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DIGITAL TECHNOLOGY ADOPTION FOR BUSINESS CONTINUITY IN REAL ESTATE AGENCIES DURING COVID-19

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Abstract

The COVID-19 pandemic disrupted real estate agency operations by restricting physical interaction, halting property viewings and forcing estate agents to work remotely. In response, many agencies adopted digital technologies to sustain operations, yet existing research offers fragmented insights into which technologies were adopted and how adoption supported business continuity at the agency level. This study addresses this gap through a qualitative systematic literature review guided by PRISMA, synthesising peer-reviewed studies published between 2020 and 2025. Content analysis was used to identify patterns of digital technology adoption and reported continuity outcomes in real estate agencies during the pandemic. The findings show that agencies primarily adopted operational and interaction-focused technologies, including virtual property tours, cloud-based communication systems, digital documentation and online transaction tools. These technologies supported business continuity by enabling transaction processing, remote coordination and sustained client engagement under movement restrictions. Advanced technologies such as blockchain and integrated PropTech platforms had a limited short-term impact due to cost, regulatory and organisational constraints. Overall, the study demonstrates that business continuity during a crisis depends more on functional fit and ease of integration than on technological sophistication. The findings contribute to planning and real estate literature by clarifying how digital technology adoption supported agency-level continuity during COVID-19 and by providing evidence-based insights relevant to policy, planning practice and real estate agency management in Malaysia.

Keywords: igital Technology, Real Estate Agencies, COVID-19, Business Continuity

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INTRODUCTION

The COVID-19 pandemic disrupted real estate agency operations by limiting physical interaction, suspending site visits and requiring agents to work remotely, particularly in Malaysia, where practice relies on face-to-face coordination (Lehan et al., 2020; Marona & Tomal, 2020). Existing studies report rapid adoption of tools such as virtual viewings, online platforms, cloud systems and digital marketing, but largely frame adoption around efficiency and customer experience rather than continuity of agency operations (Abu Bakar & Yaacob, 2020; Moro et al., 2022). Research rarely isolates real estate agencies or explains how specific technologies supported transaction continuity, remote coordination and operational survival during crisis, leaving fragmented guidance for planning and practice (Kosieradzka & Smagowicz, 2023; Al-Haimi et al., 2025). This study addresses this gap through a systematic literature review to identify the digital technologies adopted by real estate agencies during COVID-19 and to examine their reported impacts on business continuity at the agency level (Putritamara et al., 2023; Vigren & Tagliaro, 2025). This study is guided by the Technology Acceptance Model (TAM), which provides the analytical lens for interpreting digital technology adoption and its implications for business continuity in real estate agencies (Venkatesh & Davis, 2000).

Problem Statement

During the COVID-19 pandemic, real estate agencies in Malaysia faced operational strain from movement restrictions and remote work. Estate agents struggled to manage transactions, coordinate teams and maintain client relationships without physical interaction, thereby exposing weaknesses in informal coordination and manual processes (Lehan et al., 2020; Musa & Yusoff, 2022). Although digital use increased rapidly, existing studies focus on industry-level trends or isolated tools such as websites and virtual tours, with limited attention to how specific technologies supported agency operations under disruption (Moro et al., 2022; Al-Haimi et al., 2025). Evidence on how digital adoption influenced workflow stability, productivity, and business continuity at the agency level remains fragmented and unclear (Abu Bakar & Yaacob, 2020; Kosieradzka & Smagowicz, 2023). This gap impedes informed decision-making for practice and policy, underscoring the need for a focused synthesis of how digital technologies supported business continuity in real estate agencies during the pandemic (Putritamara et al., 2023; Vigren & Tagliaro, 2025).

Objective

1. To explore the types of digital technologies adopted by real estate agencies during the COVID-19 pandemic.
2. To identify the reported impacts of digital technology adoption on business continuity in real estate agencies during the COVID-19 pandemic.

