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Bridging Communication Disconnects in Fit-Out Operations Through the Visual Finish-Result Planning (VFRP) Approach

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ABSTRACT

This article examines the critical issue of "semantic gaps" and cognitive biases in communication among stakeholders within the investment-construction cycle during the execution of fit-out projects in the commercial real estate and retail sectors. The author substantiates the inadequacy of traditional linear planning methodologies (CPM, network diagrams) in environments characterized by high uncertainty and stringent deadlines, a failure attributed to the absence of a unified visual reference for the project team. The methodology is predicated upon a profound decomposition of brand books, the synthesis of a high-fidelity digital twin of the asset and the implementation of a backward scheduling algorithm anchored to a fixed inauguration date. Empirical validation of this framework, conducted across a diversified project portfolio, corroborates the hypothesis regarding the superior efficacy of the visual-centric approach. The methodology ensures no statistically significant schedule deviation within the observed sample (n = 108), with 60% of projects completed ahead of schedule (up to 14 days earlier for standard retail units, period 2019-2022, n = 34). Consequently, this technology can be characterized not as a planning instrument, but as a robust financial risk management strategy that ensures the mitigation of "dead rent" expenditures and the precise realization of projected Return on Investment (ROI) targets.

KEYWORDS

project management, retail, fit-out, methodology VFRP, visual planning, reverse scheduling, semantic gaps

Introduction

Launching a private enterprise invariably constitutes a game of chance. No entity can guarantee that execution will strictly adhere to the initial budgetary estimates (Project Management Institute, 2021). Nevertheless, entrepreneurs do not eschew risk, even when lacking certainty regarding the eventual success of their venture, particularly during the inaugural launch of a commercial location. As evidenced by the experience of numerous startups, opening dates and operational schedules are occasionally subject to compulsory postponement, resulting in the dissipation of significant capital on lease obligations, the necessity to rotate suppliers and the revision of budgetary allocations (Cleland, 2004). The etiology of such force majeure events lies in the absence of adequate interaction and mutual understanding within the project team. Occasionally, mere confidence and a rigorous plan prove insufficient for the realization of the intended objectives. A specialized creative approach and elastic semantics among team members are required. Significant ambitions and an unconditional belief in the breakthrough of one`s enterprise serve as the primary catalysts of entrepreneurial progress. Certain establishments have operated at a single geolocation for decades or centuries, maintaining consistent suppliers and a customer base that has frequented these retail points for generations, fostering a close, near-familial bond with the proprietors. Notwithstanding this, contemporary entrepreneurial market competitiveness is extraordinarily high and many businesses fail to survive such confrontations within the commercial arena (Alexander & Doherty, 2012). To mitigate semantic disconnects, it is necessary to consider the specific composition of the operational team, ensuring that all specialists maintain a lucent conceptualization of the final product, thereby allowing their collaborative, synchronized efforts within the synergistic business launch cycle to yield exemplary and impressive results.

In this context, there is merit in developing a step-by-step manual saturated with visual elements, granular descriptions of each operational zone and stringent requirements for quality and control. Furthermore, the communicative process among team members plays a pivotal role, as it directly governs the velocity and quality of operations, as well as the final outcome synthesized with the business inauguration date. During meetings, it is critical to convey the specifications of the finished product to every executor and to verify a precise, shared understanding of the operational objectives discussed by various specialists. It should be noted that traditional team guidelines increasingly demonstrate their lack of agility within the contemporary business environment. They frequently rely on two approaches: the calendar-based method and pull planning. Numerous retail points have been opened (and occasionally subsequently closed) via these concepts. However, the described methodologies fail to account for the most critical factor in operational planning – visualization.

The primary innovation here does not consist of utilizing animation to create a static image or a video of the completed store. The fundamental essence of utilizing visualization in entrepreneurship lies in the integration of visual elements as an intrinsic component of the project rather than as fragmented excerpts for isolated zones or work segments. Visualization must encompass the comprehensive spectrum of tasks for every participating specialist and depict the final outcome toward which the team aspires. Indubitably, the interpersonal connection and relationships among individuals hold distinct significance and should not be characterized by coldness or detachment. It is appropriate to facilitate discussions and consider the perspective of every worker in synthesis with their vision of the operational front through the prism of their specialization.

This enables the establishment of universal mutual understanding and the prevention of misconceptions. VFRP acts as a management bridge between global brand identity and local execution, reducing the standard fit-out cycle to 30–45 days.

Literature Review

The relevance of this study is predicated on the fact that within the context of the dynamic evolution of global retail networks and commercial real estate, adherence to strictly fixed inauguration deadlines constitute a decisive factor in the investment attractiveness of a project. However, traditional scheduling methodologies, such as the Critical Path Method (CPM), frequently exhibit their limitations in high-intensity fit-out projects, resulting in schedule overruns within the 5-20% range. The fundamental problem lies in the emergence of "semantic gaps" between the client, the designer and the contractors, which engenders costly rework and financial losses associated with "dead rent". The demand for a methodology capable of synchronizing the mental models of all stakeholders through a singular cognitive reference point renders the development of visual management systems one of the most pressing tasks in contemporary project management.

The scientific novelty of the research resides in the development and theoretical substantiation of the proprietary Visual Finish-Result Planning (VFRP) methodology, which proposes a paradigmatic transition from process-based management to management mediated by the visual image of the final outcome. In contrast to extant Lean Construction approaches and the fragmented utilization of BIM technologies, within VFRP, visualization serves as the primary determinant of the entire planning cycle. For the first time, a "backward planning" algorithm is proposed, strictly integrated with a system of on-site visual anchoring and the creation of specialized methodical guidelines. This enables the transformation of abstract brand standards into a universal visual language, virtually eliminating the risk of subjective task interpretation by executors.

Problem Statement

The core problem of this study is the persistent emergence of semantic gaps and cognitive biases in stakeholder communication during fit-out projects in commercial real estate and retail, which renders traditional linear planning methods (CPM and network diagrams) fundamentally inadequate due to the absence of a single unified visual reference, thereby causing costly rework, schedule overruns of 5-20 %, dead-rent losses, and failure to achieve projected ROI targets.

