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CUSTOMER VALUE IN THE CONSTRUCTION MARKET: DIGITALIZATION, WORKFORCE TRANSFORMATION AND NEW INDUSTRY REGUIREMENTS

This article examines the modern construction industry in the context of increased competition, technological transformation, and growing customer demands.

Given all these factors, project management approaches require a rethinking of traditional methods. The author determines that the digitalization of the construction industry and the growing transformation of labor requirements are increasingly being implemented in projects integrating advanced technologies and modern management tools.

It has also been found that the ability to accurately identify key customer needs and preferences is becoming a critical factor in ensuring sustainable growth and competitiveness.

Based on an analysis of the construction industry, taking into account trends in sustainable development and digitalization, a study is conducted on the processes of creating customer value within residential, commercial, and infrastructure projects in Kazakhstan.

The study's methodological basis was established as an expert assessment, which includes six key criteria. A qualitative analysis was also conducted, based on in-depth interviews with industry representatives.

In this article, projects implemented under government contracts were analyzed in order to assess the extent to which project results meet client expectations.

It has been found that customer satisfaction is closely related to the use of advanced technologies, adherence to deadlines, environmental sustainability and flexibility in project design.

The article proposes the development of recommendations for improving customer-oriented strategies, which contributes to increasing the operational efficiency and reputational sustainability of construction companies.

Keywords: *customer value, construction market, digitalisation, workforce transformation, industry requirements, innovation, competitiveness*

Кілт сөздер: *клиенттік құндылық, құрылыс нарығы, цифрландыру, жұмыс күшін трансформациялау, салалық талаптар, инновациялар, бәсекеге қабілеттілік*

Ключевые слова: *клиентская ценность, строительный рынок, цифровизация, трансформация рабочей силы, отраслевые требования, инновации, конкурентоспособность*

JEL classification:L74,M31,D46,L15,O32

Introduction. The article proposes the development of recommendations for improving customer-oriented strategies, which contributes to increasing the operational efficiency and reputational sustainability of construction companies.

In the context of rapid digital transformation, the construction industry is undergoing significant changes that are impacting client expectations, staff competencies, and project management approaches.[1].

Digital tools, automation, BIM technologies, and intelligent project management systems are changing traditional processes and creating new conditions for development, as young professionals entering the industry must possess digital skills, adaptability, and an understanding of technological workflows.

Thus, customer value today is inseparable from the broader processes of digitalization and workforce transformation occurring in the industry.

Creating value for the client is today considered a key factor in the sustainability and competitiveness of construction companies.

In a highly competitive real estate market, the ability to offer relevant, personalized and long-term value is becoming a decisive factor in ensuring customer loyalty and business process stability [2].

The relevance of the study is determined by a number of problems faced by the modern construction industry:

 Growing competition in the industry requires companies to better understand customer preferences and develop unique offerings that allow them to stand out in a crowded market.

 Changes in consumer behavior caused by digitalization, increased availability of information and changing life priorities dictate new requirements for the characteristics of construction projects, services and communications [3].

 Macroeconomic and global factors – crises, pandemics, climate and geopolitical changes – increase the uncertainty of the external environment and require flexibility in strategic planning.

Tightening regulatory requirements in the area of quality, safety and environmental friendliness of facilities dictates the need to implement innovative, sustainable and socially responsible solutions [4].

These trends highlight the need for a systems approach to studying and applying customer value creation methods in the construction industry.

Scientific analysis of this problem allows us to identify effective tools for increasing customer satisfaction, improving interactions with consumers, and strategic development of construction organizations.

The aim of the study is to examine methods and tools for creating value for clients in the construction industry, taking into account current market conditions, digital transformation, and sustainable development requirements.

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The practical significance of the study lies in the possibility of using the obtained results to develop strategies for increasing customer focus in construction companies.

The findings and recommendations presented can be applied to optimize marketing, product, and management decisions to improve service quality, strengthen market positions, and ensure long-term competitiveness.

Literature Review. In the modern construction industry, creating value for clients is a fundamental aspect of the successful operation of companies in this industry.