LITERATURE REVIEW

Pandemic Disruption and Real Estate Agency Operations

The COVID-19 pandemic disrupted real estate agency operations through movement restrictions, reduced market demand and constraints on physical interaction. Estate agents faced challenges maintaining transactions, coordinating work and engaging clients under lockdown conditions, exposing weaknesses in manual, face-to-face-dependent workflows (Nah and Siau, 2020). In response, agencies adopted digital technologies to support remote work, virtual interaction, and contactless transactions. However, existing studies broadly describe accelerated digital adoption without critically examining how adoption supports business continuity at the agency level, underscoring the need for focused analysis of technology adoption outcomes during crisis periods.

Digital Technology Adoption in Real Estate

According to Tihinen et al. (2016), digitalisation is widely recognised as a transformative force that is reshaping both society and business, with significant implications in the short, medium, and long term. Nawaz et al. (2024) explored how e-services are used in business marketing and how they improve the equality of goods and services. Here are some forms of technology that were especially valuable for real estate businesses during the pandemic disruption:

Artificial Intelligence (AI)

From a Technology Acceptance Model (TAM) perspective, the adoption of artificial intelligence in real estate agencies depends on perceived usefulness and perceived ease of use. Recent studies report high perceived usefulness, as AI supports automated valuation, market forecasting, customer segmentation, and targeted digital marketing, helping agents process information faster and reduce manual decision-making effort. AI-enabled chatbots and virtual assistants also enhanced perceived usefulness by sustaining client communication and personalised recommendations during periods of restricted physical interaction (Song, 2025).

However, perceived ease of use varies widely across agencies. Skill gaps, high implementation costs, data quality issues and limited organisational readiness reduce confidence in deploying AI tools into daily agency workflows (Kassa & Worku, 2025; White & Liptak, 2025). Where agents perceive AI

systems as complex or difficult to integrate, behavioural intention to adopt weakens and actual usage remains limited. This gap between perceived usefulness and perceived ease of use explains why AI adoption supports business continuity only in agencies where systems align with existing practices and staff capabilities, reinforcing the relevance of TAM in understanding uneven continuity outcomes.

Virtual Reality and Augmented Reality

Virtual Reality and Augmented Reality emerged as practical tools for real estate agencies during periods of restricted physical interaction. Empirical studies show that VR-based virtual tours and 360-degree visualisation reduced dependence on site visits and supported continued property marketing during movement restrictions, particularly in Malaysia and comparable markets (Sahray et al., 2023; Yan et al., 2025). AR applications further enhanced client engagement by overlaying property information and spatial modifications onto real environments, thereby improving decision clarity and shortening transaction cycles (Sekar et al., 2024; Fan et al., 2025).

From a TAM perspective, adoption of VR and AR was primarily driven by perceived usefulness in maintaining client interaction and perceived ease of use through platform-based deployment that required minimal technical skills. Studies report higher acceptance when these technologies align with existing marketing routines and agent workflows, while adoption remained limited among smaller agencies facing cost, skill and integration constraints (Azmi & Ibrahim, 2022; Prema et al., 2024). These findings indicate that VR and AR supported business continuity primarily as accessible, task-oriented tools rather than as fully integrated operational systems, reinforcing the role of perceived usefulness and ease of use in shaping technology adoption under crisis conditions.

Blockchain

From a TAM perspective, blockchain adoption in real estate agencies depends on perceived usefulness and perceived ease of use. Existing studies report high perceived usefulness, as blockchain provides secure, tamper-resistant records, reduces fraud, and automates execution through smart contracts, especially for property registration and ownership transfer processes (Spiga et al., 2024). Evidence from Malaysian Industry 4.0 studies further shows that these benefits align with sector needs for traceability, transparency, and process reliability, particularly during operational disruptions (Azmi et al., 2025).