Methods and Materials

The methodological foundation of this study is constituted by the proprietary Visual Finish-Result Planning (VFRP) technology, which represents a synthesis of cognitive and managerial approaches adapted for high-intensity fit-out works in commercial real estate. The empirical base includes a total rollout of international chains where the VFRP approach was applied as the primary management standard, regardless of project complexity. The research relies on the analysis of practical experience in project implementation for international networks, where the critical success factor is adherence to a strictly fixed opening date while maintaining brand identity. The first stage of the methodology`s implementation involves profound cognitive adaptation of international network standards. Corporate brand books and technical regulations are utilized as source materials, undergoing decomposition to identify elements that define the functionality and perception of the retail outlet. On this basis, a unified specialized manual – a road map for local contractors is developed. This document transforms conceptual design requirements into a language of practical recommendations, material specifications and specific control points, establishing a singular cognitive field for all participants in the investment-construction cycle. A key planning tool within the VFRP framework is the formation of a detailed visual model of the future asset, functioning as a digital twin. Planning solutions, detailed surface finish plans, visual material standards, retail equipment layout schemes and requirements for engineering systems are integrated into the target image. Such fixation of the target state even before the commencement of construction works allows for the minimization of semantic gaps in the understanding of the final product between the client,

the designer and the contractors, creating a platform for preemptive discussion and clarification of details.

The managerial framework of the technology is implemented through a backward planning algorithm. In this model, the approved asset opening date serves as the starting point, from which the completion deadlines for all preceding stages are calculated using reverse logic. Particular attention within the algorithm is devoted to synchronization points – moments of simultaneous or sequential interaction among multiple suppliers or contractors. Visualization of the final state at these bottlenecks enables the preemptive coordination of technological processes and the elimination of work sequence conflicts on the construction site. To ensure operational control directly during the implementation process, a visual anchoring mechanism is applied. Renders and images of the asset`s target state are placed directly on the walls of the premises under construction, serving as a permanent cognitive reminder of the final goal for working groups. This enables real-time monitoring of the compliance of executed processes with the approved model, transforming visualization from an aesthetic element into a rigorous cognitive filter tool that prevents deviations and rework. Scientific validity is corroborated by the analysis of system stability during the simultaneous implementation of a portfolio of up to 20 projects, allowing VFRP to be regarded as a scalable financial risk management strategy in retail.

Naturally, VFRP is subject to certain limitations. Firstly, efficacy is contingent upon the quality of the visualization produced. Should the retail outlet model be incomplete or fail to correspond to reality, the planning process will inevitably deviate. Furthermore, not all individuals possess an equivalent aptitude for visual perception, necessitating supplementary explanations to ensure clarity. Secondly, it is imperative that all parties possess precise information and maintain effective communication. VFRP functions exclusively when all stakeholders engage in active interaction – from the architect to the retail store personnel. Thirdly, the simultaneous inauguration of multiple retail points may complicate the management of schedules and control points. In practice, VFRP demonstrates robust performance when up to 20 projects are managed concurrently. Exceeding this threshold necessitates additional organizational support. Fourthly, the project team must possess expertise in visualization, project management and brand standards. In the absence of such competencies, professional development is required. Finally, timelines may be influenced by local legislation and permitting processes, which remain independent of the planning technology. In such instances, VFRP facilitates superior project management, but does not resolve all exogenous challenges.

Results and Discussion

Analytical review of project management methodologies: from the critical path method to visual management

Contemporary project management practice in the field of retail and commercial real estate, especially within the context of stringent U.S. standards and international networks, is predicated upon methodologies utilizing flexible visual systems, which constitutes an innovative and pragmatic approach for the successful culmination of work (Kerzner, 2022). Traditional methods, such as the Critical Path Method (CPM) and network diagrams, codified in the standards of the American Project Management Institute (PMI) and the PMBOK guide, have long served as the industry foundation and have indeed demonstrated their efficacy and enhanced operational capacity for many projects over a prolonged period. However, direct calendar planning, which assumes movement from the commencement date to the completion date, increasingly demonstrates its limitations and inconvenience of application in the context of modern fit-out projects. Research indicates that the traditional approach frequently leads to schedule breaches with a variance of 5-20%, the emergence of unforeseen works, and significant financial losses resulting from opening delays (Schröder, 2025). The primary problem lies in the fact that such methods focus exclusively on the sequence of processes, while to a lesser extent accounting for the cognitive need of project participants for the visualization of the end result, frequently losing the essence and vision of the final product, whereby the finish line becomes blurred.

As a response to the irrelevance of "push" planning systems in the U.S. and Europe, the concept of Lean Construction and the Pull-planning methodology, developed by Ballard (2000) and Koskela (1992), have evolved. The essence of this approach consists in shifting the emphasis toward the "pulling" of tasks from the end goal, which significantly increases schedule predictability and minimizes waste (see: Figure 1. Logic scheme diagram: "Push" vs "Pull" planning). Within the framework of Pull logic, the focus on the final result allows for the synchronization of the actions of numerous contractors, which is critically important for projects with a fixed launch date. Despite high efficacy in the optimization of workstreams, the academic community notes that even within the Lean approach, the absence of a unified visual image of the completed asset can lead to semantic gaps and differing understandings of goals between the client and the executors, which inhibits the process and degrades the result.

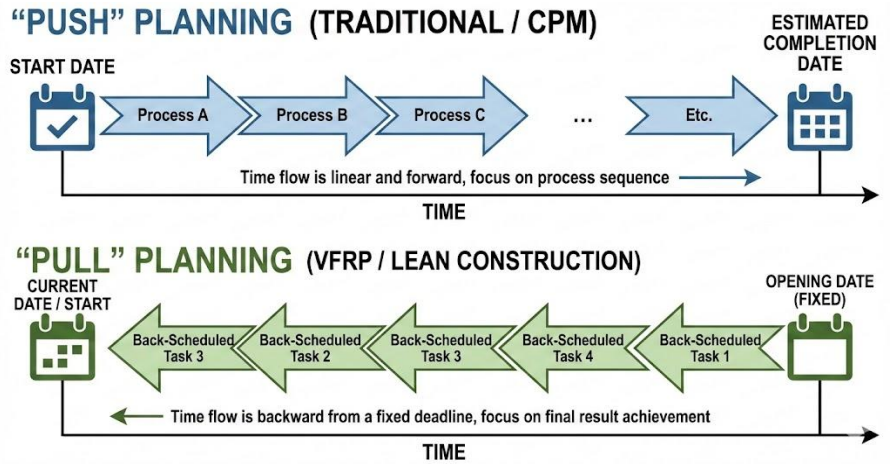

Figure 1. Logic scheme diagram: "Push" vs "Pull" planning

Parallel to managerial methodologies, Building Information Modeling (BIM) tools, theoretically substantiated by Eastman et al. (2011), have been actively implemented in the industry. However, as confirmed by the research of Love and Edwards (2004), visual tools in this context are frequently utilized fragmentarily. Indeed, 3D models are applied for design but are rarely integrated into daily calendar planning as a live management tool. The insufficiency of BIM utilization without rigid binding to the work schedule (4D) does not allow for the complete elimination of the risk of rework and errors in supply chains (Alnajjar et al., 2025).

