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Sales and Marketing Activities Supporting the Customer Journey in Residential Real Estate: Evidence from On-the-Job Training at Arvind SmartSpaces Limited

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ABSTRACT :

This paper examines how sales and marketing activities jointly support the customer journey in residential real estate. It draws on a two-month On-the-Job Training (OJT) placement, from 15 June to 13 August 2026, in the Sales and Marketing department of Arvind SmartSpaces Limited, a listed real estate developer associated with the Lalbhai Group. The study maps the intern's work (lead tracking and follow-ups, CRM updates, customer interaction, site-visit coordination, welcome mailers, digital marketing support, competitor research, reporting, channel-partner coordination and special campaign assignments) to the stages of a typical buyer journey, from awareness and enquiry to evaluation, booking and continued engagement. The study is observational and qualitative; no customer survey was run and no campaign conversion figures are reported. The findings indicate that lead management and CRM are the connecting mechanism between marketing-generated interest and sales conversations, that follow-up and site visits are the main touchpoints in a long, high-involvement purchase, and that digital lead generation delivers value only when supported by organised records and timely follow-up. The paper recommends tighter marketing-to-sales coordination and a structured follow-up routine and suggests a survey-based and CRM-data-based follow-up study.

Keywords: residential real estate, customer journey, lead management, CRM, integrated marketing communication, site visit, Arvind SmartSpaces

Introduction

Buying a home is a high-involvement decision. It involves a large financial commitment, a long evaluation period and several rounds of interaction before a booking. A prospective buyer typically moves through awareness, enquiry, lead qualification, follow-up, project communication, site visit, evaluation, booking and post-booking engagement [10]. Sales activities help the buyer understand requirements, receive information and resolve queries, while marketing activities create awareness, communicate project value and sustain engagement [11]. This paper reports a study carried out during an OJT internship at Arvind SmartSpaces Limited. The intern worked as a Sales and Marketing Intern and observed how these functions, together with CRM and coordination work, support a prospective customer through the journey.

The Indian Real Estate Sector

Real estate is one of the major sectors of the Indian economy, with strong linkages to construction, cement, steel, banking, housing finance and professional services. Industry research indicates that residential real estate accounted for about 83% of market value in 2024, and that the market is projected to approach USD 1 trillion by 2030 [5][7]. Across the top eight cities, about 372,936 residential units were launched and about 350,612 were sold in calendar year 2024, and recent industry reporting points to growing premiumisation, with luxury homes crossing half of 2024 sales [5][6]. The sector became more formal and transparent after the Real Estate (Regulation and Development) Act, 2016 (RERA) [9]. It remains fragmented and competitive: rivalry among national, regional and local developers is high, buyers compare many projects and have considerable bargaining power, and branded developers gain from buyer concern about trust and delivery. Long decision cycles, construction-cost inflation, interest-rate sensitivity and compliance requirements add to the challenge, which makes timely follow-up, accurate records and consistent project communication important.

Arvind SmartSpaces Limited

Arvind SmartSpaces Limited, incorporated on 26 December 2008 and headquartered in Ahmedabad, is the real estate business associated with the Lalbhai Group. It is listed on the NSE (ARVSMART) and BSE (539301), builds mainly residential projects (apartments, villas and plotted developments) and has also developed commercial, industrial and retail projects. Its major markets are Ahmedabad, Bengaluru, Pune and Vadodara, with a growing presence in Mumbai [1][2][3]. Sales bookings rose from about ₹1,107 crore in FY24 to ₹1,271 crore in FY25 and ₹1,550 crore in FY26, the company's highest annual booking value (Table 1). Reported revenue and profit were lower in FY26 than in FY25, a pattern that is common in real estate because revenue

recognition follows project progress rather than bookings.

Table 1: Key financial parameters (₹ crore)

Parameter	FY25	FY26
Sales bookings	1,271	1,550
Collections	942	1,100
Revenue from operations	713	564
Adjusted EBITDA	196	156
Profit after tax	119	103
Net operating cash flow	337	417

The company's published values include "Delight the Customer; Deliver More Than Promised" and "Simplify Customers' Life", which make follow-up, responsiveness and clear project communication practical expressions of strategy [1].

Objective

1. To understand how sales, marketing, CRM and customer engagement activities are integrated across the residential real estate customer journey.
2. To study the practical work of lead management, follow-ups, customer interaction, site-visit coordination and sales support.
3. To document marketing activities, including digital support, welcome mailers, project promotion and campaign coordination, and to examine the role of market research, reporting and data management.
4. To examine coordination with internal teams, external agencies, media partners and channel partners during project and campaign execution.
5. To identify practical challenges and to recommend improvements to the way sales and marketing activities are connected.

Methodology

The study is descriptive and exploratory, and is an observational, case-based organisational study built on the intern's direct participation during the placement. Primary data are observations, participation in assigned tasks and work-related interactions. Secondary data are company and project information, industry reports, regulatory sources and academic literature. No questionnaire survey was conducted, and no confidential customer or commercial data are reproduced. Activities and touchpoints were chosen by purposive sampling because they bore directly on the study objectives, so the unit of analysis is an activity, process or customer touchpoint rather than a respondent. The activities were grouped into themes and then mapped to journey stages. Because there is no survey or campaign dataset, the analysis is qualitative and the paper reports no conversion or response figures.

