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**IDENTIFICATION OF CLIENT NEEDS AS A KEY COMPONENT
OF PROFESSIONAL COMMUNICATION AND SUCCESSFUL PERSONAL SALES
BY A MANAGER OF AN ARCHITECTURAL AND CONSTRUCTION COMPANY**

**ВИЯВЛЕННЯ ПОТРЕБ КЛІЄНТА ЯК ВАЖЛИВИЙ КОМПОНЕНТ
ПРОФЕСІЙНОЇ КОМУНІКАЦІЇ ТА УСПІШНИХ ПЕРСОНАЛЬНИХ
ПРОДАЖ МЕНЕДЖЕРА АРХІТЕКТУРНО-БУДІВЕЛЬНОЇ КОМПАНІЇ**

The study is devoted to the topical issue of identifying client needs as an important component of professional communication and successful personal sales by a manager of an architectural and construction company. The article examines the current state of business communication in the business environment, in particular the role it plays in ensuring that organisations function effectively. It emphasises that in any field of activity, especially in the context of sales and customer relationship management, effective communication is a key success factor. The authors analyse in detail the personal selling process in architectural and construction services, highlighting its main stages: communicating and listening to the client, presenting the goods/services and building long-term relationships. Particular attention is paid to the importance of the identification stage of the client needs, which is key to ensuring an individual approach and the fulfilment of his or her expectations. It is noted that a high level of communication skills and the ability to listen carefully are required for effective identification of client needs. Customers may have different requirements, preferences and budgets, and it is only through a thorough study

of their needs that an individual approach can be offered to each of them. Not only does this contribute to the successful completion of the transaction, but it also enables us to build long term partnerships with our clients. The use of 'active listening', which involves not only listening but also a thorough analysis of the client's messages, attention to detail and non-verbal cues, is key to identifying the client needs. Active listening helps to build mutual understanding and trust by establishing emotional contact and feeling the client's feelings and needs. Determining the reality and specificity of client needs is an important aspect of identifying them. In order to do this, the manager must conduct detailed interviews, listen carefully to the customer's requests and pay attention to non-verbal signals. A better understanding of the client needs and the most appropriate solutions can be achieved through a qualitative synthesis of the information obtained. Successful identification of client needs requires a manager to constantly improve communication skills, including the ability to ask the right questions, create an atmosphere of trust, show empathy and be proactive in finding ways to meet needs. It is only under these conditions that successful sales, long-term relationships and the development of the company can be ensured. The article looks at the architectural and construction industry and provides practical examples of different approaches to identifying client needs. The authors emphasise that the key to successful sales, building long-term relationships and overall effective business performance is a manager's ability to communicate effectively and to listen and understand the client. The article concludes with recommendations that may be useful to managers of architectural and construction firms to improve the efficiency of the process of identifying client needs. In particular, the article highlights the importance of continuous training, information analysis, proactivity and the provision of quality customer service.

Keywords: managers, identifying client needs, professional communication, personal selling, architectural and construction companies, active listening, customer satisfaction, long-term relationships.

Дослідження присвячено актуальній проблемі виявлення потреб клієнта як важливого компоненту професійної комунікації та успішних персональних продаж менеджера архітектурно-будівельної компанії. У статті розглядається сучасний стан ділової комунікації в бізнес-середовищі, зокрема її роль у забезпеченні ефективного функціонування організації. Наголошується на тому, що ефективна комунікація є ключовим фактором успіху в будь-якій сфері діяльності, особливо в контексті продажів та управління взаємовідносинами з клієнтами. Автори детально аналізують процес персональних продаж у сфері архітектурно-будівельних послуг, виокремлюючи його основні етапи: спілкування та слухання клієнта, презентація товарів/послуг, встановлення довгострокових відносин. Особлива увага приділяється важливості етапу виявлення потреб клієнта, який є ключовим для забезпечення індивідуального підходу та задоволення його очікувань. Зазначається, що ефективне виявлення потреб клієнта вимагає від менеджера високого рівня комунікативних навичок та вміння уважно слухати. Клієнти можуть мати різноманітні вимоги, уподобання та бюджети, і лише завдяки ретельному вивченню їхніх потреб можна запропонувати індивідуальний підхід до кожного. Це не лише сприяє успішному завершенню угоди, але й дозволяє побудувати довгострокові партнерські відносини. Виявлення потреб клієнта базується на використанні техніки «активного слухання», яка передбачає не лише прослуховування, а й ретельний аналіз повідомлень клієнта, увагу до деталей та невербальних сигналів. Активне слухання дозволяє встановити емоційний контакт, відчутти переживання та потреби клієнта, що сприяє побудові взаєморозуміння та довіри. Важливим аспектом виявлення потреб клієнта є визначення їх реальності та конкретності. Для цього менеджеру необхідно проводити детальні бесіди, уважно слухати запити та спостерігати за невербальними сигналами. Якісне узагальнення отриманої інформації дає можливість краще зрозуміти потреби клієнта та запропонувати найбільш відповідні рішення. Успішне виявлення потреб клієнта вимагає від менеджера постійного вдосконалення комунікативних навичок, зокрема вміння ставити правильні запитання, створювати атмосферу довіри, проявляти емпатію та бути проактивним у пошуку способів задоволення потреб. Лише за таких умов можна забезпечити успішні продажі, побудувати довгострокові відносини та сприяти розвитку компанії. У статті наведено практичні приклади застосування різних підходів до виявлення потреб клієнтів у сфері архітектури та будівництва. Авторами підкреслюється, що вміння менеджера ефективно комунікувати, слухати та розуміти клієнта є запорукою успішних продажів, побудови довгострокових відносин та загальної ефективності діяльності компанії. Наприкінці роботи сформульовано рекомендації щодо підвищення ефективності процесу виявлення потреб клієнтів, які можуть бути корисними для менеджерів архітектурно-будівельних компаній. Зокрема, наголошується на важливості постійного навчання, аналізу інформації, проактивності та забезпечення якісного післяпродажного обслуговування.

