MARKETING & HR

People, Processes and Perception: An Exploratory Study of Organisational and Marketing Practices

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Abstract

Human Resource Coordination and Strategic Marketing are two important organisational functions that contribute towards business efficiency, professional reputation and long-term growth. In the real estate industry, organisations must coordinate employees, management, project-related activities and external stakeholders while maintaining a strong market presence through effective marketing strategies.

The present research paper, titled "An Analytical Study of Human Resource Coordination and Strategic Marketing Practices at JVM Spaces," examines the importance of internal coordination and external marketing practices within a real estate development organisation. The study focuses on understanding organisational communication, management involvement, employee coordination, personal branding, digital marketing, public relations, website planning and institutional outreach.

The research adopts a descriptive and analytical approach and is primarily qualitative in nature. It is based on workplace observations, management discussions, internship-related activities, company documents and secondary academic sources. The practical context is drawn from a 45-day internship undertaken at JVM Spaces from 19 June 2026 to 2 August 2026.

The study highlights that human resource coordination and strategic marketing are interconnected functions. Effective internal communication, clear responsibilities, proper documentation and management supervision can support the implementation of marketing initiatives. Similarly, planned digital communication, professional branding and stakeholder relationships can contribute towards organisational visibility and credibility.

The paper concludes with recommendations relating to communication systems, task monitoring, digital marketing planning, personal branding, institutional outreach and performance measurement. It provides an understanding of how coordinated organisational practices and structured marketing activities can support the business objectives of a real estate development company.

Keywords: Human Resource Coordination; Strategic Marketing; Real Estate; Organisational Communication; Personal Branding; Digital Marketing; Public Relations; Stakeholder Management

1 Introduction

1.1 Background of the study

The modern business environment requires organisations to maintain effective internal management while continuously developing strategies to strengthen their market position. Human Resource Management and Strategic Marketing are two important functions that contribute towards achieving these objectives.

Human Resource Management focuses on managing employees, allocating responsibilities, facilitating communication and supporting organisational effectiveness. Human resource coordination

ensures that employees and management work collectively towards common objectives. It helps establish clarity in responsibilities, encourages teamwork and supports the smooth execution of organisational activities.

Strategic Marketing focuses on identifying market opportunities, understanding customer requirements, developing brand positioning and communicating organisational value. It involves a planned approach to building brand awareness, strengthening customer relationships and creating a distinct market identity.

These functions are particularly important in the real estate industry. Real estate development involves several interconnected activities, including project planning, construction coordination, marketing, customer communication, administration and business development. The successful completion of these activities requires coordination between employees, management, consultants, agencies and other stakeholders.

At the same time, real estate organisations operate in a competitive market where customers evaluate developers based on location, affordability, quality, amenities, reputation and transparency. Therefore, marketing is not limited to advertising individual properties. It also involves developing corporate credibility, maintaining digital visibility and establishing professional relationships.

The present study examines these two organisational dimensions through the example of JVM Spaces.

1.2 Organisational background: JVM Spaces

JVM Spaces is a real estate development organisation operating in the Mumbai Metropolitan Region, with a presence across locations such as Thane, Mulund and Ghatkopar. According to its 2025 company profile, the organisation has more than 12 years of experience in the real estate industry.

The company is involved in residential, commercial and mixed-use property development. Its project portfolio includes developments across different locations in the Mumbai Metropolitan Region.

The organisation's business philosophy emphasises:

- Client-centric development.
- Affordable luxury.
- Quality and transparency.
- Contemporary design and functionality.
- Customer satisfaction and long-term value.

Its business activities involve project development, planning, stakeholder coordination, customer relationship management, brand development, marketing and administrative support.

The organisation provides a suitable context for examining the relationship between internal coordination and external marketing because real estate development requires continuous communication among different functional areas.

1.3 Importance of the study

The study is important because it examines how organisational coordination and marketing practices complement each other.