However, perceived ease of use remains low at the agency level. Research highlights regulatory uncertainty, lack of shared standards, weak integration with paper-based and legacy systems, and limited digital skills as significant barriers to routine use. Malaysian estate-related studies also note that

fragmented digital infrastructure and uneven organisational readiness reduce confidence in adopting advanced Industry 4.0 technologies within daily workflows. As a result, behavioural intention to adopt blockchain remains weak, and actual use among real estate agencies stays limited (Jasimin & Nordin, 2022; Yeoh et al., 2024). This imbalance between high perceived usefulness and low perceived ease of use explains why blockchain adoption has not translated into consistent support for routine agency operations or short-term business continuity during crisis periods, despite its strong theoretical potential.

Big Data

Big data adoption in real estate agencies is commonly explained through the TAM, where perceived usefulness plays a central role. Empirical studies show that analytics derived from online listings, transaction records and customer interactions improved market analysis, client targeting and pricing decisions, thereby strengthening agents' perception that big data enhanced job performance during disruption (Barbosa, 2021). During the COVID-19 pandemic, these perceived performance gains increased agents' intention to rely on data-driven tools when physical market signals weakened, and remote work became dominant (Almeida, 2025). However, perceived ease of use remained uneven across agencies, as fragmented data systems, limited integration, and low analytical capability reduced practical usage despite recognised benefits (Jiang, 2025). These findings indicate that big data adoption at the agency level depends not only on its strategic value, but also on usability and organisational readiness, consistent with TAM assumptions.

Internet of Things (IoT)

Internet of Things (IoT) adoption in real estate agencies has increased due to its perceived usefulness for remote property monitoring, digital property management, and service continuity during disruptions. Smart sensors, connected security systems, and automated maintenance tools allow agencies to monitor properties, manage utilities, and coordinate services without physical presence, which became critical during movement restrictions (Saari et al., 2022; Sing and Zhang, 2025).

From a TAM perspective, perceived usefulness drives IoT adoption where agencies recognise clear operational benefits, such as reduced maintenance delays, improved service responsiveness, and enhanced client confidence in managed properties (Fel et al., 2025; Kassa & Worku, 2025). However, perceived ease of use remains a barrier, particularly for small agencies lacking technical expertise or integration capability. Studies report uneven adoption due to system complexity, data interoperability issues, and cost concerns, which weaken behavioural intention despite recognised benefits (Xu, 2025; Yeoh et al., 2024).

Overall, IoT adoption in real estate agencies aligns with TAM's core mechanism: adoption occurs only when operational value outweighs perceived complexity. This explains why IoT adoption supports continuity in property management functions but remains limited in transaction-focused agency workflows during crisis periods (Saari et al., 2022; Sing and Zhang, 2025).

Business Continuity and Digitalisation

Business continuity in digitally enabled organisations depends on the effective integration of digital technologies with organisational processes and capabilities. Recent studies show that digitalisation supports continuity by enabling remote operations, ensuring data availability and enabling rapid recovery during disruptions, particularly under volatile and uncertain conditions such as the COVID-19 pandemic (Rădoi et al., 2024; Jaggernath-Furlonge & Pun, 2025). Digital tools such as cloud systems, data analytics and secure platforms strengthen operational resilience only when supported by precise continuity planning, cybersecurity readiness and leadership commitment (Lusiah & Parulian, 2025). Without these supporting structures, digital adoption increases exposure to risk rather than improving stability. The literature, therefore, positions digitalisation not as a standalone solution but as a continuity-enabling capability that requires alignment among technology, organisational readiness, and continuity governance to sustain performance during disruption.

Limitations of Existing Studies and Research Gap

Existing studies on digitalisation in real estate broadly describe the use of technology for efficiency, marketing or innovation, with limited focus on business continuity during crisis conditions. Most research examines digital tools in isolation, adopts broad industry-level perspectives, or concentrates on user perceptions, while rarely analysing real estate agencies as organisational units with distinct operational constraints. Evidence on how specific digital technologies supported transaction continuity, remote coordination, and agency survival during COVID-19 remains fragmented and uneven across contexts. Moreover, few studies apply a clear theoretical lens to explain why some technologies were adopted, and others were not, or how adoption translated into continuity outcomes. This gap highlights the need for a focused synthesis that identifies the types of digital technologies adopted by real estate agencies during the pandemic and critically examines their impacts on business continuity through an adoption-oriented perspective.