Ключові слова: менеджер, виявлення потреб клієнта, професійна комунікація, персональні продажі, архітектурно-будівельна компанія, активне слухання, задоволення клієнтів, довгострокові відносини.

Statement of the problem. In today's world, the competition in the market of architectural and construction services is extremely high, and not only the quality of the work, but also the professional communication with the client plays a decisive role in the success of the company. In order to find the best solution to meet the client needs and expectations, identifying the client needs is a key component of successful sales.

Client needs research enables us to better understand their requirements and aspirations for the construction project. This enables the architects and construction managers to create a project that is fully satisfactory to the client and that meets the client's expectations. This approach will increase the satisfaction of the client and have a positive impact on the reputation of the company. A manager must have a high level of communication and

listening skills to properly identify client needs. Customers may have different requirements, preferences and budgets, and only by carefully analysing their needs can a tailored approach be developed for each of them. This helps not only to close a deal, but also to build a long-term customer relationship.

Without a deep understanding of the market and client needs, successful sales in the architectural and construction industry is impossible. The ability to identify their needs and offer the best solution is essential to finding new customers and capturing their interest. Successful business development and increased sales can only be guaranteed in this way. In the construction industry, professional communication and the identification of client needs should be seen as an important part of a sales strategy. A faster and more efficient workflow can be established by identifying needs in time and ensuring customer satisfaction. This helps to build reputation and ensures continued demand for what they offer.

An integral part of a construction company's sales strategy is understanding and researching client needs. It is the key to successful business deals and the building of long-term customer relationships. Companies have a good chance of success and sustainable sales growth in the future if they actively listen to and meet their client needs.

Analysis of recent research and publications.

Various aspects of this problem have been the subject of research and presentation in the works of Ukrainian and foreign scholars, such as O. Timchenko [1]; N. Rudnytska, K. Kovtun [2]; V. Orlova, O. Kuzmenko, O. Serhieieva [3]; A. Tanasiichuk, S. Sirenko, V. Pnevskyi [4]; Y. Matveeva, Y. Opanasiuk, T. Bondar, D. Petrenko [5]; A. Kataev [6]; N. Skryhun, L. Chornous [7]; V. Khalina, T. Vasylieva [8]; N. Sytnyk [9]; V. Redka, I. Ponomarenko [10]; Y. Yakovenko [11]; H. Kharchenko, Y. Borovy [12]; O. Yevtushevska [13]; R. Fedorovych [14]. However, despite the importance of the topic, the issue of identification of client needs in the context of architectural and construction companies is unexplored. Therefore, there is a need for further research and development of new methods to improve the process of client needs identification in the architectural and construction sector, which will help to increase the efficiency and competitiveness of companies in this market segment.

Formulation of the research task. The purpose of the research is to examine the specifics of the process of client needs identification as a key component of professional communication and successful personal sales by a manager in an architectural and construction company. Specifically, the study will identify strategies and approaches that are conducive to the effective identification of client needs in the field of architectural and construction services.

Summary of the main research material. In the modern business world, business communication plays an important role in helping any organisation to become successful and to function. The efficiency of work and the achievement of goals depend on the interaction between employees, management, customers and partners. Communication between colleagues governs work processes, while communication with customers is a driver of sales and relationships. For each specific goal, there is a need for an appropriate communication style which will contribute to the achievement of the task [14]. For example, successful negotiation requires good listening

skills, the identification of common interests and the search for a solution which is beneficial to both parties. At the same time, project management may require a clear communication of the requirements and a control over the implementation of the tasks. Being able to communicate confidently therefore plays a key role in achieving success.