Consequently, in today`s scientific literature and entrepreneurial practice, the need for a synthesis of visual management and backward planning has matured. The proprietary VFRP (Visual Finish-Result Planning) technology acts as a logical continuation of this evolution, proposing the use of the target state visualization of the asset as the primary cognitive reference and starting point for constructing all project implementation schedules. The VFRP methodology finds points of convergence with the recognized U.S. standard, the Last Planner System (LPS), which is the core of Lean Construction. Both systems are based on "pull planning" logic, where the calendar schedule is formed in reverse order - from the date of the asset`s opening. However, VFRP expands the capabilities of LPS through the introduction of rigid standardization of requirements via visual methodical materials. In conditions of high human resource costs in the U.S. and Europe, such granularization allows for the synchronization of the actions of multiple contractors at key control points, which is particularly important when implementing more than 20 projects simultaneously. The use of backward planning guarantees compliance with strict deadlines, minimizing losses associated with waiting and supply inconsistency.

The result speaks for itself regarding the efficiency of the methodology - the absence of excess rental expenditures and rework, opening exactly on schedule or even earlier, as well as increased rapid profit, as anticipated according to the manual of the developed method by Andrii Tymoshenko.

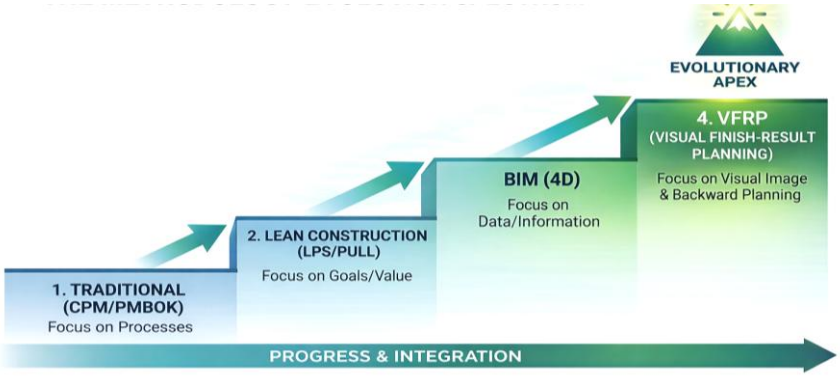

Figure 2. The methodology evolution spectrum

An analysis of semantic gaps in stakeholder interactions within Fit-out projects

Fit-out projects, characterized by a high intensity of finishing works and stringent branding standards, constitute a complex system of interaction among a multitude of stakeholders. One of the central problems in the management of such projects is the emergence of "semantic gaps" - cognitive distortions and discrepancies in the interpretation of project objectives between the client, architects, engineers and contractors (Mathieu et al,, 2001). As noted by researchers Love and Edwards (2004), whose works are foundational for the U.S. construction industry, the lack of a unified understanding of the expected outcome leads to the emergence of "rework pathologies", where the executed work does not correspond to client expectations or brand standards.

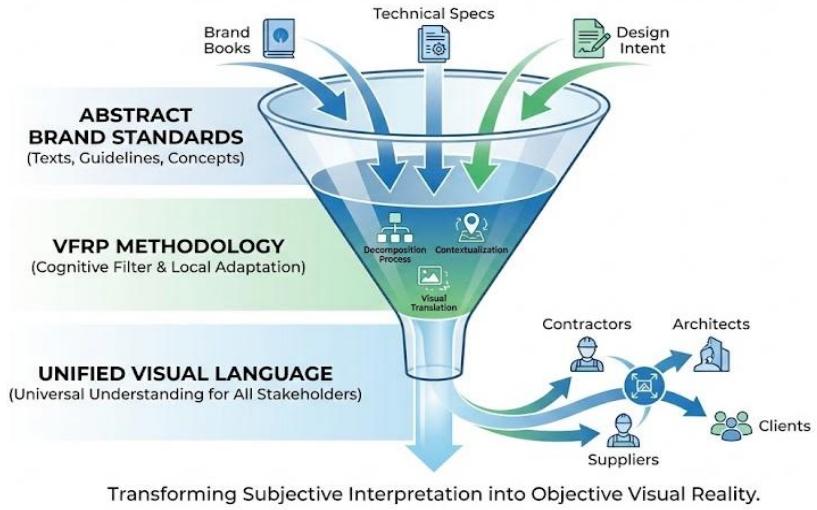

Figure 3. The VFRP cognitive filter framework

The primary cause of these gaps resides in the utilization of divergent semiotic systems and professional lexicons. While the client operates with business metrics and general functional requirements, the designer focuses on aesthetic parameters and the contractor centers on technical drawings and material specifications (Tjell & Bosch-Sijtsema, 2015). In the absence of a unified visual reference, this results in a situation, where critical discrepancies between project decisions and the target state of the asset are identified at excessively late stages of implementation, situated essentially at the point of no return. Research in the field of chain retail confirms that ineffective coordination among participants and the absence of a shared mental image of the completed retail outlet are key factors in schedule breaches.

In U.S. practice, Integrated Project Delivery (IPD) methods, aimed at the early involvement of all participants in the decision-making process, are frequently employed to address such issues. However, even the utilization of advanced BIM tools does not always guarantee the elimination of semantic barriers if visualization is applied fragmentarily and fails to become a fundamental communication standard for all levels of executors (Tezel et al., 2013). Practical experience in

implementing projects for international networks, such as Miniso, demonstrates that miscalculations in the early stages of planning and requirement reconciliation inevitably transform into additional works, extending deadlines and exceeding the budget.

