MODERN INFORMATION CHANNELS AS A MEANS TO INCREASE THE EFFICIENCY OF COMMUNICATION IN A REAL ESTATE AGENCY

Abstract. The article analyzes the modern information channels in real estate agencies and their role in increasing the efficiency of communications between stakeholders. Good organization and coordination of all elements of the communication mix (advertising, sales promotion, public relations, personal sales) is also needed to increase the effectiveness of the communication policy in a real estate agency.

Keywords: information channels, real estate agency, communication.

Taking into account the integrative nature of the communications, we will apply an assessment of the complex of communication channels in terms of their accuracy, possibilities for establishing a full-fledged two-way interaction, performing targeted actions and conversion. Based on the fact that the evaluation is performed by the degree of performance of the tasks, we assume that the tasks must be related to actions related to increasing the conversion and performing the necessary organization of channel manipulations: clicks or filling in graphs on the site, in social networks, more articles, etc. Tasks are steps to achieve a goal in the role of profit growth.

Literature review

Communications have been studied for more than 2,500 years and have been recognized as increasingly important over the past 30 years. Tucker, Meyer and Westerman [1] emphasize the fact that effective business communication must be
explored as a key strategic advantage for any organization. Communication researchers in the study of business communications are encouraged to use mainly quality research methods[2]. According to Kreps et al., Qualitative research in the field of communications emerged in 1970 as a legitimate and widely recognized phenomenon in two ways: -1. which has produced a growing body of literature, and -2. which has developed a significant set of methods by which to study the process of communication.

According to Halpern [3], the communication literature does not lack empirical research in general, but it lacks research that reveals what and how scientists and business professionals develop. Halpern believes that neglecting qualitative research by communication professionals would limit the various types of issues in the theory and practice of business communication. According to him, communication researchers should be committed to learning and using quality research methods so that they learn more about their discipline and grow professionally. The need for quality research related to communication is clear and justified. However, before moving to a better research approach, researchers need to study and understand the process of using qualitative methods, including their advantages and disadvantages.

The effectiveness of communications depends on the structure of the organization and its organizational culture. Effective organizations strive for organizational structures with a small number of levels of government and information channels for direct exchange.

A well-functioning information system in the organization is a guarantee for the efficiency of information exchange and decision-making in the organization. The main goals that the corporate communication system must solve can be grouped into several groups.

1. Creating team spirit, unification, gatherings.
2. Formation of loyalty to the company, leadership.
3. Explaining the company’s strategy for development, innovation and change.

Using the company’s internal corporate communication system, the company’s
strategic attitudes are communicated to employees - it explains the importance and direction of its movement, as well as the essence of various innovations.

4. Informing the staff.

5. Development of the professional motivation of the staff.

6. Formation of corporate culture. The means of internal corporate communications are one of the most important resources for forming a corporate culture. Everything is important here: the content of the materials, the style of their presentation and the creation in the company of an atmosphere of cooperation, interaction and multilateral communications.

7. Formation of the internal corporate image of the company.

It should also be noted that the long existence of this system, when a significant part of information about the life of a company passes through its channels, leads to the accumulation of a large amount of information about past periods of business development of the company. And in order to navigate this variety of information, it is necessary for employees to create their own search resource, with the help of which they can navigate in the system of internal communications.

**Effectiveness of communication through different types of channels:**

*The effectiveness of communication through the site*

The purpose of communication through the site is the implementation of a strategy for information presence and maximum transformation achieved by visitors, which makes as many targeted actions as possible. The optimal format of the site, taking into account its goals (data collection, implementation of targeted actions, dissemination of information about the company, etc.) and the specifics of the organization (landing, business card site, official site, etc.) via Google Analytics to obtain data on the number of visitors, the duration of the session, the number of visits, etc. for the reporting period.

– Communicative accuracy of the elements of the site:

– Connecting the logo, design, color scheme with the content and specifics of the site.

– Intuitive clarity of the navigation device.

– Content: style, theme.
– Ability to search the pages of the site.
– Feedback.
– Quantity of targeted actions performed for the reporting period.
– Evaluation of the level of conversion of the site for the reporting period.
– Profitability of conducting an advertising campaign through Google Ad.