Human resource coordination supports internal efficiency by improving communication, responsibility allocation and teamwork. Strategic marketing supports external business development by strengthening brand identity, professional visibility and stakeholder relationships.

Understanding their relationship can help identify practical areas for improving organisational functioning and marketing effectiveness.

2 Literature review

2.1 Human resource management and organisational coordination

Human Resource Management refers to the systematic management of individuals within an organisation to ensure that their knowledge, abilities and contributions support organisational objectives. It includes workforce planning, employee development, performance management, communication and employee relations.

Dessler (2020) discusses the importance of human resource practices in supporting organisational objectives and managing employee contributions. In an organisational environment, coordination is necessary because employees often perform interconnected responsibilities that require information sharing and cooperation.

Human resource coordination can contribute to organisational effectiveness through:

1. Clear allocation of responsibilities.
2. Improved communication between employees and management.
3. Better teamwork and cooperation.
4. Efficient utilisation of human resources.
5. Effective monitoring of assigned activities.
6. Alignment of individual responsibilities with organisational objectives.

In a real estate organisation, coordination may be required between management, marketing, administration and project-related functions. This makes communication and responsibility allocation important elements of organisational functioning.

2.2 Organisational communication

Communication is an essential component of human resource coordination. It enables employees and managers to exchange information, communicate instructions, provide feedback and discuss work-related requirements.

Organisational communication can be classified into three broad forms:

- **Downward communication:** Instructions and information communicated from management to employees.
- **Upward communication:** Feedback, suggestions and updates communicated by employees to management.
- **Horizontal communication:** Information exchanged between employees or departments operating at similar organisational levels.

Rodwell et al. (1998) examined the relationship between work-related perceptions, employee attitudes and employee performance, highlighting the importance of communication in organisational functioning.

Effective communication is particularly important when different teams are involved in interconnected activities. For example, marketing communication may require information from management and project-related personnel before content is prepared or shared externally.

2.3 Strategic marketing and brand positioning

Strategic marketing involves identifying market opportunities, understanding customer requirements and developing marketing activities that support long-term organisational objectives.

Kotler and Keller (2016) explain the importance of understanding customer needs, developing value propositions and establishing effective market positioning.

Brand positioning refers to creating a distinct identity for an organisation in the minds of its target audience. In real estate, brand positioning is influenced by factors such as project quality, location, affordability, amenities, reputation and customer trust.

Aaker (1991) highlights the importance of brand awareness, perceived quality, brand associations and brand loyalty in developing brand equity. Keller (1993) further explains how customer-based brand equity is influenced by the awareness and associations customers develop with a brand.

These concepts are relevant to real estate organisations because customers often make significant financial decisions based on their perception of a developer's credibility and value.

2.4 Digital marketing and personal branding

Digital marketing involves using online platforms and communication technologies to promote brands, services and professional identities. It includes websites, email marketing, social media, content marketing and digital public relations.

Personal branding refers to the process of developing and communicating an individual's professional identity, expertise and reputation.

Gorbatov et al. (2018) examined personal branding through an interdisciplinary systematic review. Their research highlights the importance of professional positioning, brand development, reflection and feedback.

For business leaders and professionals, personal branding can support professional visibility and credibility. A structured website, relevant content, media communication and professional networking can contribute towards establishing a consistent digital identity.

2.5 Email marketing and website development

Email marketing is a direct digital communication method used to share information, maintain relationships and communicate with selected audiences. Its effectiveness can be evaluated through indicators such as delivery rate, open rate, click-through rate and conversion rate.

Website development is another important component of digital marketing. A professional website can communicate an organisation's identity, services, projects and professional background.

Effective website planning involves identifying the purpose, target audience, website structure, content requirements, visual identity and navigation.

2.6 Public relations and stakeholder management

Public Relations involves managing communication and relationships between an organisation and its stakeholders. It may include media outreach, professional publications, agency coordination and reputation management.

Stakeholder management involves identifying and maintaining relationships with individuals and organisations that influence or are influenced by business activities.