The essence of value creation in construction is to provide customers with unique and high-quality solutions that not only meet their technical requirements but also satisfy their individual needs.

In a business context, including the construction industry, creating value for customers plays a crucial role in satisfying their needs. Let's consider several theories proposed by the authors that help us understand the role and mechanisms of value creation in the context of customer satisfaction.

Theories covering various aspects of value creation emphasize the need to move beyond the traditional view of business as an exchange of goods to a broader understanding of the role of services, customer experience, and relationship management in satisfying customer needs.

Various theories proposed in research offer unique perspectives on value formation processes and their impact on customer satisfaction. Key theories include service theory, customer experience theory, brand experience theory, consumer behavior theory, and customer relationship theory (Table 1).

In the dynamic environment of modern business, creating customer value plays a key role in ensuring companies' competitiveness. This importance is reflected in various theories offering unique approaches to value creation, and its role lies in satisfying customer needs.

Studying the key needs of clients in construction, where the client is the state, is becoming an important aspect of modern economic practice in this industry.

The clients of such projects are government agencies whose goal is not only to create new infrastructure or housing, but also to ensure sustainable socio-economic development of the regions.

One of the key aspects of the success of government contracts is their effectiveness, which can be assessed taking into account various factors.

The effectiveness of government contracts in construction includes not only the completion of work on time and within budget, but also the compliance of the quality of the work performed with established standards and requirements[11].

It is also important to consider the satisfaction of customers and end users of projects.

Research by V.S. Krasnoyarov [12] points to the importance of analyzing the financial and economic indicators of government orders, such as construction costs, investment payback periods, and the economic impact of project implementation, which allows us to evaluate the efficiency of budget spending and optimize order fulfillment processes.

Table – 1

Theories of creating customer value in business

Theory	Authors	Key Ideas
Service-dominant logic, SDL	Vargo & Lusch	Focus on service exchange. Views service as a process aimed at satisfying customer needs through interaction and value creation.
Customer experience theory	Meyer & Schwager	The theory focuses on the entire spectrum of customer interaction with the company, including pre- and post-sales service. Customer experience is seen as a key factor in value creation, influencing overall customer satisfaction.
Brand experience theory	Brakus, Schmitt, Zarantonello	The theory focuses on value creation through brand experience. Brand experience includes all customer interactions with the brand, from the first acquaintance to post-sales service.
Consumer behavior theory	Schiffman & Kanuk, Solomon	Theories of consumer behavior highlight the influence of personal, psychological and socio-cultural factors on consumer decisions and actions. Creating value requires understanding and satisfying individual customer needs and desires.
Customer Relationship Management, CRM	Payne & Frow, Peppers & Rogers	Focuses on managing customer relationships to create long-term value. An important aspect is the personalization of customer interactions, classification and creation of unique offers to achieve satisfaction and loyalty.

**compiled by authors based on sources [5-10]*

Research and analysis of previous government contracts and construction projects in Kazakhstan allows us to identify common trends, successful practices, and lessons learned from past experience, which is important for improving the planning, organization, and execution of future contracts, as well as to improve customer satisfaction and ensure efficient use of budgetary funds.

Thus, analysis of the effectiveness of government contracts in construction plays a key role in improving the efficiency of public administration, ensuring high-quality infrastructure development, and raising the standard of living of the population.

Main part. As part of the study of the competitiveness of construction industry organizations working on government contracts, a comprehensive comparative assessment based on an expert method was used.

The analysis was conducted using six key criteria, covering both technical and socio-environmental aspects of the companies' activities.

This approach allowed us to assess not only the level of technological and managerial development of enterprises, but also the degree to which they comply with modern requirements for sustainable and responsible construction.

The following criteria were used as evaluation indicators:

1. Quality of technological processes for construction and installation work, including the level of automation, compliance with building codes, and environmental friendliness of production (criterion 1).

2. Characteristics of building structures reflecting strength, safety, energy efficiency and architectural and aesthetic parameters (criterion 2).

3. Indicators of the quality management system, including the effectiveness of planning, control and project management processes (criterion 3).