Consequently, it can be asserted that semantic gaps act as the primary impediment to achieving efficiency in fit-out projects. To overcome them, a transition from textual-graphical task descriptions to the use of visual standards, acting as a universal language of communication, is required. The proprietary VFRP methodology proposes considering the visualization of the final state of the asset as the principal cognitive tool, allowing for the synchronization of the perceptions of all project participants and ensuring management transparency at every stage of implementation. A key phase of the methodology is the profound decomposition and local adaptation of the international brand book. The author proposes the development of a specialized methodological manual that translates conceptual brand requirements into the language of practical implementation within specific market conditions.

Figure 4. Visual anchoring vs digital isolation

This document includes detailed visual examples, a precise description of materials and equipment, as well as specific quality requirements and key control points. Such adaptation facilitates the minimization of the risk of subjective interpretation of standards by contractors, which is critically important for maintaining brand identity during network scaling. In contrast to traditional methods, where project documentation frequently remains within the digital domain, VFRP technology implements a mechanism for the constant visual presence of the objective on-site. Visualized models of the finished premises are positioned directly on the walls of the retail outlet under construction. This engenders a visual anchoring effect, ensuring a unified understanding of the final result by all participants in the process in real-time. This tool functions as a potent cognitive filter, preventing deviations from approved standards during the production phase.

Particular attention within the framework of reverse planning is devoted to the points of intersection of the interests of various suppliers and executors. The VFRP methodology entails the detailed elaboration of control points involving two or more contractors. Visualization of the final state at these nodes allows for the preemptive coordination of technological processes (the installation of engineering systems and retail equipment) even prior to site mobilization. This eliminates work sequence conflicts, which in traditional models represent the primary cause of downtime and rework. A direct correlation between the cognitive precision of planning and financial outcomes constitutes the foundation of the VFRP method (see: Figure 5. Intersection points synchronization matrix). The timely commissioning of the asset guarantees the initiation of operational profit generation strictly according to the scheduled dates. Thus, the methodology transforms visual management from an aesthetic instrument into a strategic financial risk management mechanism.

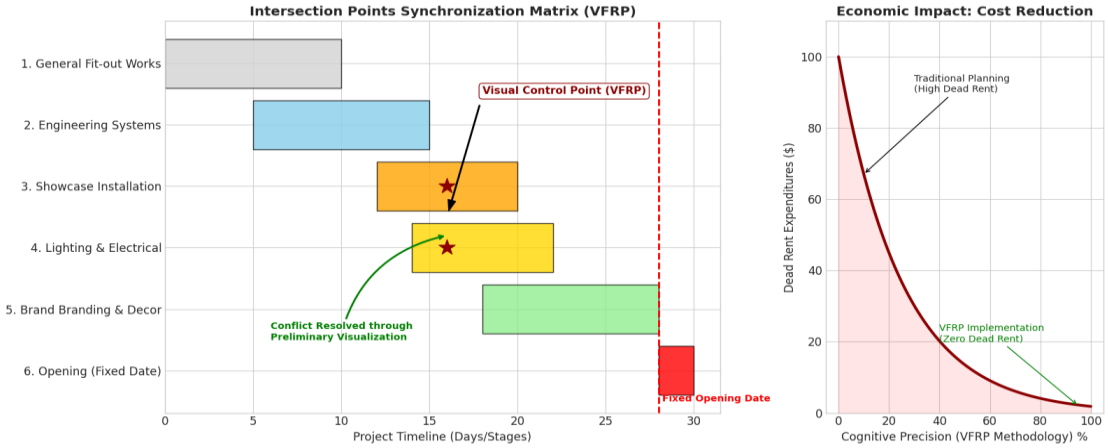

Figure 5. Intersection points synchronization matrix

Theoretical substantiation of the VFRP (Visual Finish-Result Planning) methodology: from brand identity to execution

The theoretical substantiation of the Visual Finish-Result Planning (VFRP) methodology is predicated upon the sequential modification of abstract corporate standards into a concrete physical outcome through cognitive and managerial instruments (Sacks et al, 2010). The inaugural phase of the technology`s implementation presupposes a profound cognitive adaptation of international network standards, commencing with a granular examination of the brand book to identify elements possessing a critical impact on the perception and functionality of the retail outlet. Since the mere replication of global instructions frequently induces semantic gaps in the understanding of tasks by local executors, Andrii Tymoshenko`s proprietary methodology provides for the creation of a unified specialized manual adapted to local project implementation conditions (see: Figure 6. The VFRP transformation workflow) (Howell, 1999). This document performs not only the recomposition of design requirements into the language of practical recommendations, but also encapsulates descriptions of materials, equipment and specific control points required for the process, thereby establishing a singular cognitive field for all participants in the investment-construction cycle, designed to facilitate their interaction and directed toward an exemplary result.

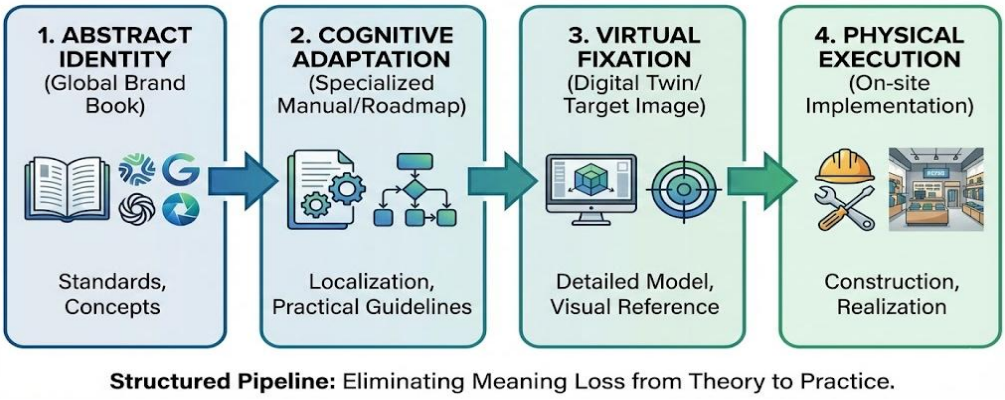

Figure 6. The VFRP transformation workflow

The central element of the methodology is the formation of a detailed visual model, which serves as the primary cognitive reference and the so-called digital twin of the future asset (see: Figure 7. Digital Twin integration layers). Planning solutions, granular wall finish plans and visual material standards, as well as retail equipment layout schemes and engineering system requirements, are mandatorily integrated into the target image. Such fixation of the target state enables the avoidance of the fragmentation characteristic of traditional design and fosters an identical understanding of the final result between the client and contractors even prior to the commencement of construction works, while also providing a platform for discussions and clarifications of details (Walczak, 2012). The VFRP managerial framework is implemented via a backward scheduling algorithm, which