For a real estate organisation, stakeholders may include employees, customers, management, consultants, branding agencies, educational institutions and business associates.

Professional communication, regular follow-ups and proper documentation are important for maintaining these relationships.

2.7 Research gap and relevance to the present study

The reviewed literature discusses human resource management, organisational communication, brand positioning, personal branding, digital marketing and stakeholder relationships as important areas of organisational management.

However, these functions are often examined separately. The present study brings them together by examining how internal coordination can support external marketing activities within a real estate development organisation.

The study applies these concepts to the practical context of JVM Spaces, focusing on the organisational exposure and marketing-related activities undertaken during the internship.

3 Research methodology

3.1 Research design

The study follows a combination of descriptive and analytical research designs.

Descriptive research design is used to understand the organisational background, business activities, HR coordination and marketing practices at JVM Spaces.

Analytical research design is used to interpret the relationship between internal coordination and strategic marketing. It also helps identify possible areas for organisational improvement.

3.2 Research objectives

The major objectives of the study are:

1. To understand the human resource coordination practices at JVM Spaces.
2. To examine the role of communication, teamwork and management supervision.
3. To analyse strategic marketing practices used to strengthen brand presence.
4. To study the importance of personal branding and professional positioning.
5. To understand digital marketing activities, including email marketing and website planning.
6. To examine public relations and institutional outreach.

7. To understand the relationship between HR coordination and marketing implementation.
8. To recommend improvements in organisational coordination and strategic marketing.

3.3 Research problem

Real estate organisations must maintain effective internal coordination while developing marketing strategies that strengthen their market presence.

Marketing activities such as website planning, personal branding, public relations and institutional outreach require communication and coordination among management, employees and external stakeholders.

The research problem therefore focuses on understanding how human resource coordination and strategic marketing practices operate within JVM Spaces and how these functions can contribute towards organisational effectiveness.

3.4 Nature of the research

The research is primarily qualitative in nature. It focuses on understanding organisational processes, communication, management involvement and marketing activities rather than testing statistical relationships.

Descriptive information from company documents and internship records is also used to provide organisational context.

3.5 Sources of data

The study uses both primary and secondary sources.

Primary information is based on:

- Workplace observations.
- Management discussions.
- Internship-related activities.
- Meetings and progress discussions.
- Project-site exposure.
- Professional interactions with external stakeholders.

Secondary information is based on:

- JVM Spaces Company Profile (2025).
- JVM Spaces official website.
- Academic books on HRM, organisational behaviour and marketing.
- Research articles and academic publications.
- Internship-related documentation.

3.6 Data collection and analysis

Information was collected through observation, interaction, document review and internship activities.

The study uses qualitative analysis, descriptive analysis, SWOT analysis and comparative interpretation to examine the available information.

No formal employee survey or statistically representative sample was conducted. Therefore, the findings are qualitative and should not be interpreted as the views of the entire workforce.

3.7 Scope and limitations

The study is limited to the organisational practices and internship activities accessible during the 45-day internship at JVM Spaces, from 19 June 2026 to 2 August 2026.

The main limitations include:

- Limited duration of the internship.
- Restricted access to confidential internal information.
- Absence of a formal employee survey.
- Limited verified marketing-performance data.
- Findings based on selected observations and activities.

These limitations are considered while interpreting the findings.

4 Analysis of human resource coordination practices at JVM Spaces

4.1 Role of human resource coordination

Human resource coordination is important in a real estate organisation because different functional areas contribute towards common business objectives.

At JVM Spaces, the organisational activities can be examined through functional areas such as management, human resources, marketing and branding, project operations, finance and administration.

This functional representation is used for academic analysis and should not be treated as a verified official reporting hierarchy.

4.2 Management and work coordination

Management plays an important role in establishing priorities, guiding employees and reviewing organisational activities.

Coordination may involve assigning responsibilities, communicating expectations, discussing progress and ensuring that relevant information reaches the appropriate individuals.