**Effectiveness of communication through blogs**

– The purpose of business communication through blogs is the implementation of a strategy for information presence, the establishment of two-way interaction and the transfer of a visitor to the site, where targeted actions are possible:
  – Current and interesting content: compliance with the target audience, media plan;
  – Opportunities for promoting the services of the organization through articles, description of the conditions for interaction, direct links to the site, etc.
  – Evaluation of the intensity of the talks, measured by the ratio of the number of comments to the number of posts.
  – Feedback: efficiency, completeness.
  – Evaluation of the block as a source of traffic for the site (percentage of total traffic).

**Effectiveness of e-mail communication**

The purpose of e-mail communication is to establish two-way interaction, performing for the visitor as many targeted actions as possible:

– Choosing an email client.
– Quality characteristics of the letter.
– Rules for design, filling in all columns, availability of templates.
– Address to the client, style, literacy.
– Informativeness and completeness of the answers.
– Fast reaction.
– Use of automatic distribution services.
– Additional information: links to the site, useful attachments, etc.
– Ability to collect contact information.
Statistics for opening letters, reading, performing targeted actions (clicking on links, to the site, etc.).

*Efficiency of communication through CRM system*

The effectiveness of communication through a CRM system is measured by the degree of interaction and personalization of customers for their subsequent retention:

- Possibility for software provision.
- Internal communication system (letters, chat, etc.).
- Integration with call services and other programs.
- Ability to upload contact information for customers.
- Communicative accuracy of the elements of the CRM-system, user-friendly interface, convenience of the navigation device.
- Possibilities for generating reports: reporting form, feedback, etc.

*Effectiveness of communication through social networks*

«Social networks provide endless opportunities for companies, such as the possibility of constant contact with customers and potential new ones, targeted advertising, improving collaboration between customer and company and increasing the transparency of activities. They can be used for advertising, research, marketing, communications, etc.»[4]

The purpose of communication through social networks is the implementation of a strategy for information presence, the establishment of two-way interaction and maximum conversion achieved by the visitor performing as many targeted actions (if possible) or the user’s transition to the site where targeted action is possible:

- Adequacy of the reflection of the content of the organization in social networks, taking into account the specifics of the latter.
- Optimality of the form of presentation, taking into account the goals (content placement, dissemination of information about the company, etc.) and the specifics of the organization (group, community).
- Design design: name, design, one color, menu.
- Current and interesting content: compliance with the target audience, media plan, postponed posting.
– Group statistics: total number of visitors, number of unique visitors, interaction with the group and content;
– Work to increase the activity of the group: initiating discussions, surveys, conducting competitions.
– Availability of communication methods: possibility for direct writing, contact section, appointment of administrators and community leaders.
– Efficiency, completeness, accuracy and style of answers.
– The possibility to perform targeted actions (for example, the presence of a section «properties», etc.), the number of transitions to the official website of the organization.

According to Zaporozhanov [5] we should tell the fans what to do, create guidelines for action, as they are out of focus from different messages and from the many activities they do in parallel.

**Effectiveness of communication through forums**

The purpose of communication through forums is the implementation of a strategy for information presence, establishing two-way communication and maximum transition of the visitor to the site, where targeted actions are possible:
– Adequacy of the impact of the content of the organization of the forums, taking into account its specifics, the focus falls on the thematic resources.
– Starting discussions, maintaining the activity of the audience.
– Quick feedback, completeness and content of the answers.
– Opportunity to present their products and services through links to the site, describing the possibility of interaction, etc.

The analysis of the existing approaches for evaluating the effectiveness of electronic business communications helps to form an idea of the main trends and forms the basis of the author’s methodology. At the same time, understanding the main gaps in research - the lack of focus on the business environment, taking into account the specifics of the electronic nature and complexity - is the basis for developing a methodology based on the goals of companies.

**Efficiency through the PR activity of a real estate agency**
Modern planning and implementation of a communication campaign includes the development of a specific communication strategy. The communication strategy is a large-scale and long-term program for achieving the main communication goals of the company as part of its marketing strategy. Communication management provides support for the communication system (interactions) between the organization and users, the transfer of management and reporting information aimed at ensuring the achievement of goals.

The information communications management function includes the following processes:

– Planning of the communication system - determination of the information needs of the participants in the project (information content, terms and methods of delivery);

– Collection and dissemination of information - processes for regular collection and timely provision of the necessary information to the project participants;

– Assessment and demonstration of progress - processing of the actual results of the state of work, correlation with the planned, analysis of trends and forecasting;

– Documentation of the progress of the work - collection, processing and storage of official project documentation.