In today's business world, non-business communication plays an increasingly important role. New demands are being placed on managers' communication skills by the trend towards more interpersonal communication in the workplace. They spend much of their working time communicating with colleagues, partners and clients, which means they need to be able to interact effectively and build positive relationships [12].

A manager is responsible for achieving results by working with employees and partners as the main participant in professional communication in an organisation. A modern manager's role is more than just planning, organising and controlling. His or her work is based on interaction with others, conflict resolution and the search for common solutions [2].

Communicating in the modern business world requires managers to be not only knowledgeable in their field, but also flexible and able to adapt their communication style to suit the situation. When it comes to negotiations, project management and building relationships with partners, excellent communication skills enable you to achieve high results. The modern model of communication is more focused on the two-way exchange of information, in which the quality of the transmission of information, the way it is expressed and the gathering of complete and objective information play an important role. This will enable you to understand your partner better, to identify common objectives and to make the decision that is best for both parties.

Selling is one of the most important stages of doing business, where effective communication makes all the difference. The ability to listen to customers, identify common interests and offer solutions that meet their expectations is part of customer relationship management. Effective communication helps to attract and retain customers and increase the satisfaction of working with [1]. Developing personalised sales strategies to meet the unique needs of each customer is now an important part of sales [4]. This requires a deep understanding of the market, the competitive environment and the characteristics of the individual target group. It is also important to be innovative in sales approaches, including using digital technologies and marketing tools to improve the customer interaction process [6]. In order to be successful in sales, a manager must have the ability to build long-term relationships with customers and an understanding of their needs and expectations. It is also important to be able to communicate in an effective way, to persuade and to demonstrate the value of your goods or services [5]. At the same time, it is important to remember that ethics and transparency in dealing with clients will help to build trust and open communication.

Personal selling is a key element of successful client interaction in the field of architecture and construction. The manager's ability to identify the client needs and expectations, reflected in effective communication and a personal sales approach, is an important part of this process [6].

We should look at the possible stages more closely.

1. Searching for customers: the manager can analyse the customer base and identify the most profitable customers. For example, you can focus on offering these services and attracting more of them if you find that certain clients order a lot of additional services. For an architectural and construction company, if a certain company regularly orders the interior design of its offices, this may be an important segment.

2. Preparation for the client meeting: before a meeting with a potential client, the manager should have a detailed overview of the company's services, presentation materials and be ready to answer any questions.

3. Meeting with the client: during the meeting, the manager should ensure that the environment is comfortable and that a positive impression of the company is created.

4. Identification of the client needs: during the meeting with the client, the manager can ask questions about the client's current projects and future plans in order to better understand what specific services may be useful to them. In particular, to offer tailored solutions that meet the client needs.

5. Presenting the product/service: having identified the client needs, the manager can present the specific services of his company that best meet these needs. In particular, the manager can present his or her projects and portfolios of work that reflect his or her skills and creative approach.

6. Dealing with objections: the manager should be prepared to justify his proposals and provide additional arguments to persuade the client if he expresses doubts or objections.

7. Closing the sale: once the customer has shown interest, the manager must determine when he or she is ready to do business and agree the terms of co-operation.

8. Maintaining a long-term relationship: after the deal is done, the manager should continue to communicate with the client, listening to their needs and helping with future projects.

In summary, there are three stages to the process.

Communicating and listening to the client is the first stage of a successful personal sale. Through questions and careful listening, the manager will have an understanding of the client needs, top priorities and problems that can be solved. This enables them to offer a personalised approach, tailored to what the client wants and needs.

The second stage is a face-to-face meeting with the customer to present the company's products and services. In line with the client needs and expectations, it is important to demonstrate the unique features of the products. It allows them to feel that they are making an informed choice.

Building a long-term relationship between manager and client is the third stage. This means taking into account the client's ongoing needs and requirements and staying in touch after the transaction has been completed. Long-term partnerships encourage repeat business and reassure clients that they have made the right choice.

The following examples can be drawn from the practice of selling architectural and civil engineering services:

1. Communicating with and listening to the client: a manager of an architectural and construction company has a meeting with a potential client to discuss his needs and expectations. During the meeting, the manager asks questions about the problems the client wants to solve, what the project involves, and how much the client wants

to spend. Having listened carefully and in accordance with the needs identified, the manager is able to offer a personalised approach to the project.

2. Presenting goods and services: the manager offers a presentation of the company's projects or solutions that meet the identified needs after analysing the client needs. For example, the manager may show projects that have already been completed and that are similar in size or style to the project in which the client is interested. Explaining the benefits and unique aspects of the proposed solutions is important during the presentation.