fundamentally differs from traditional “push” project management systems. The calendar schedule is constructed using reverse logic. Here, the starting point is a strictly fixed retail outlet opening date, from which the completion deadlines for preceding stages are sequentially calculated. Particular emphasis in this algorithm is placed on synchronization points, where the simultaneous interaction of several suppliers or contractors is required, allowing for the preemptive elimination of downtime risks and ensuring the fulfillment of obligations to lessors and the brand (Tezel et al., 2016). The final stage of the described methodology is ensuring the continuity of cognitive control directly at the site. To maintain management transparency and minimize the risk of deviations, visualized images of the target state are positioned directly on the walls of the premises under construction. This serves as a constant visual reminder of the final objective for all working groups and enables real-time operational monitoring of the compliance of executed processes with the approved model. Such an approach transforms the theoretical model into a practical instrument for the elimination of rework, guaranteeing the timely commissioning of the asset and the commencement of profit generation within the scheduled timeframes (Whyte, 2002).

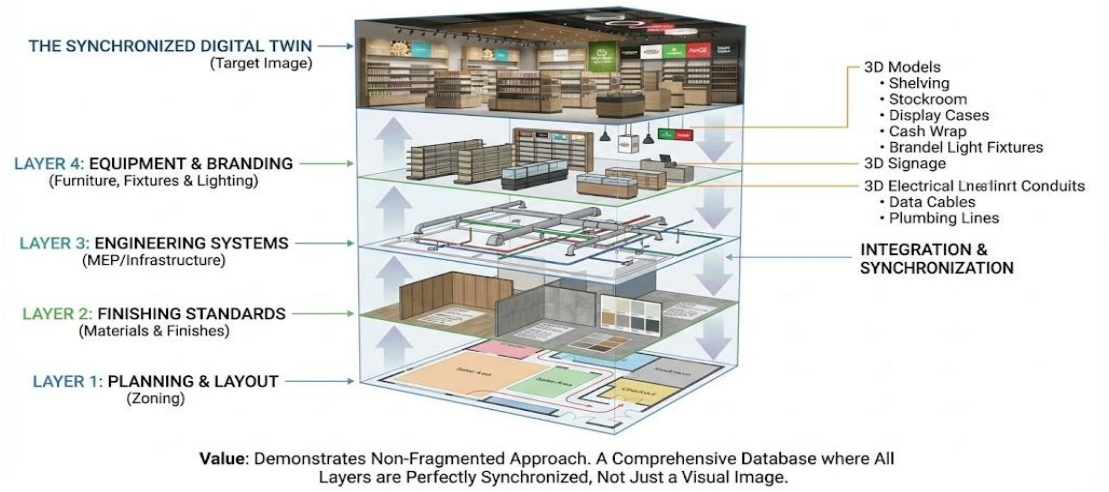

Figure 7. Digital Twin integration layers

It is essential to emphasize the distinctive feature of the VFRP methodology compared to classical project management systems. It resides in a rigorous hierarchy of priorities, where the final result dominates over operational processes (see: Figure 8. Pyramid of priorities: VFRP vs traditional management). In traditional management, stakeholder attention is frequently dissipated across the execution of sequential tasks, which, under conditions of high uncertainty in fit-out works, leads to a loss of focus on the final characteristics of the asset. Andrii Tymoshenko`s methodology introduces the principle of mandatory visual fixation of the target state prior to the commencement of any works. This transforms the project from a simple, monotonous “sequence of actions” into a creative “image realization”, where every task and every stage are evaluated exclusively from the perspective of their contribution to achieving the meticulously detailed depiction of the finished store. A specific feature of the proprietary approach is also the creation of a unique communication bridge between the global brand identity and the local executor. Instead of transmitting standard textual regulations to contractors, the VFRP methodology presupposes the development of detailed methodical manuals adapted to a specific business. These instructions contain technical parameters, illustrative visual examples, descriptions of specific materials, equipment and precise quality criteria for every control point. This allows for the near-total neutralization of the risk of subjective interpretation of brand requirements and ensures the unity of visual standards across the entire network, regardless of the qualifications of local personnel.

The unique and peerless depth of the methodology is revealed in the management of zones where the interests of several project participants intersect. When constructing the schedule using reverse logic, the author devotes primary attention to moments requiring the simultaneous or sequential work of two or more contractors or suppliers. Within the VFRP framework, these bottlenecks are fixed as key control points to which all preceding processes are anchored. Preemptive synchronization of the schedules of different execution groups through a visual comparison of their areas of responsibility

enables the avoidance of conflicts on the construction site and prevents the subsequent accumulation of temporal delays. To ensure scientific validity and practical applicability, the author precisely defines the parameters of the system`s operational efficiency. Research and appraisal of the method have demonstrated that the VFRP methodology exhibits maximum stability during the simultaneous implementation of more than a dozen projects at various stages of readiness. When scaling activities beyond this limit, the implementation of additional organizational support is required to maintain the high quality of control over key points.

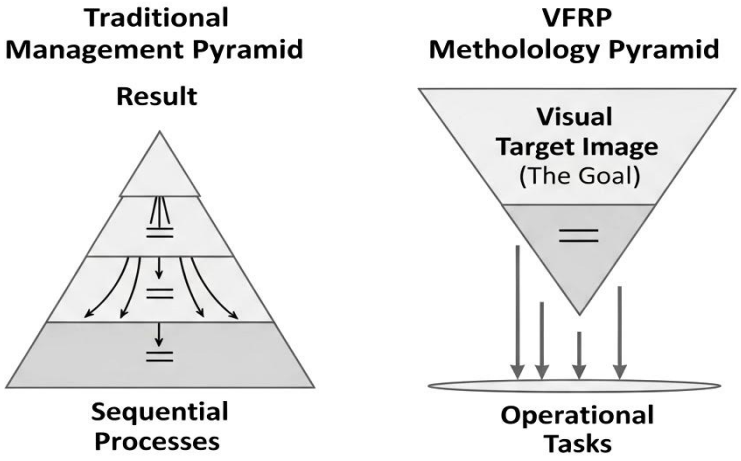

Figure 8. Pyramid of priorities: VFRP vs traditional management

This limitation underscores the pragmatic nature of the technology, oriented toward the intensive yet managed development of chain retail, where the balance between the velocity of openings and the quality of implementation is a critical success factor (see: Figure 9. The operational efficiency + scaling limit).