RESEARCH METHODOLOGY

This study employs a qualitative research design grounded in a systematic literature review (SLR). The method supports a structured and transparent

synthesis of academic evidence on digital technology adoption and business continuity in real estate agencies during the COVID-19 pandemic. A systematic approach strengthens rigour, transparency and replicability, which are required in planning and built environment research (Page et al., 2021). This study used a four-step mapping process, as depicted in Figure 1, to present a comprehensive methodology that, along with the previous work by Abdullah et al. (2023), offers further insights.

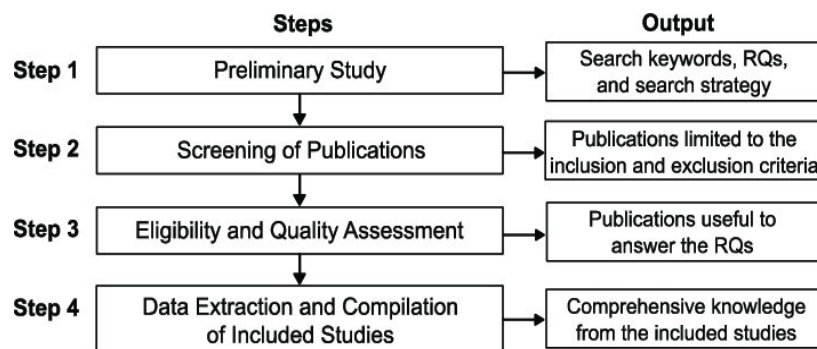


Figure 1: The Literature Study Mapping Process

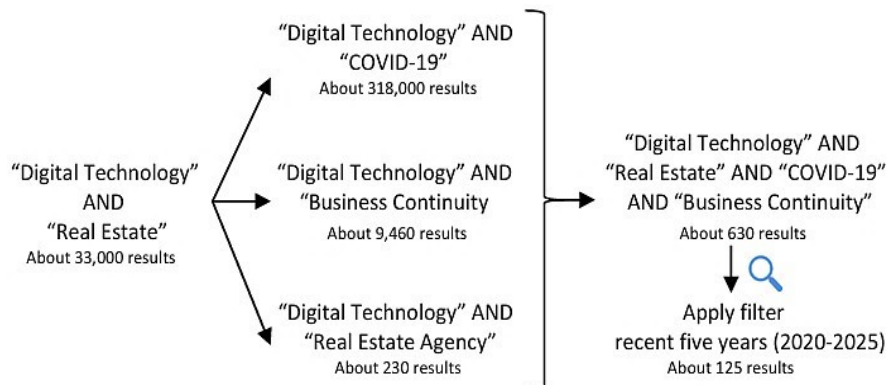


Figure 2: A Summary of Google Scholar's Keywords

Relevant literature was identified using established academic databases, including Emerald Insight, IEEE Explore, ScienceDirect, Scopus, SpringerLink, and Google Scholar. The search focused on peer-reviewed journal articles published between 2020 and 2025 to capture research conducted during and immediately after the pandemic period. Key search terms included “digital technology”, “real estate agencies”, “COVID-19” and “business continuity”.

Reference lists of selected articles were also reviewed to identify additional relevant studies.

Article selection followed the PRISMA 2020 guidelines to ensure transparency and systematic screening. Inclusion criteria comprised studies that examined digital technology adoption, digital transformation or digital practices in real estate agencies or closely related property sectors, with an explicit discussion of operational continuity, resilience or crisis response. Conceptual papers, empirical studies and systematic reviews were included. Studies focusing on unrelated industries, non-agency property actors or purely technical system design without organisational relevance were excluded. Figure 3 presents the PRISMA flow diagram outlining the identification, screening, eligibility and inclusion of studies reviewed in this research.