During the internship, discussions and progress reviews provided exposure to the importance of management involvement in planning marketing-related activities.

4.3 Internal communication

Internal communication supports the exchange of information between management and employees. It is important for clarifying responsibilities, communicating updates and ensuring that assigned activities are understood.

In a project-based organisation, communication is also important between office functions and project-related activities. Marketing personnel require accurate information about projects before communicating details to external audiences.

4.4 Documentation and follow-up

Documentation supports the systematic recording of assigned activities, communication and progress.

During the internship, weekly updates and institutional outreach records formed part of the work-related documentation.

A structured documentation system can help organisations track responsibilities, monitor pending activities and maintain continuity when multiple stakeholders are involved.

4.5 Coordination with external stakeholders

Real estate organisations interact with several external stakeholders, including branding agencies, PR agencies, educational institutions and business associates.

Professional communication and follow-ups are necessary to maintain these relationships.

The internship provided exposure to discussions with branding agencies and communication with educational institutions regarding potential guest lecture and speaking opportunities.

4.6 Areas for improvement

Based on the concepts examined and the internship exposure, the following areas can be considered for strengthening coordination:

- Clearly documenting roles and responsibilities.
- Maintaining structured communication channels.
- Conducting periodic progress meetings.
- Using task trackers for monitoring activities.
- Maintaining updated records of stakeholder communication.
- Improving coordination between marketing and project-related functions.

These are recommendations for consideration and are not presented as verified deficiencies identified through a formal HR audit.

5 Analysis of strategic marketing practices at JVM Spaces

5.1 Strategic marketing in the real estate industry

Marketing plays an important role in the real estate industry because customers consider several factors before making property-related decisions. These include location, pricing, property configuration, construction quality, amenities, developer reputation and long-term value.

For this reason, real estate marketing involves more than promoting individual properties. It also requires corporate branding, digital communication, professional positioning and stakeholder relationship development.

JVM Spaces communicates its brand identity through its company profile, project presentations and emphasis on client-centric development, affordable luxury, quality and transparency.

5.2 Personal branding and professional positioning

Personal branding was one of the areas explored during the internship. The activity involved understanding professional positioning and discussions regarding branding initiatives associated with Mr. Manthan Mehta.

Personal branding can help business leaders communicate their professional background, expertise and industry presence.

A structured personal branding strategy may include:

1. Defining professional positioning and key messages.
2. Developing a consistent digital identity.
3. Planning professional website content.
4. Identifying suitable publication and PR opportunities.
5. Sharing relevant professional insights.
6. Maintaining consistent communication across platforms.

The internship provided exposure to discussions with branding agencies and the planning of professional branding initiatives.

5.3 Public relations and agency coordination

Public relations can help strengthen professional visibility and credibility through media communication, publications and external relationships.

During the internship, discussions with branding agencies provided exposure to professional branding and PR-related opportunities.

Agency coordination requires clear communication regarding objectives, target audiences, expected deliverables and follow-up activities.

It is important to note that these activities involved research and discussions; the study does not claim that media coverage or PR placements were secured during the internship.

5.4 Digital marketing and email marketing

Digital marketing provides opportunities for organisations to communicate with audiences through websites, email campaigns, online content and other digital platforms.

During the internship, research was undertaken into advanced email marketing concepts, campaign strategies and tools.

The research highlighted several important elements of email campaign planning:

- Defining the campaign objective.
- Identifying the target audience.
- Preparing relevant content.
- Developing an appropriate subject line.
- Including a clear call to action.

- Selecting a suitable communication schedule.
- Reviewing performance indicators.

Suggested performance indicators include email delivery rate, open rate, click-through rate and conversion rate.

The internship activity involved research and exploration of campaign planning rather than the launch of a verified email marketing campaign.

5.5 Website planning and digital identity

A professional website can function as a central platform for communicating an individual's professional identity or an organisation's brand.

