type of advertising	Banner format	Cost of 1000 impressions, UAH	Number of impressions	Discount amount	Additional advertising modules	Surcharge for additional advertising modules	Total cost, UAH
On search pages	700x150	3.5	2000	10 %	MPU (multipanel banner)	25 %	7875
On the pages of ads	200x150	3.0	4000	15 %	advertising module ScreenGlide	27%	12954
Total							20829

Source: summarized by the authors for Site“DOM.RIA”, 2019

The clients of the construction company are citizens of other countries, first of all Israelis, Canadians, Belarusians and others. Therefore, it is advisable to promote the enterprise's services in the international market. To do this, it is advisable to enter into agreements with international real estate brokers such as “VillaCarte”, “Tranio”, as well as registration on the international real estate portal “Prian”.

International real estate brokers are intermediaries between the developer and the investor in the international real estate market. They assist in the selection of the object, conduct an audit of the object and the legal purity of the transaction, organize demonstrations and provide full legal support of the transaction and after-sales service and management.

“Prian” is the largest real estate portal abroad, bringing together hundreds of companies and private individuals representing their properties in more than 50 countries on all continents except Antarctica. Partners are leading developers, real estate agencies, consultants, professional investors.

Registration on the portal is free, but promotion to the TOP position is paid.

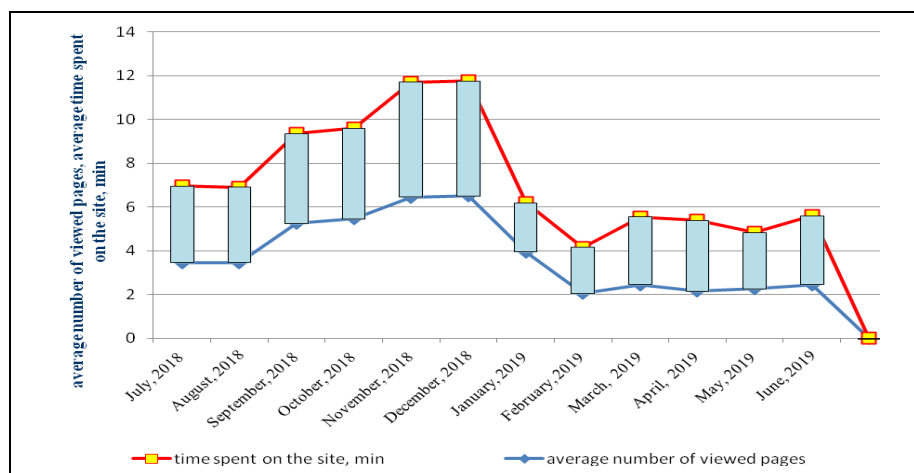


Figure 5: Search activity of visitors to the site of the construction company in 2018-2019
 Source: summarized by the authors for Site “Google Analytics”, 2019

Analysis of data on search activity of site visitors in 2018-2019 (Figure 5) reveals a significant increase in the number of visits since June with a peak of visits in December. As the number of site visits increases, so does the average number of pages viewed and the time spent on the site. We believe that this is due to the seasonality of demand in this area.

On the basis of the conducted analysis we will make the plan-schedule of carrying out of actions for management of Internet communications of the construction company for 3-4 quarter of 2020 (Table 3).

This will allow you to evenly distribute traffic sources and achieve maximum effect based on the expected trends in traffic to the company's website.

Because communication measures are developed and implemented in a complex, it complicates the analysis of the effectiveness of some of them and their isolated impact on overall sales growth (Lu & Miller, 2019).

Table 3: Plan-schedule of measures for implementation of the content strategy of PE “Mikromegas”

The name of the measure	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020
Registration on the portal “Prian”							
Promotion to the TOP position							
Registration on DOM.RIA							
Registration in the search engine LUN							
Production of banners and advertising modules							
Banner advertising of DOM.RIA							

Source: created by the author

In this regard, it is relevant and promising in the future to analyse the dependence of sales on the funds invested in individual communication activities to determine the most effective of them.

4. CONCLUSIONS

- 1) Trends in the construction industry of Ukraine identified in order to substantiate the need for the formation of the content strategy of the construction company and increase the efficiency of management of its activities. The volumes of construction works and the dynamics of the housing price index in Ukraine are analysed. Factors of supply and demand in the real estate market are highlighted.
- 2) The analysis of communicative efficiency of the web-system of the construction company is carried out on the basis of indicators of traffic site, the number of unique visitors, etc., as a result of low realization of potential of such traffic sources as search engines, transitions from other sites and networks.
- 3) Measures to form and implementation the content strategy of the construction company have been developed. Options for promotion on the Internet based on the analysis of comparative characteristics of real estate search engines are substantiated. The analysis of indicators of search activity of visitors of the site of PE “Micromegas” is carried out that allowed to reveal tendencies of its visits, growth of activity since June with the peak of visits falling on December is established. The average number of pages viewed and the time spent on the site were analysed. On the basis of which the schedule of

carrying out of actions for management of communications of the construction company is made.

- 4) The analysis of dependence of sales volumes on the funds invested in separate communicative actions for establishment of the most effective of them is actual and perspective further.

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