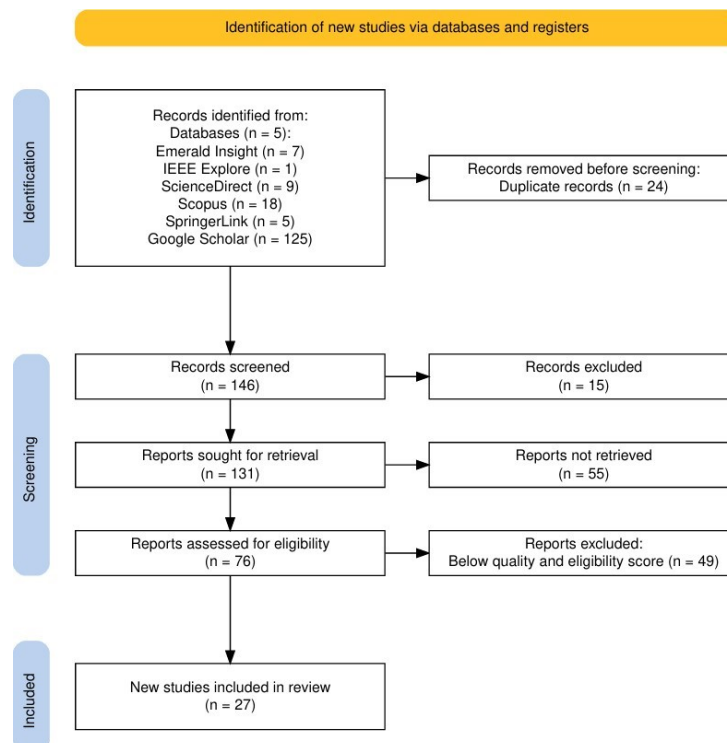


Figure 3: PRISMA Flowchart of the Systematic Literature Process

As illustrated in Figure 3, the initial database search yielded a broad set of records. Following duplicate removal and screening, only studies that explicitly examined digital technology adoption within real estate or closely related agency-based contexts during periods of disruption were retained. Full-

text assessment was conducted to ensure alignment with the research questions. The final set of selected studies served as the basis for qualitative synthesis and content analysis, enabling a structured examination of the adopted technologies and their reported impacts on business continuity at the agency level.

After screening and eligibility assessment, the final set of articles was analysed using qualitative content analysis. This involved coding and categorising data based on two analytical dimensions aligned with the research questions. First, the types of digital technologies adopted by real estate agencies during the COVID-19 pandemic. Second, the reported impacts of these technologies on business continuity, including transaction continuity, agent coordination, service delivery and operational stability. Themes and patterns were identified across studies through iterative comparison and synthesis. Figure 4 presents a flowchart of content analysis:

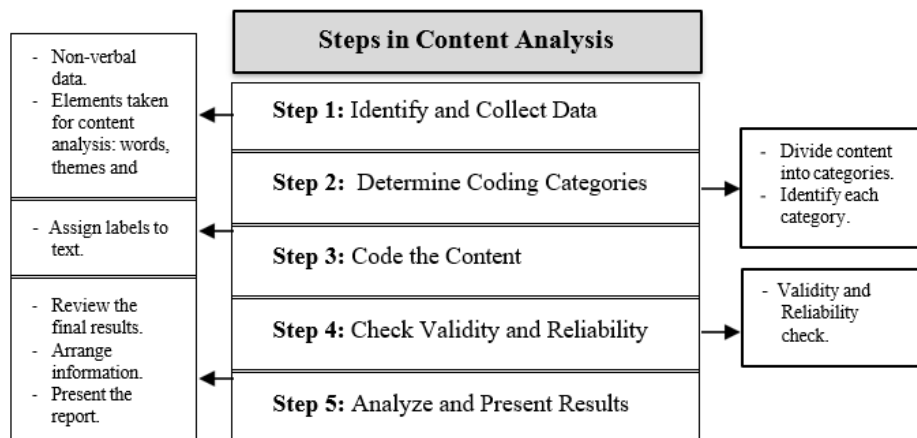


Figure 4: Content Analysis Flowchart

As illustrated in Figure 4, this study applied content analysis to systematically and transparently synthesise findings from the selected literature. The analysis focused on secondary sources, including peer-reviewed journal articles and academic publications related to digital technology adoption in real estate agencies during the COVID-19 pandemic. Relevant texts were examined using keywords related to digital technology, real estate agencies, business continuity, and pandemic disruption to ensure alignment with the research objectives.

To manage variation across studies, the reviewed content was organised into predefined analytical categories. These categories reflected the major types of digital technologies discussed in the literature, including artificial intelligence (AI), virtual and augmented reality (VR/AR), blockchain technology, big data

applications and Internet of Things (IoT) solutions. This categorisation supported consistent comparison across studies and reduced interpretive bias.

Coding focused on identifying references to technology adoption and reported operational outcomes at the agency level. Text segments were coded based on the type of technology discussed and the nature of its reported impact on agency operations and business continuity. Frequency of occurrence and contextual interpretation were used to identify dominant adoption patterns and continuity-related outcomes.

Reliability and validity were addressed through consistent application of coding rules across all selected studies. Coding decisions were aligned directly with the research questions, ensuring stability and coherence throughout the analysis. Cross-checking themes across sources strengthened analytical credibility and supported internal consistency.

The synthesised findings were then organised and interpreted to highlight relationships between digital technology adoption and business continuity outcomes in real estate agencies. This approach enabled the study to move beyond descriptive reporting and develop an integrated understanding of how digital technologies supported agency operations during pandemic disruption. The results of this analysis are presented in the following section.

FINDINGS

The findings of this study are derived from a systematic synthesis of the final set of selected articles identified through the PRISMA-guided review process. The analysis focuses on two key dimensions. First, it identifies the types of digital technologies adopted by real estate agencies during the COVID-19 pandemic. Second, it examines the reported impacts of these technologies on agency-level business continuity. After that, the findings are organised with two analytical themes aligned with the research objectives. Theme 1 presents the types of digital technologies adopted by real estate agencies during the COVID-19 pandemic. Theme 2 reports the impacts of these technologies on business continuity at the agency level. The themes emerged from systematic coding and synthesis of the selected studies.

The following section identifies the types of digital technologies adopted by real estate (RO1).

Theme 1: Type of Digital Technology Adopted (RO1)

Table 1: Types of Digital Technologies Adoption

a) Core Operational Technologies		
Sub-Theme	Description	Coding Indicators
Digital documentation and e-contract Online transaction systems Cloud-based agency management systems Remote workflow and approval tool	To ensure the continuity of internal operations, transaction processing, and administrative activities when physical offices and face-to-face work were disrupted during COVID-19.	“digital documentation”, “online transaction processing”, “cloud-based system”, “remote access to records”, “electronic approval”, “digital workflow continuity”
b) Digital Marketing and Online Platform		
Property portals and agency websites Social media platforms Digital advertising and SEO tools	To maintain market presence, generate leads, and engage clients when physical marketing channels and property visits were restricted	“online listings”, “property portals”, “social media marketing”, “digital promotion”, “online enquiries”, “website-based marketing”
c) Virtual Interaction Technologies		
Virtual property tours (360°, 3D) Video walkthroughs Video conferencing tools Online client consultation platforms	To substitute physical interaction, enabling remote property viewing, client consultation, and negotiation during mobility restrictions.	“virtual property viewing”, “3D/360-degree tour”, “video walkthrough”, “online consultation”, “remote negotiation”
d) Data-Driven, Automation and Intelligent Technologies		
Data analytics and big-data tools Artificial intelligence (AI) applications Automated reporting and productivity systems	To include technologies that support data analysis, automation, productivity improvement and decision-making, enhancing efficiency and adaptive capacity during crisis conditions.	“data-driven decision-making”, “analytics tools”, “AI-based systems”, “process automation”, “digital productivity improvement”