During the internship, work was undertaken on planning the structure and content ideas for Mr. Manthan Mehta's personal website.

The proposed website structure included:

1. Home.
2. About.
3. Professional Background.
4. Areas of Expertise.
5. Projects and Professional Activities.
6. Media and Recognition.
7. Speaking Engagements.
8. Contact Information.

This activity provided practical exposure to website planning, content organisation and professional digital positioning. The website planning exercise should not be interpreted as confirmation that the website was completed or published.

5.6 Institutional outreach

Institutional outreach involves developing professional relationships with educational institutions and exploring opportunities for interaction between industry professionals and academic communities.

During the internship, colleges and educational institutions were contacted regarding potential guest lecture and speaking opportunities. Follow-up activities were also undertaken, and outreach records were updated.

This activity demonstrated the importance of professional communication, relationship development and systematic follow-up.

Institutional outreach can support professional visibility while also creating opportunities for knowledge sharing between industry and educational institutions.

5.7 Real estate project exposure

On 1 July 2026, a briefing on ongoing real estate projects was received, followed by a project-site visit.

This provided an opportunity to understand the connection between project operations and marketing communication.

Accurate project information is important in real estate marketing because customers rely on details regarding location, configuration, amenities and development status. Therefore, marketing communication should be coordinated with reliable project-related information.

5.8 SWOT analysis of strategic marketing

The following SWOT analysis is a proposed academic interpretation based on the company profile and the marketing areas examined. It is not a formal internal marketing audit.

Table 1. SWOT analysis of strategic marketing at JVM Spaces.

Strengths	Weaknesses / areas to examine
Established presence in the Mumbai Metropolitan Region.	Need for consistent and structured digital communication.
Experience across residential and commercial developments.	Marketing effectiveness cannot be assessed without verified performance data.
Defined brand values such as quality and transparency.	Personal branding and website planning require continued implementation and review.
Opportunities	Threats
Strengthening digital presence and content marketing.	Competition from other real estate developers.
Developing professional branding and PR opportunities.	Changing customer preferences and market conditions.
Building institutional and professional relationships.	Negative publicity or inconsistent communication can affect brand credibility.
Using marketing analytics to evaluate performance.	Increasing expectations regarding digital engagement and customer service.

5.9 Overall marketing analysis

The internship activities provided exposure to different elements of strategic marketing, including personal branding, PR discussions, email marketing research, website planning and institutional outreach.

These activities demonstrate that marketing requires research, planning, communication and stakeholder coordination. They also highlight the importance of maintaining consistency between an organisation's brand identity and its external communication.

6 Relationship between human resource coordination and strategic marketing

Human resource coordination and strategic marketing are interconnected because marketing activities depend on the effective contribution of individuals within and outside an organisation.

A marketing initiative may require several stages, including research, planning, content preparation, approval, communication and follow-up. Each stage involves different responsibilities and requires coordination.

For example, website development may involve management decisions, content planning, branding requirements and technical implementation. Similarly, PR activities may involve management, branding agencies and external publications.

The relationship between these functions can be understood through the following areas:

Table 2. Human resource coordination and its contribution to strategic marketing.

Human Resource Coordination	Strategic Marketing Contribution
Clear responsibility allocation	Helps establish ownership of marketing activities.
Internal communication	Supports consistent and accurate marketing messages.
Management supervision	Helps align marketing initiatives with business objectives.
Documentation and follow-up	Supports continuity in agency and institutional communication.
Cross-functional cooperation	Helps coordinate project information and promotional activities.

The analysis suggests that marketing effectiveness is influenced not only by the marketing strategy but also by the coordination of the people responsible for its implementation.

For a real estate organisation, accurate communication between project-related personnel and marketing teams is particularly important. It can help ensure that information shared with customers and external stakeholders is consistent with available project details.

Therefore, HR coordination and strategic marketing should be considered complementary organisational functions.

7 Major findings of the study

Based on the available company information, internship activities and qualitative analysis, the following findings were identified.