4. Compliance with urban planning regulations when placing objects on the development territory, taking into account the development density, functional connectivity and rational use of space (criterion 4).

5. Environmental parameters of construction and operation, environmental impact assessment, energy efficiency level and use of environmentally friendly materials (criterion 5).

6. Indicators influencing the psychosomatic health of the population and the quality of the urban environment, including insolation, noise load, landscaping and the level of improvement (criterion 6) [13].

A scoring system based on expert assessments was used to conduct the comparative analysis. Each company was assigned a score ranging from 1 to 5 for each criterion.

The final score was calculated as the sum of scores for all criteria, after which the relative share of competitiveness of each organization in the global balance was determined, expressed as a percentage.

This approach provides an objective basis for identifying the strengths and weaknesses of market participants and developing recommendations for improving their performance.

Within this construction industry niche, the competitive landscape is highly concentrated. Below is a list of the main market players and their potential projects (Table 2):

Table – 2

List of main players

Company	Residential complexes	Commercial real estate	Infrastructure facilities
KazStroyService (KSS)	Complex "Armanysh" in Astana	shopping and entertainment center "Keruen" in Astana	Reconstruction of the Almaty-Bishkek road
AstanaBuild	residential complex "Astana City" in Astana	business center "Nurly Tau" in Almaty	Construction of a bridge across the Ishim River
Базис-А	residential complex "Grand Park" in Almaty	business center "Nur Square" in Astana	Construction of a bridge across the Irtysh River
Отау Сити	residential complex"Otau City" in Shymkent	business center "Otau Business Center" in Shymkent	Construction of the Otau railway station in Shymkent

* compiled by the authors

Each company is actively involved in various areas of construction, including residential and commercial real estate, as well as infrastructure facilities.

All companies are represented on the market by large residential complexes, shopping and business centers, and are also involved in the construction of important infrastructure projects such as roads and bridges.

An analysis of key success factors was conducted using an expert assessment method. Five industry experts representing leading construction organizations participated in the study: KazStroyService (KSS), AstanaBuilding, Basis-A, Otau City, and BI Group.

The sample included key strategic players with a comparable scale of operations and project portfolios spanning residential, commercial, and infrastructure construction. This assessment method is based on the opinions and expertise of professional experts.

Identifying the key needs and preferences of the client, especially when the client is the government, is an important stage in the process of developing and implementing construction projects.

This requires using various research methods and tools to identify customer expectations and requirements. One such method is the analysis of previously completed government contracts and projects.

By studying the successful and unsuccessful experiences of past projects, it is possible to identify the general requirements and preferences of the customer, his expectations regarding the quality of work, deadlines and technologies used (Table 3).

Table – 3

Construction projects, 2024

Project	Budget (billion tenge)	Implementation period (years)
Construction of the Almaty-Shymkent road	150	3
Reconstruction of the Nur-Sultan airport	200	5
Construction of water treatment facilities in the regions of the country	100	7
Modernization of railway infrastructure in Kazakhstan	300	10
Multifunctional project "Almaty Park"	206	4

** compiled by authors based on sources [14]*

Analysis of successful and unsuccessful projects from previous years plays a key role in identifying the general requirements and preferences of the client, as well as their expectations regarding the quality of work, deadlines, and technologies used.

The analysis of successful construction projects is based on a number of key criteria that help evaluate their effectiveness and market impact. In this methodology, the criteria are selected based on their importance to the government, the client:

 The quality of work is of paramount importance, since high quality construction work guarantees the durability and safety of the buildings being erected.

Completion deadlines. State projects are subject to strict construction and commissioning deadlines, as such projects are linked to the implementation of national development strategies and social programs.

 Cutting-edge technologies are used. This criterion is important for saving resources and time, as well as improving the quality of projects and the efficiency of work.

 Customer satisfaction level. This is an important criterion, as it helps to evaluate the compliance of the completed work with the customer's expectations and requirements [15].

The above criteria were selected based on international experience in analyzing similar projects, where the success of projects is assessed not only by compliance with technical standards, but also by their compliance with the customer's expectations and needs.