The communication strategy is developed on the basis of the overall marketing strategy of the company, as well as taking into account the respective product, pricing and marketing strategies. Marketing communication strategies occupy a certain place in strategic planning.

The strategy must meet several conditions, it must be:

– Feasible, ie its objectives must be achievable on the basis of the current situation, available resources and time;

– Interactive, should depend on the highest goals and strategies in relation to it and determine the lower goals and strategies, ie. to realize its part of achieving the main goal;

– Cyclic, ie it must be constantly adjusted and supplemented when it receives the results of its implementation and changes (or forecasts) of the current situation, as well as the goals and strategies at the highest level.
Features of public relations in the promotion of real estate

Public relations as a field of activity is realized as a policy aimed at strengthening mutual understanding between the company and social groups.

The visual communication channel also requires attention. With the help of photos, videos published both on the official website of the company and on the resources of third parties, you can make a whole virtual tour of residential complexes both online and offline.

High-quality images and videos are important tools for public relations, they can hold the interest of groups in society, sometimes even more than just PR texts. Also, an important component of communication with customers are personal presentations to customers. The main advantages of presenting the materials through public speeches are the following: personal form of communication with the target audience and subsequent persuasion of the target audience; demonstrating the availability of information and openness of the company to customers and much more.

To date, such a field of activity as public relations has gained quite a decent experience in using different types of events to create a benevolent attitude towards their company.

The effectiveness of communication management depends on a number of functions (economic, managerial, social), as well as on the implementation of activities in accordance with the communication strategy adopted by the management. The effective management of internal communications in an organization can be determined by the high level of economic and social efficiency of such events. To assess the effectiveness of communications, they can use the following criteria:

1. structure of the communication space;
2. communication synergy;
3. quality of communications;
4. feedback;
5. communication needs;
6. communication support;
7. communication culture;
Table 1. shows the tasks for evaluating the effectiveness of communications for each criterion. Effective communication management improves the overall level of efficiency of the organization. If an organization is effective in the field of communications, it is effective in all other types of activities. Ineffective communication management is one of the main causes of problems in the organization.

Table 1

<table>
<thead>
<tr>
<th>Object of evaluation</th>
<th>Evaluation tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure of the communicative space</td>
<td>Efficiency of the structure of internal communications</td>
</tr>
<tr>
<td>Communication synergy</td>
<td>Effect of interaction of different tools of intra-corporate communication, manifested in their use;</td>
</tr>
<tr>
<td>Quality of communications</td>
<td>Compliance of the set of properties of the information and communication systems with the requirements that the organization imposes on them.</td>
</tr>
<tr>
<td>Communication needs</td>
<td>Degree of satisfaction of the organization with information and communication needs, as well as the level of dissatisfaction and its impact on the development of the company;</td>
</tr>
<tr>
<td>Communication provision</td>
<td>The availability in the company of technical means of communication, serving to realize the communication functions;</td>
</tr>
<tr>
<td>Communication culture</td>
<td>The level of development of the communication space of the organization, depending on the general traditions and standards;</td>
</tr>
<tr>
<td>Feedback</td>
<td>Degree of feedback development (internal and external)</td>
</tr>
</tbody>
</table>

Источник: Ангелов, А. Основи на управлението, София, 2009, с. 75

Research

The aim of the research is to study and derive the Information and communication needs in a real estate agency together with the most frequently used channels for information transmission. For the purposes of the study, the selection of experts was made according to two main requirements:

– Hold positions in the field as managers of large real estate agencies, commercial directors or brokers.

– Have at least three years of experience in the position.

The selected experts are people from the real estate business that the author knows personally. Individual meetings were held with each of the interviewees.
As a result of the author’s good image in the real estate business, all respondents have agreed to be interviewed at the first meeting.

At this stage of the study, the author used the method of structured face-to-face interview. The structured interview is as formalized as possible: the majority of the questions are closed, their order in the questionnaire is strictly fixed. The questions are asked and the answers are recorded by the interviewer and not by the respondent. This type of interview is a quantitative method of gathering information. Each expert who was interviewed was explained the purpose of the interview, the method used, how to further process the information, etc. An individual interview was conducted with each expert, and he was not provided with data on the answers of the other experts. A meeting is organized with each expert at a time convenient for him, in the conditions of a predisposing environment. The interviews were conducted in the period December 2020 - February 2021, and 8 experts in the field of real estate business were interviewed. The duration of the interviews varies between 20 and 30 minutes.