7.1 Findings related to human resource coordination

1. Coordination between management and different functional areas is important for supporting organisational activities.
2. Clear communication helps employees understand responsibilities and work priorities.
3. Documentation and follow-up can support the monitoring of assigned activities.
4. Project-related information and marketing communication require coordination.
5. External stakeholder relationships require professional communication and systematic follow-ups.

7.2 Findings related to strategic marketing

1. Brand positioning is important for communicating the organisation's identity and values.
2. Personal branding can contribute towards professional visibility and credibility.
3. Email marketing requires structured planning and identification of suitable audiences.
4. Website planning can help establish a consistent professional digital identity.
5. Public relations and institutional outreach can create opportunities for professional networking.
6. Marketing activities require suitable performance indicators for meaningful evaluation.

7.3 Integrated findings

The study highlights that internal coordination and external marketing are closely related.

Effective communication, management involvement and documentation can support the planning and execution of marketing activities. At the same time, strategic marketing can contribute towards professional visibility, stakeholder engagement and business development.

The internship also provided practical exposure to the application of management and marketing concepts in a real estate business environment.

These findings are qualitative and based on the study's limited scope. They should not be interpreted as statistically verified results or as representing every employee's experience.

8 Recommendations

8.1 Recommendations for improving human resource coordination

1. **Establish clear roles and responsibilities:** Responsibilities should be communicated clearly so that employees understand their assigned activities and accountability.
2. **Strengthen internal communication:** Suitable communication channels should be maintained for sharing instructions, updates and work-related information.
3. **Introduce regular coordination meetings:** Periodic meetings can help review progress, discuss pending activities and identify requirements for further action.
4. **Improve documentation and task tracking:** A central task-tracking system can be used to record responsibilities, deadlines, progress and follow-up requirements.
5. **Encourage cross-functional coordination:** Marketing, administration and project-related functions should share relevant information to support accurate communication and coordinated work.

8.2 Recommendations for improving strategic marketing

1. **Develop a consistent personal branding strategy:** Professional positioning, communication themes and content plans should be clearly defined.
2. **Strengthen the digital presence:** Website content should be relevant, updated and aligned with the professional identity being communicated.
3. **Create a structured email marketing framework:** Email campaigns should have defined objectives, target audiences, content and performance indicators.
4. **Strengthen PR and agency coordination:** Agency discussions and follow-ups should be documented against clear objectives and expected outcomes.
5. **Maintain an institutional outreach system:** A structured tracker can help monitor institutions contacted, responses, follow-up dates and confirmed engagements.
6. **Improve project-based marketing communication:** Project information should be checked with the relevant internal sources before it is communicated externally.
7. **Introduce marketing performance indicators:** Marketing initiatives should be evaluated through suitable measures such as website visits, email engagement, media mentions and institutional responses, wherever reliable data is available.

9 Conclusion

The study titled "An Analytical Study of Human Resource Coordination and Strategic Marketing Practices at JVM Spaces" examined the importance of internal coordination and external marketing within a real estate development organisation.

The research highlights that human resource coordination supports organisational functioning through communication, responsibility allocation, teamwork, documentation and management supervision. These elements are important for ensuring that organisational activities are carried out systematically.

The study also demonstrates the relevance of strategic marketing in developing brand identity, professional visibility and stakeholder relationships. Activities such as personal branding, email marketing research, website planning, public relations and institutional outreach provide opportunities for strengthening professional communication and market presence.

The internship at JVM Spaces provided practical exposure to these activities and helped connect academic concepts from human resource management, organisational behaviour and marketing management with workplace practices.

The study further indicates that human resource coordination and strategic marketing should not be viewed as completely separate functions. Internal coordination supports the planning and execution of marketing initiatives, while strategic marketing contributes towards communicating organisational value to external audiences.

In conclusion, a coordinated internal working environment supported by structured marketing planning can help a real estate organisation improve communication, strengthen professional relationships and work towards its long-term business objectives.

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