Similar analyses have been conducted in a number of countries to improve the efficiency of public investment.

Along with studying the experience of previous projects and analyzing the factors that contributed to their success, it is important to study current trends and innovations in the construction market, i.e., conduct a market trend analysis to determine customer needs and preferences.

The market trend analysis is based on interviews with five construction industry experts. The research draws on their expertise and experience, as well as their active participation in Kazakhstani and international projects.

The selection of experts was based on their high qualifications, reputation among colleagues, and practical experience in the construction industry.

To conduct a qualitative interview, it is necessary to formulate research questions in advance and design a questionnaire that should cover a wide range of questions aimed at identifying key market trends, requirements, and preferences in the construction industry.

The questionnaire consists of open-ended questions, which is due to the need to obtain more complete and in-depth information from experts: the opportunity to express their opinions, share experiences, and provide additional comments.

The qualitative research method involved in-depth interviews with experts, which included questions about current construction trends, industry development prospects, and key project success factors. Client expectations and their requirements for work quality and innovative technologies were also explored.

One of the key stages of the study was a comparative analysis of the competitiveness of organizations in the construction industry of Kazakhstan, primarily in the segment of implementing public projects.

The comparative assessment was conducted using six integrated criteria, covering both production and environmental and social aspects of activities. The results are presented in Table 4.

Analysis of the presented data allowed us to identify several stable patterns characterizing the current state of competition in the construction industry:

1. Quality of technological processes. Almost all companies demonstrate high performance in this area, demonstrating the widespread use of modern construction technologies, adherence to a high production culture, and the availability of qualified personnel.

2. The characteristics of building structures were also highly rated by all analysis participants.

3. The quality management system is characterized by a balanced level of maturity in most companies.

4. Compliance with urban development standards in terms of building density and the placement of facilities on the territory is also assessed as stable and comparable, reflecting a high degree of compliance with legislation and focus on standard design solutions.

5. The environmental friendliness of construction solutions received approximately equal rating from all companies.

6. The impact on psychosomatic health and quality of life of the population, as an integral social indicator, was assessed at a comparable level.

Thus, the obtained results indicate a balanced structure of the competitive environment in the construction industry of Kazakhstan.

Table – 4

Analysis of the competitiveness of construction companies

Competitor	criterion 1	criterion 2	criterion 3	criterion 4	criterion 5	criterion 6	Final assessment	Factor weight
KazStroyService (KSS)	4	4	4	4	3	4	23	(23 / 94) * 100 ≈ 24,47%
AstanaBuilding	4	4	3	3	3	3	20	(20 / 94) * 100 ≈ 21,28%
Basis A	4	4	3	3	3	4	21	(21 / 94) * 100 ≈ 22,34%
Otau city	3	3	3	3	3	3	18	(18 / 94) * 100 ≈ 19,15%

**compiled by authors*

The main market players demonstrate similar characteristics across their key areas of activity, indicating a certain level of industry standardization and a common desire to meet the requirements of sustainable and customer-oriented construction.

However, such an even distribution of ratings may also indicate an insufficient degree of differentiation between companies, which creates difficulties in developing unique competitive advantages and requires a further search for value positioning tools.

In continuation of the assessment of the competitiveness of construction companies operating in the Kazakhstan market, a detailed analysis of the projects they are implementing was conducted based on a number of functionally significant criteria.

While the previous stage focused on the general characteristics of the competitive positions of organizations, this stage examines parameters that directly influence the perception of the quality of construction projects by end consumers, as well as their satisfaction with the results of interaction with the developer.

This approach allows us not only to identify the strengths and weaknesses of individual players, but also to identify structural features and trends characteristic of the entire construction industry in terms of quality management, design solutions, and customer experience.

The results are presented in Table 5, which provides assessments based on six key criteria reflecting the actual quality of the construction project implementation: use of modern technologies, adherence to deadlines, functionality, environmental friendliness, architectural expressiveness, and customer satisfaction.