A 5-point scale is used, and the possible answers are: 5 - «strongly agree», 4- «agree», 3- «somewhat agree», 2- «disagree», 1- «strongly disagree». The reliability of the scale used was determined by the Cronbach’s «alpha» internal coherence coefficient. The obtained value of the coefficient is 0.807, which means that the scale used has a high reliability.

In the second part of the interview, the experts were asked to give their professional opinion on the following additional issues:

What do you think are the most effective communication channels?

What revenue growth do you think the use of the proposed means of communication can give?

Every communication campaign requires informing and attracting the target audience, advertising is a kind of mouthpiece in this process. And in its essence it consists of two main blocks - the creation of a creative idea, thought and its dissemination, ie. placement of different advertising media on different channels. Experts have identified three main channels of communication, with the
most effective being the Internet with 53%, followed by outdoor advertising (27%) and television (20%).

Source: Own image

Fig. 1. Distribution of the most effective communication channels, according to experts

The experts were given the opportunity to indicate what they think will be the growth of revenues from the proposed means of communication. Many of them (60%) believe that the real increase in profits can be up to 3%, 20% of experts believe that the increase in revenue can be up to 5% and according to 20% of them the increase in profits can reach 7% (see Fig.2.)

Fig. 2. Revenue growth from improved communication

The interviewed experts give the following recommendations:
Experts suggest asking the following question: «Does the information received support your activity?» The reasons are that the question posed in this way will clarify what real and formal flows of information mean and what meaning is given to these concepts.

Do social networks help increase the efficiency of communication in a real estate agency?

It is proposed to include the question «Does your organization have an approved document that reflects the information policy for working with external users of information about your company?»

In order to optimize communications, due attention should be paid to advertising research, competently collect and analyze the results obtained, using different methods of measuring the impact and results of the campaign, avoid biases and prejudices to various communication activities and etc.

**Table 2**

<table>
<thead>
<tr>
<th>Communication need</th>
<th>Lowest grade</th>
<th>Highest grade</th>
<th>Average score</th>
<th>Standard deviation%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to unique first-hand information about properties from builders and sellers.</td>
<td>3</td>
<td>5</td>
<td>4.47</td>
<td>0.557</td>
</tr>
<tr>
<td>Constant updating of customer databases and opening new ones;</td>
<td>2</td>
<td>4</td>
<td>3.85</td>
<td>0.830</td>
</tr>
<tr>
<td>Reliable connection with institutions: notaries, lawyers, registry agency, etc.</td>
<td>3</td>
<td>5</td>
<td>4.77</td>
<td>0.916</td>
</tr>
<tr>
<td>Fast and efficient communication network between brokers and the agency</td>
<td>2</td>
<td>4</td>
<td>3.73</td>
<td>0.737</td>
</tr>
<tr>
<td>Flexible partnership communication network with other agencies and between brokers</td>
<td>2</td>
<td>4</td>
<td>3.57</td>
<td>0.754</td>
</tr>
<tr>
<td>Constant feedback from customers as a source of information about them</td>
<td>3</td>
<td>5</td>
<td>4.55</td>
<td>0.821</td>
</tr>
</tbody>
</table>

*Source: own image*
Therefore, the communication needs of a real estate agency are ranked in order of importance as follows:

- Reliable connection with institutions: notaries, lawyers, registry agency, etc.
- Constant feedback with customers.
- Access to unique first-hand information about properties from builders and sellers.
- Constantly updating customer databases and opening new ones.
- Fast and efficient communication network between brokers and the agency.
- Flexible partner communication network with other agencies and between brokers.

In the next phase of this stage we analyze the main channels and forms through which these needs are met.

**Assessment of information and communication needs in a real estate agency**

The information in the real estate agency is a fixed capital related to its competitiveness. The communication system of the agency must provide:

- Access to unique first-hand information about properties from builders and sellers.
- Constantly updating the customer databases and opening new ones.
- Reliable connection with institutions: notaries, lawyers, registry agency, etc.
- Fast and effective communication network between the brokers and the agency in view of the coordination and the density of the coverage of the defined territory.
- Flexible partner communication network with other agencies and between brokers.