e) Emerging, Advanced and Strategic Digital Technologies		
- Blockchain and smart contracts - Internet of Things (IoT) - Smart Real Estate platforms - Integrated PropTech ecosystems	To capture advanced or experimental technologies with long-term strategic potential but limited short-term adoption during the pandemic due to cost, complexity and organisational readiness constraints.	“blockchain-based transactions”, “smart contracts”, “IoT enabled monitoring”, “smart real estate system”, “integration challenges”, “high implementation cost”

The content analysis identified five dominant categories of digital technologies adopted by real estate agencies during the COVID-19 pandemic to sustain operational activities. These technologies were adopted to maintain operations amid movement restrictions, remote work and reduced physical interaction.

Artificial intelligence emerged as a key technology supporting agency operations. Studies report the use of AI-driven chatbots, automated customer response systems and data-assisted decision tools to maintain client engagement and support agent productivity during lockdown periods (Moro et al., 2022; Odebode et al., 2025). AI applications helped agencies manage enquiries, screen clients and support marketing decisions when face-to-face interaction was restricted.

Virtual reality and augmented reality were widely adopted to replace physical property viewings. Virtual tours, video walkthroughs and remote viewing tools enabled agencies to continue property marketing and client decision-making during mobility restrictions (Moro et al., 2022; Yan et al., 2025). These technologies supported transaction continuity by allowing buyers and tenants to evaluate properties without site visits.

Big data analytics supported market analysis and strategic decision-making during periods of uncertainty. Prior studies report the use of data-driven tools to analyse demand trends, pricing signals and client behaviour during the pandemic (Grybauskas et al., 2021; Tan & Miller, 2023). These tools helped agencies adjust marketing strategies and manage risk in volatile market conditions.

Smart home technologies and Internet of Things applications contributed indirectly to agency continuity. Studies highlight increased client interest in smart-enabled properties during the pandemic, which influenced marketing narratives and property valuation strategies (Ayimaa et al., 2025; Zhuang, 2025). Agencies leveraged these features to align listings with changing client preferences.

Blockchain technology appeared less frequently and showed mixed outcomes. While some studies report potential benefits for transaction

transparency and contract processing, adoption remained limited due to regulatory uncertainty and operational complexity (Jasimin & Nordin, 2022; Spiga et al., 2024). As a result, blockchain adoption did not consistently support short-term business continuity during the pandemic.

The following section reports findings related to the impacts of digital technology adoption on business continuity (RO2).

Theme 2: Impacts of Digital Technology Adoption on Business Continuity (RO2)

Table 2: The Impacts of Digital Technology Adoption

a) Operational Continuity		
Observed Impacts	Description	Coding Indicators
Continuation of daily agency operations Remote work enablement Reduced operational disruption	To capture the extent to which digital technology adoption enabled real estate agencies to maintain internal operations, workflows, and administrative functions during COVID- 19 disruptions.	“continuity of operations” “remote working arrangements” “uninterrupted workflows” “operational stability” “digital operations during lockdown”
b) Service Continuity		
Ongoing client engagement Continuity of property marketing and advisory services Maintenance of service quality	To reflect the role of digital technologies in enabling agencies to continue delivering services to clients, particularly when face-to-face interactions, property inspections and in-person consultations were restricted.	“continued service delivery” “virtual client engagement” “online consultation” “remote property viewing” “service continuity”
c) Revenue and Market Continuity		
Sustained lead generation Continued deal closure Reduced revenue decline	To capture how digital technology adoption supported income generation, lead flow and transaction completion, thereby reducing revenue loss during pandemic-related disruptions.	“sustained revenue” “online lead generation” “digital transactions” “continued sales activity” “market access during lockdown”
d) Adaptive and Strategic Continuity		