Table – 5

Analysis of design characteristics of construction companies

Criterion	KazStroy Service	Astana Building	Otau city	Basis A	BI Group
Quality of building materials and technologies	4	3	4	4	5
Project implementation time	3	4	3	4	4
Functionality of the facility	4	3	4	4	5
Safety and environmental friendliness	3	4	3	4	4
Design and architectural solutions	4	3	3	4	5
Customer satisfaction level	3	4	3	4	5

**compiled by authors*

A brief analysis of the data obtained shows that construction companies generally deliver high quality and meet key customer requirements, although the level of innovation, standardization, and project delivery timelines varies significantly across markets.

Customer satisfaction is largely determined by the balance between technological advancement, timely delivery, functional design, and the implementation of sustainable and architectural solutions.

Taken together, the analysis results indicate that Kazakhstan's construction industry demonstrates stable quality standards and customer focus.

At the same time, there is significant potential for increasing project differentiation, raising the level of innovation and further developing green building practices.

The study assessed projects in the construction industry based on their compliance with key client expectations, both institutional and individual. Particular attention was paid to aspects such as the quality of work performed, adherence to deadlines, and the construction technologies used.

These parameters directly impact customer satisfaction, the developer's image, and its position in the competitive environment.

Various project types were selected for analysis – from linear infrastructure to residential and multifunctional complexes – allowing for a broad spectrum of construction activities to be covered and the specific requirements for each type of facility to be reflected.

Analysis shows that the success of a project is primarily determined by the quality of construction, adherence to deadlines, and the use of modern technologies.

High standards, timely project delivery, and the implementation of durable and effective engineering solutions significantly enhance consumer confidence and increase the long-term value of construction projects.

The implementation of projects that meet the above criteria has a multiplier effect on the perception of the entire construction industry. Such projects not only ensure the physical accessibility and functionality of facilities but also contribute to the development of a positive consumer experience, trust, and social sustainability.

Thus, an analysis of ongoing projects confirms that the successful implementation of construction initiatives plays a key role in increasing customer loyalty, strengthening the reputation of organizations, and developing a competitive, sustainable construction industry.

Analyzing expert interviews allowed us to gain valuable insights into client preferences and needs, as well as identify key success factors for projects in the construction industry:

Environmental Sustainability. During the interview, experts noted that over the past twenty years, the global market has seen a significant increase in interest in the green economy and sustainable architecture, particularly in the construction industry.

Experts confirmed that there has been a significant increase in attention to the use of energy-efficient materials, water- and energy-saving systems, as well as the development of green roofs and energy-efficient public spaces.

Innovative technologies for improving energy efficiency. Experts note the widespread use of innovative technologies to improve the energy efficiency of buildings.

During interviews, respondents named technologies such as smart homes, solar panels, wind turbines, and lighting and heating control systems as key trends in this area.

Experts note that the success of construction projects increasingly depends on their functionality, ease of use, and compliance with modern ergonomic and spatial requirements.

Particular importance is also attached to operational safety and durability, including the use of seismic-resistant materials and innovative monitoring systems.

At the same time, customers strive for an optimal balance between price and quality, giving preference to projects that remain affordable without compromising performance.

Promising breakthrough innovative solutions. During the discussion, experts highlighted the prospects for using innovative technologies in construction.

Experts noted several current trends: the use of 3D printers, the application of artificial intelligence to manage construction processes, and the use of robotics to improve production efficiency.

Digital technologies such as BIM modeling, automated control systems, and digital twins are significantly changing construction processes and labor requirements.

Companies are now prioritizing employees with advanced digital skills, especially young professionals, making technological expertise an important factor in creating value for customers.

Keyword analysis shows that key themes include construction, infrastructure, technology, sustainability and quality, reflecting the industry's focus on modernisation and responsible practices.

Positive associations arise with innovation and development, while terms such as problems and danger indicate existing risks and challenges that are important for reputation and perception management.

Analyzing the sentiment of keywords helps us understand the overall mood and attitudes toward specific aspects of the construction industry, which can be useful when formulating strategy or making management decisions.

Thus, the analysis revealed the importance of an integrated approach to construction project management, which should take into account both technical aspects and customer preferences and expectations.