Constant feedback with customers as a source of information about their satisfaction and their transformation into intermediaries to attract new customers. There are various qualitative and quantitative methods for analysis and evaluation in the scientific literature. The assessment can be performed with diagnostics of organizational communications, presented in Fig.3.
Analysis and evaluation of the internal communications of a real estate agency

Internal communications are the exchange of information between the elements of an organization. Within the organization, information is exchanged between management levels (vertical communications) and between departments (horizontal communications). The parameters of the internal environment include organizational factors (level of skills of employees and managers, level of motivation of employees, etc.), factors of production (production capacity, quality of products or services, etc.), financial factors sustainability of enterprises, profitability of business, etc.) innovation (here you can assess the frequency of introduction of new products and services enterprise, the degree of their novelty), advertising, PR, marketing (brand awareness, customer relationship, brand knowledge, etc.). The information needs that are met through internal communications are:

– timely provide clear, honest and consistent information related to all aspects of the company, creating an atmosphere of mutual trust between employees and management to build a dynamic and successful organization;

– neither information vacuum nor excessive information overload is allowed;

– identify (through surveys) whether employees receive the information accurately and to the extent they need to work successfully.

– Category of internal audiences are: Managers, functional specialists and brokers.

– These groups of collaborators are very different from each other both in terms of information needs and in terms of the possibilities for obtaining it.
To assess the internal communication channels and forms, the following should be established:

- Print media of internal communications - a magazine designed for all employees;
- Technological means of internal communication:
  - Regular update of the intranet site.
  - Thematic letters by e-mail.
  - Monthly electronic newsletter.
  - Video news from the field of real estate.
- Personal means for informal internal corporate communications - information sessions and informal meetings with the management of different departments.

**External communications** are the exchange of information between the organization and its external environment. Every organization does not exist in isolation, but in interaction with the external environment. And which factors of this environment (consumers, competitors, government regulatory agencies, public opinion, etc.) have the strongest influence on the work of the organization and its results, depends on the nature and methods of its communication.

The task of external communications is to transform the desired strategic position in the behavior of the organization, its communication messages and symbols at the organizational, production and functional level. Managers must clearly decide how to represent the organization and its products, clearly identify key groups in the public, and understand the image of their organization. They then need to develop a set of tools to create a corporate image, while closely monitoring the formation of corporate image of competitors and its changes. An acceptable set of such tools should include:

- Identification of communication tasks.
- Selection of target groups (clients and members of the public related to the organization).
- Formulating appropriate message(s).
- Selection of funds and planning.
Organization (coordination) of actions.

Due to the legal requirements, the real estate agency has to communicate with a number of institutions in connection with the mediation of purchase and sale and rental of real estate. The Agency, and in particular a specific intermediary, also acts as a proxy for obtaining the necessary documents, as well as a full inspection of the ownership of the properties subject to the operations.

Table 3

Connection of real estate agencies with institutions and organizations, depending on the activity

<table>
<thead>
<tr>
<th>To carry out the activity of a legal entity</th>
<th>When making real estate transactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB, Commercial Register</td>
<td>AB, Commercial Register</td>
</tr>
<tr>
<td>Banking institutions</td>
<td>AB, Property Register</td>
</tr>
<tr>
<td>National Revenue Agency</td>
<td>Notaries</td>
</tr>
<tr>
<td>Accounting companies</td>
<td>Law firms</td>
</tr>
<tr>
<td>Occupational medicine</td>
<td>Municipal administrations</td>
</tr>
<tr>
<td>Branch organizations</td>
<td>Agency for Geodesy Cartography and Cadastre</td>
</tr>
<tr>
<td>Commission for Personal Data protection</td>
<td>Local taxes and fees</td>
</tr>
<tr>
<td>State Agency for National Security</td>
<td>Real Estate Agency</td>
</tr>
</tbody>
</table>

Source: own image

Table 3 lists the main ones, without which the agency risks not meeting the mandatory requirements. The overall activity of the agency is directly related to daily communication with various banking institutions. According to the Law on Restriction of Cash Payments, any payment that exceeds the value of BGN 10,000, or part of a total payment that is equal to or greater, is made by bank transfer. In this sense, more than 90% of real estate transactions in the capital require payment by bank transfer. Also, over 65% of the purchases and sales made in the last year are made with partial financing from banks, which also requires communication of real estate agencies. Communication with banking institutions at the level of a legal entity is carried out on the occasion of maintaining company accounts for payment of debts and receipt of commissions. The document turnover that is created is related to payment documents proving completed transactions and documents that are
provided to banks for approval of mortgage and consumer loans. Another institution is the National Revenue Agency. It «is a specialized state body under the Minister of Finance. The main task of the NRA is the administration of taxes and social security contributions, as well as the collection of other public and private state receivables»[6].