Work cycle followed during the internship

- **Onboarding and task identification:** review of assigned work, emails and pending requirements at the start of each day.
- **Prioritisation:** urgent customer follow-ups, deadlines and project requirements were ranked first.
- **Information review and coordination:** lead, customer and project information was checked, and sales, marketing, CRM and agency teams were contacted where needed.
- **Execution:** follow-ups, communication, research or reporting tasks were completed or supported.
- **Documentation and review:** CRM remarks, Excel sheets and reports were updated and pending items identified.

Results

The internship activities fell into ten groups (Table 2). Each was then placed against the journey stage it chiefly supports (Table 3).

Table 2: Classification of internship activities

Activity category	Key activities	Primary contribution
Lead management	Lead tracking, status monitoring, follow-ups	Timely response and continued prospect engagement
CRM management	Updating customer information, interactions and remarks	Organised records and continuity
Customer interaction	Understanding requirements, supporting query resolution	Personalised communication and sales assistance
Site-visit coordination	Scheduling, coordination, post-visit follow-up	Project evaluation and customer experience
Marketing communication	Welcome mailers, promotional communication	Awareness, information and engagement
Digital marketing support	Monitoring enquiries, supporting promotions	Online awareness and lead generation
Market research	Competitor and market analysis	Market understanding and informed communication
Reporting and Excel work	Data organisation, presentations, daily reports	Tracking and internal decision support
Channel-partner	Project updates, enquiry coordination	Market reach and intermediary engagement

Activity category	Key activities	Primary contribution
coordination		
Internal coordination	Communication among sales, marketing and CRM teams	Smooth execution across functions

Table 3: Customer journey stages and related internship work

Journey stage	Typical touchpoint	Internship relevance
Awareness	OOH, digital media, radio	Agency and media coordination; Amazon OPA campaign coordination
Interest	Project page, offer page, brochure	Arvind Iconia (Vastrapur, Ahmedabad) digital and collateral coordination
Enquiry	Digital lead or direct contact	Lead tracking and daily digital marketing and sales reports
Consideration	Sales communication and project information	Customer interaction and follow-ups
Site visit	Visit scheduling and experience	Visit coordination and post-visit follow-up
Booking / allotment	Process communication	Arvind Aqua City allotment customer coordination
Relationship	Welcome and ongoing mailers	Welcome mailers and customer communication

Special assignments. Three workstreams showed how marketing execution depends on coordination. For Arvind Iconia, project information, brochure content and visual requirements had to be translated into instructions for project and offer pages built by an external agency. For the Amazon OPA campaign, the intern coordinated with the external media partner on meetings and follow-up and shared the creative file for execution. For Arvind Aqua City, the intern supported customer coordination during the allotment campaign. Together they showed that a campaign's outcome depends on accurate information, clear briefs, approvals and agency follow-up, as well as on the creative idea.

Key Findings

- Marketing and sales activities are interconnected: marketing builds awareness and interest, and the journey continues through sales interaction and follow-up.
- Lead management and CRM link an enquiry to a sales conversation. An enquiry that is not recorded and followed up is lost, and organised records reduce reliance on memory.
- Follow-up is a continuing activity rather than a single call, because buyers compare projects, consult family and weigh finance before deciding.
- The site visit is the main experiential touchpoint, and coordination before and after it affects the evaluation stage.
- Marketing communication matters beyond awareness: project information, brochures, pages and welcome mailers support evaluation and engagement, and need consistent messaging across channels.
- Digital lead generation works best when connected to CRM and timely follow-up, because the value of a lead depends on what happens after it arrives.
- Market and competitor knowledge supports sales conversations, since buyers compare location, price, amenities and offers.
- Internal coordination affects customer responsiveness, because sales, marketing, CRM and agencies depend on timely, accurate information from one another.

Challenges and Limitations

Several challenges were resolved through individual effort: learning the full residential sales process, keeping lead and customer information accurate, planning follow-ups against many pending tasks, structuring competitor research so it could be used, and keeping mailer and project communication consistent. Daily planning and prioritisation, structured comparison and review before finalisation helped with these. Two challenges were structural: working across several teams and external agencies, where delays in one place affect the rest, and adapting quickly to special assignments such as the Amazon OPA campaign.

The findings should be read with care. The study covers a short internship and the activities accessible to an intern. It is observational and uses no statistically representative customer sample or survey, so it supports no causal or general claims about the sector. Confidential customer and commercial information was excluded, and no campaign conversion data were available. Secondary information, such as market figures, may change over time.

Conclusion

The study shows that the residential real estate customer journey is supported by a chain of connected activities, not by the final sales conversation alone. Marketing creates awareness and enquiries, lead management and CRM keep those enquiries and their history organised, follow-ups and site visits support evaluation, and continued communication sustains engagement. Coordination across teams and agencies is itself a core marketing capability, because campaigns and customer communication succeed when information, briefs and approvals are accurate and timely.

The paper recommends that developers such as Arvind SmartSpaces (i) update CRM promptly after each important interaction, (ii) prioritise follow-ups by the customer's journey stage and requirements, (iii) coordinate marketing and sales so that every digital or offline enquiry is recorded and followed

up, (iv) coordinate site visits and post-visit communication systematically, and (v) keep project information, campaign trackers and agency briefs consistent across brochures, pages and mailers. Future work could use customer surveys, and anonymised CRM data with organisational approval, to measure lead progression, response patterns and the effectiveness of different enquiry sources.

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