The obtained results allow for a deeper understanding of the competitiveness of the construction industry in Kazakhstan through the prism of both empirical analysis and existing theoretical approaches.

According to Porter's five forces model, the level of competitiveness in an industry is formed due to the combined influence of factors: the threat of new entrants, pressure from suppliers and consumers, the threat of the emergence of substitute products and the level of industry competition.

The analysis showed that Kazakhstan's construction companies operate in a highly competitive environment with relatively similar strategies and assessments of key parameters such as quality, environmental friendliness, and technological development.

In Kazakhstan, BIM implementation faces low adoption and institutional barriers. Local research highlights the need for government regulation and standards.

A comparison of the experience of BIM implementation with the UK shows the need to adapt educational and regulatory systems.

Comparisons with international practices reveal important benchmarks. For example, in a number of EU countries, the implementation of green building standards has become a key element of competitiveness due to improved energy efficiency and environmental sustainability of buildings.

The concept of building information modeling (BIM) is also actively used, which allows for increased transparency of projects, improved interaction between participants in the construction process, and reduced costs.

Customer satisfaction deserves special attention, as theoretically substantiated by the Service Quality model. A high level of satisfaction directly impacts repeat business, reputation building, and the company's long-term sustainability.

The analysis data showed that it was precisely those projects that achieved a high level of satisfaction (for example, “Airport”, “Almaty Park”) that received the highest integral ratings.

In the future, the development and testing of an integrated model for assessing the effectiveness of construction projects, which will take into account not only economic but also social, environmental and technological parameters, will become particularly relevant.

This model will allow for a comprehensive comparative analysis of the effectiveness of projects in various segments of the construction industry.

In addition, an important area is the study of the impact of digital technologies on the competitiveness of construction companies, including an analysis of the degree of implementation of tools such as building information modeling (BIM), digital twins, elements of artificial intelligence and automation of project management processes.

Of significant importance is conducting a comparative country analysis (benchmarking) aimed at identifying differences in the level of competitiveness of Kazakhstani construction companies with leading international players, as well as identifying institutional, managerial and technological gaps.

Finally, research into the resilience of the construction industry in the face of external and internal shocks, such as pandemics, commodity price fluctuations, or geopolitical instability, from the perspective of adaptive and crisis management remains relevant.

Conclusion: The study's findings demonstrate that digitalization and workforce skills transformation have become key drivers of customer value in today's construction industry.

The integration of digital tools, automation, data-driven technologies, and new AI-based solutions is changing approaches to project management and increasing the importance of technologically skilled professionals, especially among young professionals entering the industry.

These changes are redefining industry standards, strengthening the role of human capital, and significantly impacting how customer value is created and perceived.

The modern construction industry operates in a highly competitive environment, with growing customer demands and accelerating technological change.

In this regard, the ability to accurately identify and take into account the needs and preferences of clients, both private and public, is becoming a key factor in the sustainability and development of construction companies.

The analysis conducted as part of the study showed that customer focus is the foundation for successful project implementation.

High performance indicators are achieved when construction organizations pay special attention to the quality of work, adherence to deadlines, optimal use of the budget, and actively implement innovative solutions and technologies.

Projects such as Almaty Airport and Park have demonstrated the synergy between technical expertise and precise customer satisfaction, which can serve as a benchmark for the industry.

Customer satisfaction was also found to be one of the most important indicators of competitiveness. In this context, understanding customer behavior patterns, value orientations, and selection criteria is no less important than the technological or economic aspects of the project.

Systematizing knowledge will enable us to develop projects that meet real customer expectations, adapt communication strategies, and increase brand loyalty.

Moreover, in the context of state procurement policy, priority is given to contractors demonstrating a high level of social responsibility and a focus on long-term results, which also requires an understanding of the customer's deep needs.

The results of this study highlight that the competitive advantages of a construction company are based not only on production capacity or technological equipment, but, above all, on deep knowledge and consideration of customer needs.