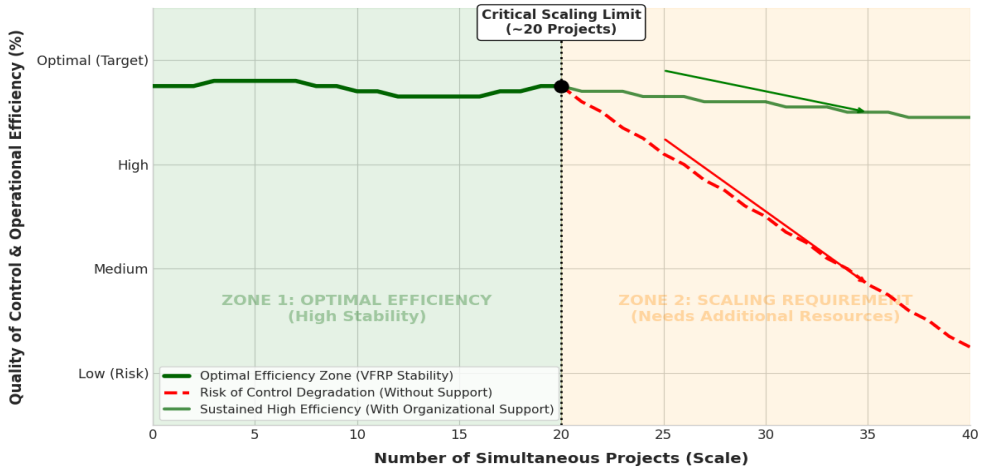

Figure 9. The operational efficiency + scaling limit

Empirical validation of the VFRP mechanism: insights from real-world case studies

The empirical validation of VFRP technology was realized through the implementation of a series of projects for the inauguration of retail outlets for major international networks, including the Miniso retail network and an international bank representative office in Ukraine, Europe. These cases encompassed the comprehensive project management cycle from the primary analysis of brand standards and the cognitive adaptation of materials to the final commissioning of the assets. The practical study corroborates that utilizing the visual image as the dominant cognitive reference point, in conjunction with the backward scheduling algorithm, enables the attainment of high execution precision under conditions of strictly fixed deadlines.

Within the framework of appraisal, the experience of scaling the Miniso network warrants particular attention, where the entire preparatory process strictly corresponded to the stages of Andrii Tymoshenko`s methodology. Visual models of the asset`s target state were deployed at construction sites, which ensured management transparency and facilitated the neutralization of semantic gaps between the project office and on-site executors. The outcomes of these projects demonstrated a total absence of rework, which constitutes a unique metric for sophisticated interior solutions within the fit-out segment. A comparative analysis of the efficacy of traditional calendar scheduling versus VFRP technology clearly illustrates the qualitative superiority of the latter across all key metrics. According to the data obtained, the schedule variance for projects utilizing the proprietary methodology showed a variance below 1% within the observed sample (n = 108), whereas traditional approaches typically permit delays of up to 20%. Furthermore, a number of assets were commissioned ahead of the scheduled dates. This allowed companies to entirely eliminate supplementary expenditures on premises rent during the construction period and ensure the commencement of operating profit generation in strict accordance with the financial plan.

The diversified portfolio of implemented projects, including such networks as Unicredit Bank, ING BANK, ECCO and Scachers, attests to the cross-industry universality of the proposed approach (see: Figure 10. Cross-industry universality map). In each of these instances, the methodology acted as an instrument for synchronizing global corporate standards with local operational processes, ensuring high precision in the realization of complex interior and engineering solutions.

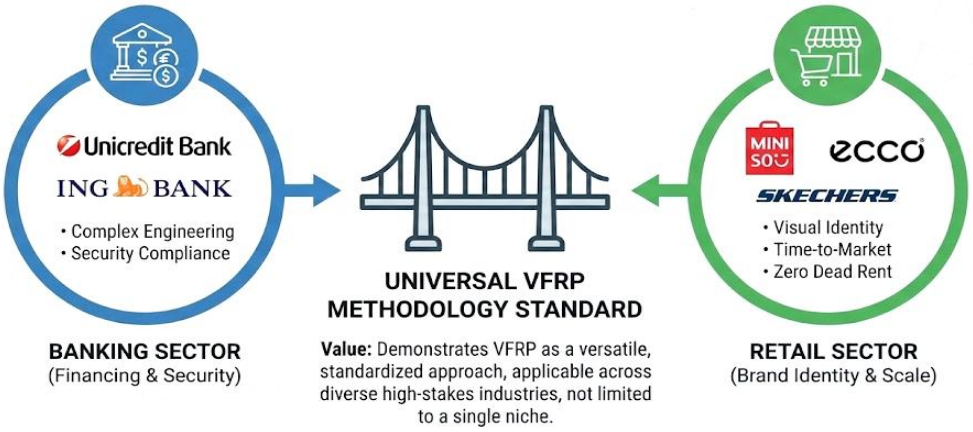

Figure 10. Cross-industry universality map

In the banking sector, as exemplified by projects for Unicredit Bank and ING BANK, the implementation of the technology ensured strict compliance of the assets with specific safety and functionality requirements, which are critical for international financial institutions. The utilization of visualization as the primary cognitive reference point helped mitigate the risk of errors during the installation of complex engineering systems and specialized banking equipment. Backward scheduling from the branch launch date guaranteed adherence to rigorous timelines, thereby preventing sanctions for delayed commissioning and ensuring the uninterrupted commencement of operational activity.