The communication of the agency is related on the one hand to the payment of business taxes and compulsory social security contributions and on the other hand to the need to obtain documents in respect of individual individuals and legal entities in the purchase and sale of real estate. For carrying out real estate operations, this institution issues two main certificates - Certificate under Art. 87 of TSSPC for the presence and absence of obligations for legal entities and individuals.

The Occupational Medicine Service is an organization with which a real estate agency communicates on the occasion of the fulfillment of its obligations under Ordinance № 3 of January 25, 2008. On the terms and conditions for carrying out the activity of the occupational medicine services. This communication is required. «When it is practically impossible for the employer to set up an occupational health service alone or in partnership, he shall conclude a contract with a registered service»[7].

Membership in branch organizations is usually an additional guarantee for consumers of intermediary services for the quality of work performed. In view of the lack of regulation and requirements in the sector, participation in an organization of this type is recommended. The communication is carried out on the occasion of informing about novelties, directly related to the activity, the legal requirements, new tendencies in the service, making decisions for the organization. The document flow that is created in relation to the branch organizations is related to the entry of the agency in the organization, data processing, adoption of a code of ethics, etc.

Communication with the Commission for Personal Data Protection is carried out in connection with the implementation of the Personal Data Protection Act. At present, it is related to the need to register any legal entity as a controller of personal data. In connection with the General Data Protection Regulation (Regulation (EU)
2016/679), which starts on 25 May 2018, the Commission for Personal Data Protection becomes a control body for the implementation of the Regulation and the need for registration as an administrator is eliminated.

The communication with the State Agency for National Security is carried out in connection with the Law on Measures against Money Laundering. «This law determines measures for prevention of the use of the financial system for the purposes of money laundering, as well as the organization and control over their implementation.» In view of the activities of the agencies, in the most general sense, it requires that in carrying out a transaction which the intermediary suspects to be used for money laundering, it inform the institution concerned without delay.

A property register in the Registry Agency is a public register. It is a system of real estate data on the territory of the country. The acts by which the right of ownership or other real right over real estate is recognized, transferred, amended or terminated shall be entered in it. This register includes all entries that affect individual properties. The communication of the agencies is related to the inspection of the ownership of a real estate, which includes making inquiries for specific individuals and legal entities, obtaining previous ownership documents from the register archive, as well as providing a Certificate for entries, notes and deletions.

A register of property relations of the spouses was created in connection with an amendment to the Family Code, which allows spouses to distribute their property in a manner different from that specified by the legislator. It is «a single centralized electronic database containing information on marriage contracts and the applicable legal regime of property relations of spouses.»[8] The communication of real estate agencies is related to the process of inspecting property ownership. The document issued by this institution is a Certificate of Property Regime.

The communication process with notaries is an integral part of the operational work of agencies and individual intermediaries. The notary is a mandatory participant in the purchase and sale of real estate. Its activity is regulated in the Law on Notaries and Notarial Activity. The document turnover that is created is related to providing documents to the notary, proving the ownership of a property, as well
as performing the purchase and sale itself by concluding a notary deed and registering it with the Registry Agency.

The participation of a lawyer or a lawyer in a real estate transaction is not a mandatory condition, but often the users of intermediary services choose to consult a lawyer. The communication consists in synchronizing texts under contracts and providing documents for ownership, on the basis of which the lawyer gives an opinion to his client on the security of the transaction.

Municipal administrations are the institutions that store and provide information on various data to individuals and legal entities. The activity of the agencies is related to obtaining a number of certificates, depending on the specific transaction.

In most cases, they are responsible for providing a Certificate of Marital Status / ESGRAON Service />, Certificate of Identity at the address, Certificate of Heirs, Contracts for the sale of municipal property, Certificate of Obligations, etc.