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ҚҰРЫЛЫС НАРЫҒЫНДАҒЫ КЛИЕНТТІК ҚҰНДЫЛЫҚ: ЦИФРЛАНДЫРУ, ЖҰМЫС КҮШІН ТРАНСФОРМАЦИЯЛАУ ЖӘНЕ ЖАҢА САЛАЛЫҚ ТАЛАПТАР

Аңдатпа

Бұл мақалада қазіргі құрылыс саласы күшейген бәсекелестік, технологиялық трансформация және клиенттердің өсіп келе жатқан талаптары жағдайында қарастырылады.

Осы факторлардың барлығын ескере отырып, жобаларды басқару тәсілдері дәстүрлі әдістерді қайта ой елегінен өткізуді талап етеді. Автор құрылыс саласының цифрлануы және жұмыс күші талаптарының өзгеруі жобаларда озық технологиялар мен заманауи басқару құралдарын интеграциялау арқылы жүзеге асып келе жатқанын анықтады.

Сондай-ақ, клиенттердің негізгі қажеттіліктері мен қалауларын дәл айқындау қабілеті тұрақты өсуді және бәсекеге қабілеттілікті қамтамасыз ететін аса маңызды факторға айналғаны белгіленді.

Тұрақты даму және цифрландыру үрдістерін ескере отырып, Қазақстандағы тұрғын үй, коммерциялық және инфрақұрылымдық жобалар аясында клиенттік құндылықты қалыптастыру процестеріне талдау жүргізілді.

Зерттеудің әдіснамалық негізі алты негізгі критерийден тұратын сараптамалық бағалау болды. Сондай-ақ сала өкілдерімен тереңдетілген сұхбаттар негізінде сапалық талдау жүргізілді.

Бұл мақалада мемлекеттік келісімшарттар арқылы жүзеге асырылатын жобалар талданып, олардың нәтижелерінің клиент күтулеріне сәйкестігі бағаланды. Клиенттердің қанағаттанушылығы озық технологияларды қолдану, мерзімдерді сақтау, экологиялық тұрақтылық және жобалаудың икемділігімен тығыз байланысты екені анықталды.

Мақалада клиентке бағдарланған стратегияларды жетілдіру бойынша ұсыныстар әзірлеу ұсынылады, бұл құрылыс компанияларының операциялық тиімділігін және репутациялық тұрақтылығын арттыруға ықпал етеді.

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КЛИЕНТСКАЯ ЦЕННОСТЬ НА СТРОИТЕЛЬНОМ РЫНКЕ: ЦИФРОВИЗАЦИЯ, ТРАНСФОРМАЦИЯ РАБОЧЕЙ СИЛЫ И НОВЫЕ ОТРАСЛЕВЫЕ ТРЕБОВАНИЯ

Аннотация

В данной статье рассматривается современная строительная отрасль в условиях возросшей конкуренции, технологической трансформации и растущих требований клиентов.

Учитывая все эти факторы, подходы к управлению проектами требуют переосмысления традиционных методов. Автором установлено, что цифровизация строительной отрасли и растущая трансформация требований к рабочей силе все чаще реализуются в проектах, интегрирующих передовые технологии и современные инструменты управления.

Также установлено, что способность точно выявлять ключевые потребности и предпочтения клиентов становится критически важным фактором обеспечения устойчивого роста и конкурентоспособности.

На основе анализа строительной отрасли с учетом тенденций устойчивого развития и цифровизации проведено исследование процессов создания клиентской ценности в рамках жилых, коммерческих и инфраструктурных проектов в Казахстане.

Методологической основой исследования стала экспертная оценка, включающая шесть ключевых критериев. Также был проведен качественный анализ на основе глубинных интервью с представителями отрасли.

В данной статье проанализированы проекты, реализуемые по государственным контрактам, с целью оценки соответствия результатов проектов ожиданиям клиентов. Установлено, что удовлетворенность клиентов тесно связана с использованием передовых технологий, соблюдением сроков, экологической устойчивостью и гибкостью проектирования проектов.

В статье предлагается разработка рекомендаций по совершенствованию клиентоориентированных стратегий, что способствует повышению операционной эффективности и репутационной устойчивости строительных компаний.