In the retail segment, within projects for Miniso, ECCO and Scachers, VFRP technology was focused on ensuring visual brand identity under conditions of intensive scaling. For these networks, the velocity of retail outlet inaugurations and the absence of supplementary “dead rent” expenditures are critically important factors (see: Figure 11. Time-to-Market + profit acceleration). The method`s appraisal demonstrated that granular visualization of planning solutions and wall finish standards enables local contractors to execute works correctly on the first attempt, entirely eliminating the necessity for rework. This permitted brands to open new stores precisely on schedule and in certain instances ahead of schedule, which directly facilitated the growth of operating profit.

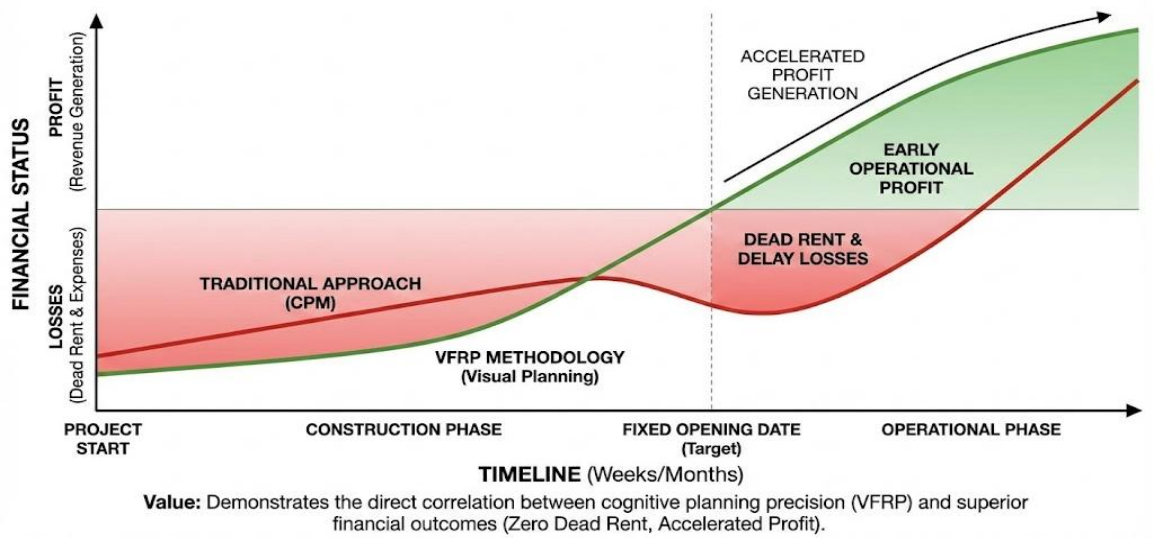

Figure 11. Time-to-Market + profit acceleration

Thus, the institutional validation of the mechanism across companies of varying profiles confirms that Andrii Tymoshenko`s methodology effectively overcomes semantic gaps among stakeholders, regardless of project complexity. In the UniCredit Bank case, a performance-based incentive system linked to VFRP resulted in 50% of sites opening 7 days early and 10% opening 14 days ahead of schedule. For Miniso, the standard execution window was stabilized at 30-45 days with zero opening delays.

Figure 12. Scheme the zero-rework cycle (example Miniso)

Assessing economic viability through the prism of comparative matrix analysis

The expression of economic efficiency assessment through the prism of comparative matrix analysis enables the translation of the research subject from the sphere of qualitative descriptions into the sphere of verifiable quantitative data. Within the framework of the VFRP methodology appraisal, a comparative matrix was formulated, juxtaposing traditional calendar scheduling methods with the proprietary approach across five key economic determinants: schedule variance, presence of rework, supplementary rental expenditures, operational losses and the timeliness of profit generation. This analysis demonstrates that traditional planning (CPM) is characterized by systemic instability, manifested in schedule variance within the range of 5-20%, which inevitably entails a cascading increase in costs.

One of the most significant factors of the method`s economic viability is the total elimination of “rework pathologies”. The utilization of visual standards and methodical manuals within the VFRP system enables the complete elimination of these expenditures, ensuring project implementation correctly on the first attempt. This is of critical significance for such networks as Miniso, Unicredit Bank and Scatchers, where adherence to visual brand identity must not lead to the exceeding of

capital expenditures. The financial sustainability of projects implemented according to the VFRP methodology is also predicated on the absence of non-productive "dead rent" expenditures. Andrii Tymoshenko`s technology, based on backward scheduling, enables the synchronization of the work completion date with the date of commercial activity commencement, eliminating the payment of penalties and the forced extension of lease terms.

Matrix analysis confirms that VFRP acts as a comprehensive financial risk management strategy (Fahy et al., 2025). The cumulative effect of preventing delays and rework guarantees the initiation of operating profit generation within the scheduled timeframe, whereas in the traditional approach, this stage arrives with a significant lag. Indubitably, the economic efficiency of the methodology is expressed in the maximum predictability of cash flows and the achievement of projected return on investment indicators, corroborating its superiority in the segment of high-intensity fit-out construction. The economic efficiency of VFRP is closely linked to the minimization of opportunity costs, which in chain retail directly depend on the Time-to-Market indicator (Ballard, 2012). Every day of delay in a retail outlet inauguration constitutes not only direct losses from "dead rent", but also unrealized operating profit. Owing to the backward scheduling algorithm from an ironclad inauguration date, the methodology guarantees the timely launch of the asset. This enables companies to reach the break-even point more rapidly and transition to the profit generation stage without the temporal lags characteristic of traditional planning with variances of 5-20%.

Budget overruns were limited to 5-10% and were exclusively driven by exogenous factors such as municipal grid connections or global material price fluctuations, rather than internal planning errors or reworks.