The main functions of the Agency for Geodesy Cartography and Cadastre are related to the implementation of the Law on Cadastre and Property Register and the Law on Geodesy and Cartography. The communication with the real estate agencies is carried out on the occasion of the obligation to create and maintain the cadastral map and the cadastral registers for the territory of the whole country. The document flow is related to the provision of required documents by the real estate agency, on the basis of which the institution issues cadastral schemes of individual real estates and cadastral sketches of terrains. These documents are required by the notaries, the tax offices for issuing a tax assessment of the properties and by the Registry Agency for issuing a certificate for entries, notes and deletions.

The Local Taxes and Fees Department is part of the Sofia administration, but is not under the direction of the district mayors. The communication regarding the performed real estate transactions is carried out on the occasion of payment of due taxes and fees for the properties, and issuance of a Certificate for tax assessment. The notaries require the provision of a certificate in which basic data about the property are entered and it is explicitly mentioned that there are no outstanding obligations for the same.
Communication between real estate agencies is the most common in carrying out the overall activity. It takes place through many channels, which are connected not only in the process of making a specific real estate transaction, but also the period of advertising, conducting property inspections, exchange of information. This type of communication is often not related to document circulation when it comes to carrying out the usual intermediary activity. It is often done through telephone conversations or face-to-face meetings.

**Analysis of external communications (channels, effects)**

The most common gaps and problems in business communication are:

Lack of a unified communication system in the company. Employees use various communication applications - Skype, Facebook, Viber, Yahoo Messengers, Windows Live Messenger, iChat and others. As a result, there is chaos in the office, who prefers which client, who is registered where and what he is used to using. The result is inefficient communication and even lack of communication between some employees.

Lack of clear organization in the processing of incoming correspondence. Most companies use a common email for incoming correspondence, which makes it difficult to process large amounts of information. Physical remoteness of the departments, which leads to difficulties in communication and teamwork. More and more companies are expanding their activities by opening offices in more than one location - within Bulgaria or abroad. The physical distance of employees leads to difficulties in communication between them, lack of synchrony in actions and business processes. Security and protection of information. At the heart of every communication process and every communication solution is security.

**Determining the communication information needs**

The business goals of the company are directly dependent on effective communications. Corporate communications are an expression of these interrelationships between people, groups and the environment of an organization, which are expressed in the creation, transmission and use of mutually beneficial information to achieve business goals. Today’s world is a world of organizations. In essence, the organization is nothing more than a union of people who have set a
common goal and coordinate their efforts to achieve it. All technique and technology are just the means, with the human factor at the center. But we are talking about a motivated, active and proactive workforce.

Employee involvement in decision-making or sensitivity increases the chances of greater approval of the source’s actions. Taking into account the needs of the individual, the trends and the identification of the influential groups influence for a better perception of the messages and the final results. Clarity and traditionality of the messages are factors that directly affect the mass audience for their reception. Accurately and unambiguously stated messages and appeals have greater opportunities to change the opinion than to explain the proposed concepts in detail.

Despite the maximum use of technology in the communication process, the company relies especially on verbal communication. Convincing and well-argued speech achieves high results in communication.

Effective speech in the process of communication relies on consideration of the audience, trust, relevance of the topic, convincing evidence, emotionality, harmony between verbal and nonverbal communication.

We need to speak in such a way that the listeners feel that we believe every word of what we say[9]. The involvement of internal and external audiences in decision-making or sensitivity increases the chances of greater approval of the source’s actions. Taking into account the needs of the individual, the trends and the identification of the influential groups influence for a better perception of the messages and the final results. Clarity and traditionality of the messages are factors that directly affect the mass audience for their reception.

**Conclusion**

Some communication channels, such as website, e-mail, social networks, etc., are being developed effectively and are clearly aimed at two-way interaction with the audience on the principle of feedback. At the same time, there are a number of other channels, such as bulletin boards, e-orders, etc., which refer exclusively to the «classical» projection of PR, and this interaction is linear and one-sided.

In conclusion, we can summarize that improving the efficiency of communications is a continuous process, which is required by:
– The constantly changing external environment and the accompanying organizational changes. These changes lead to the constant emergence of new information and communication needs and highlight the relevant gaps. Communication is the only tool for raising awareness, overcoming misunderstandings of employees, overcoming resistance, motivation for change, etc.

– The daily changing internal communication needs of the modern employee, client, partner, which require permanent change and adaptation in order to meet the relevant aspects of the business process.

Communication is a tool of any management action. The use of this tool requires specific competencies: the manager must be an excellent psychologist; to have public speaking skills; to have the ability to persuade, etc.

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