Faster organisational response to disruption Process reconfiguration	The contribution of digital technologies to organisational adaptability allows agencies to reconfigure processes,	“adaptive response” “process reconfiguration” “strategic adjustment” “digital adaptation” “organisational flexibility”
Strategic adjustment under uncertainty	adjust strategies and respond flexibly to rapidly changing conditions.	
e) Organisational Resilience and Long-Term Continuity		
Improved crisis preparedness Enhanced long-term resilience Strengthened business survival prospects	To capture the longer-term impact of digital technology adoption on organisational resilience, preparedness and the ability to withstand future disruptions beyond the immediate COVID-19 crisis.	“business resilience” “organisational survival” “crisis preparedness” “long-term continuity” “post-pandemic sustainability”

Digital technology adoption supported business continuity in real estate agencies through operational, service, and revenue-related mechanisms. Digital tools enabled agencies to sustain workflows under remote work, maintain client engagement without physical interaction, and continue transaction processing during movement restrictions (Lehan et al., 2020; Abu Bakar & Yaacob, 2020; Moro et al., 2022). Some studies also report adaptive effects, in which agencies reconfigured processes in response to prolonged disruption, although outcomes varied depending on organisational readiness and staff capability (Kosieradzka & Smagowicz, 2023; Bäcklund et al., 2024; Caon et al., 2025).

Overall, continuity outcomes differed by technology type. Operational and interaction-focused tools, including virtual tours, cloud systems, and digital documentation, showed the most consistent short-term benefits (Lehan et al., 2020; Moro et al., 2022; Langleron, 2023). Advanced technologies such as blockchain and integrated PropTech platforms delivered limited immediate value due to high costs, regulatory uncertainty, and low integration capacity (Jasimin & Nordin, 2022; Al-Haimi et al., 2025; Tan & Miller, 2023). These findings indicate that crisis continuity depends on functional fit and ease of integration rather than technological complexity alone (Putritamara et al., 2023; Vigren & Tagliaro, 2025).

The following discussion interprets the findings in relation to existing literature, technology adoption theory, and implications for planning practice and real estate agency management in Malaysia.

DISCUSSION

This study shows that digital technology adoption played a practical role in supporting business continuity in real estate agencies during the COVID-19 pandemic, particularly in Malaysia. Agencies prioritised technologies that replaced physical interaction and supported remote work, including virtual property tours, cloud-based communication systems and digital documentation tools. These technologies helped agencies maintain transaction workflows, sustain client engagement and reduce operational disruption under movement restrictions. The findings also indicate that continuity outcomes depended less on advanced or sophisticated technologies and more on functional fit, ease of integration and staff readiness. Technologies such as blockchain and integrated PropTech platforms delivered limited short-term value due to cost, regulatory uncertainty and low organisational preparedness. Overall, the discussion reinforces existing literature on crisis-driven digital adoption while extending it by highlighting real estate agencies as distinct organisational units. For planning, practice and agency management, the results emphasise the need to align digital adoption with operational processes and continuity planning rather than focusing solely on innovation or long-term competitiveness.

CONCLUSION

This study synthesised existing literature to examine how digital technology adoption supported business continuity in real estate agencies during the COVID-19 pandemics. The findings show that agencies relied mainly on practical, operation-focused technologies, such as virtual property viewings, cloud-based communication systems and digital documentation, to sustain transactions, coordinate remote work and maintain client engagement during movement restrictions. These technologies delivered the most immediate continuity benefits because they aligned closely with core agency workflows and required minimal structural change. In contrast, advanced technologies such as blockchain and fully integrated PropTech platforms offered limited short-term value due to high implementation costs, regulatory uncertainty and low organisational readiness. Overall, the study demonstrates that business continuity during a crisis depends less on technological sophistication and more on functional fit, ease of integration and organisational capability. The findings contribute to planning and real estate literature by clarifying which digital technologies supported agency-level continuity during disruption and by offering evidence-based insights relevant to policy formulation, professional practice and future crisis preparedness in the Malaysian real estate sector.

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