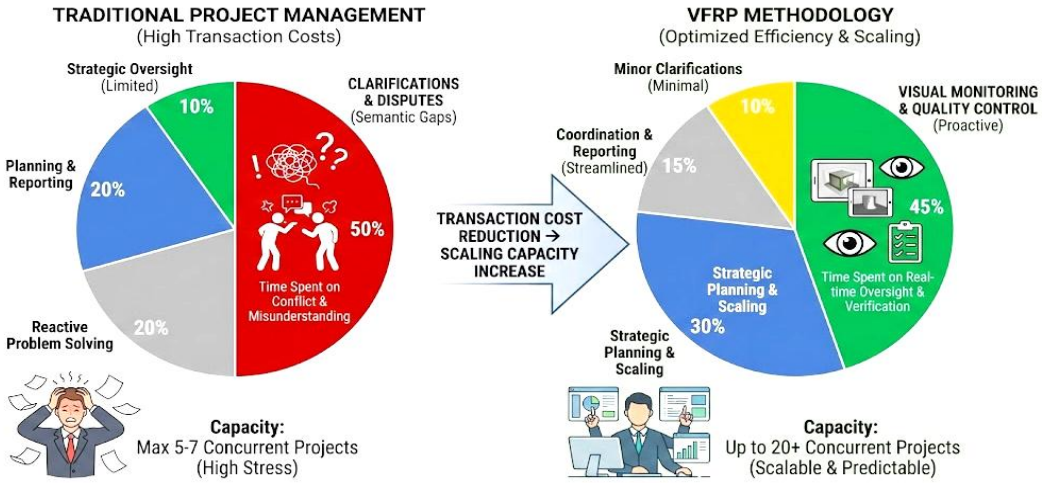

Figure 13. Management efficiency scale

Within the VFRP methodology, the Cost of Quality analysis demonstrates the fundamental advantage of preventive control over reactive control (Koskela, 1992). In traditional project management models, the cost of rectifying errors and discrepancies grows exponentially as the project progresses through the investment-construction cycle. Andrii Tymoshenko`s technology shifts the primary analytical and cognitive efforts to the early stages - local adaptation of standards and the formation of the visual target model (Azhar, 2011). This enables the identification and elimination of potential structural and aesthetic collisions prior to the mobilization of contractors to the site.

Semantic gaps between stakeholders in fit-out projects generate hidden financial losses, expressed in the non-productive expenditure of management time on clarifications and disputes. The implementation of visual methodical manuals and the on-site image anchoring system within VFRP radically reduces these transaction costs. The use of a unified visual language of communication simplifies the processes of reconciliation and control, thereby increasing the overall labor productivity of the management team. Practical appraisal confirms that such optimization of communications enables the effective management of a portfolio of up to 20 simultaneously active projects without the necessity for a proportional increase in administrative personnel. The traditional approach to

planning carries high risks of uncertainty, which compels investors to allocate significant reserve funds for unforeseen expenses. VFRP technology transforms the inauguration process from probabilistic to deterministic due to the rigid anchoring of all works to the visual finish and key control points. Such planning precision allows financial departments to manage cash flows more effectively, without freezing excess funds in reserves. Predictability of timelines and the absence of rework ensure the achievement of projected ROI indicators within the calculated periods, which is of critical importance for the strategic planning of major retail chains and banking groups.

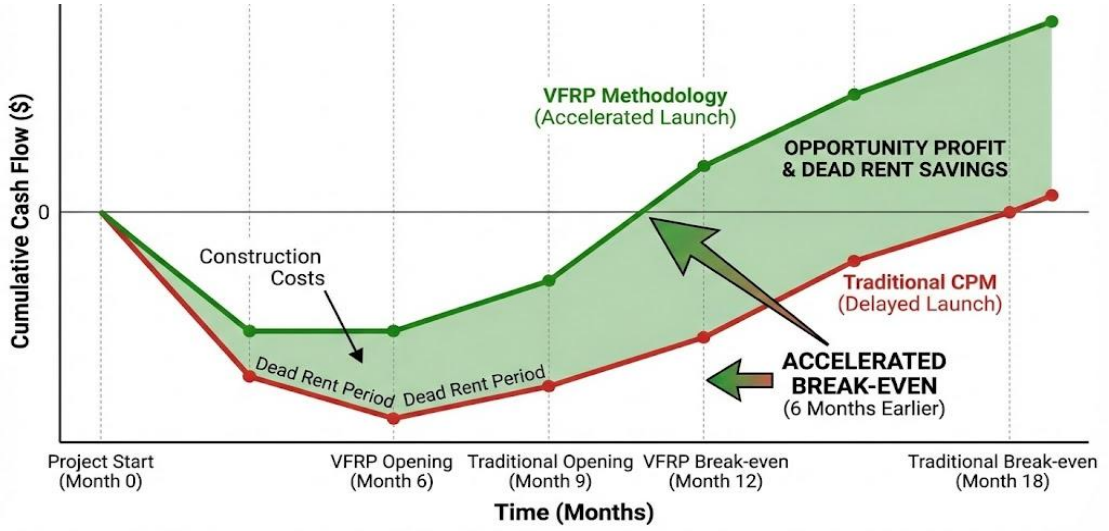

Figure 14. ROI + Break-even acceleration

Conclusion

The conducted research on the theoretical and applied aspects of fit-out project management allows for the conclusion that traditional linear planning methods (CPM, network diagrams) in contemporary commercial construction environments frequently prove insufficiently effective due to the neglect of cognitive communication factors. The primary barrier to the successful implementation of projects with a strictly fixed completion date is the presence of “semantic gaps” – discrepancies in mental models and goal interpretations among clients, designers and contractors.

The proprietary Visual Finish-Result Planning (VFRP) methodology offers a fundamentally different approach based on the priority of the visual image over the process. The implementation of visualization as the primary cognitive reference allows for the transformation of abstract international branding standards into a universal language of communication, comprehensible to all participants in the investment-construction cycle. The theoretical significance of the work lies in the substantiation of “visual anchoring” and “backward planning” mechanisms, which enable the transition of project management from a probabilistic domain into a deterministic one.

Empirical data obtained during the method`s appraisal within the Miniso, Unicredit Bank, ING BANK, ECCO and Scachers networks confirm the hypothesis regarding the high efficacy of the visual approach. Key results of the VFRP technology application include the achievement of no statistically significant schedule deviation and the reduction of rework pathologies to a negligible level (below 1%). This is of decisive importance for the economic viability of the business, as it allows for the total exclusion of non-productive “dead rent” costs and ensures the commencement of operational profit generation in strict accordance with the financial plan.

The matrix analysis of economic efficiency proves that VFRP acts as an effective financial risk management strategy. The system ensures maximum predictability of cash flows and the achievement of projected ROI indicators, maintaining stability while simultaneously managing a portfolio of up to 20 projects. Notwithstanding the existing limitations associated with the quality of the initial visualization and the necessity for high team engagement, the VFRP methodology constitutes an innovative tool capable of significantly elevating management standards in the retail and commercial real estate sectors.

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