3. Establishing a long-term relationship with the client: the project manager can keep in touch with the client, providing progress reports and addressing any additional needs or changes during the project once a project agreement has been signed. For example, during the refurbishment process, the project manager can meet with the client on a regular basis to discuss progress and address any issues that arise.

These examples demonstrate the effective implementation of each stage of personal selling in the architectural and construction services sector, which contributes to successful interaction with clients and the creation of conditions for the development of long-term partnerships. However, it should be emphasised that needs identification is an important area in both the first and second versions of the personal selling stages classification.

Criteria characterising the personal selling stage – needs identification. In particular: the use of open-ended questions in the identification of needs, the use of the active listening technique, the identification of the client real needs, the formation of a full dialogue and the qualitative summary of the information received from the customer [3].

The importance of open-ended questions is that they encourage the interviewee to elaborate on what they're thinking, feeling and needing [11]. For example, the question "What specific problems would you like to solve in your home?" makes the client feel that their needs are important to the company and also helps the manager to obtain specific data for further design.

In addition, by showing interest in the client's personal needs and wishes, open-ended questions help to build trust and rapport with the client. For example, it shows the customer that their opinion is valued and will be taken into account in the development of a project when they are asked, 'What is the most important aspect of home design for you?'

An important part of successful communication and sales in an architectural and construction company is the ability to ask open-ended questions and identify client needs. This helps to create individual and tailored solutions that meet the client's expectations and ensure a high level of satisfaction when working with the client.

The identification of client needs is an extremely important component of professional communication and personal sales for the manager of an architectural and construction company. It is the process of understanding exactly what the client needs are, what their requirements and desires are, in order to offer solutions that are ideally suited to them. The identification of needs is the basis for a fruitful co-operation and trust in future projects.

It is important to use the technique of 'active listening' to effectively identify the client needs. This technique involves not only listening to the client, but also carefully

analysing their messages, paying attention to details and non-verbal cues. Active listening allows you to connect with the client on an emotional level, to feel their needs and feelings, which is reflected in the building of mutual understanding and effective relationships.

When using the technique of active listening, a manager needs to be attentive, open-minded and empathetic. It is important to hear their feelings and needs, feel their energy and supplement the conversation with pertinent questions and expressions of understanding [17], as well as listening to what they say. In this way, you can show the customer that his or her opinion is important and will be taken into account, which will increase his or her trust in the company and his or her willingness to cooperate. The use of active listening also helps to identify the hidden needs of the customer, which he or she may not be able to express immediately. Problems can be identified and resolved before they become more acute by being able to read between the lines and detect discomfort, fear or uncertainty in the customer's feelings.

In the process of active listening, the manager should also show an interest in the person he/she is talking to, ask open-ended questions and allow the client to express his/her thoughts and feelings freely. This helps to build positive relationships and ensures successful future working relationships by creating an atmosphere of trust and mutual understanding. The client's confidence in the manager and the company as a whole is enhanced by active participation in the conversation and active listening. These techniques can be used to effectively identify the needs of the client, to provide individualised solutions and to build a long-term relationship that will be of mutual benefit to both parties.

Thus, in professional communication and personal selling in the field of architecture and construction, the use of 'active listening' contributes to the successful identification of the client needs. This will allow you to build a fruitful relationship with the client, to provide him with the necessary solutions and to create favourable conditions for the successful completion of the project and for further co-operation.

Identifying the client real needs is essential for successful transactions and mutually beneficial relationships. Failure to do so can lead to misunderstandings and unsuccessful outcomes. Of course, it is important to communicate with the customer in detail [8] in order to successfully identify the client real needs. You need to actively listen to what they're asking for, and look for details and non-verbal cues. For example, if a client is concerned about the time taken to build, this may indicate that the manager should focus on the speed of the project. Alternatively, the manager can suggest options for extending the living space or creating cosy areas in the garden if the client expresses a desire for more space to relax. This shows how important it is not only to listen, but also to understand what the client really wants and needs. For example, if the manager discovers that the client wants a new kitchen because the space is inefficient, he or she can offer options for re-designing to ensure more ergonomic placement of furniture and appliances. Effective communication with the customer is not only important for the identification of real needs, but also for the development of a long-term relationship. By paying attention to each client individual needs, the manager can create solutions that are in line with their

expectations and contribute to the success of the project [13]. Thus, for successful sales and customer satisfaction, it is crucial to identify real client needs. Active listening and tailoring sales strategies to individual client needs allows you to build long term and mutually beneficial relationships. This is key to the success of a business in the architectural and construction industry.

A key element in the process of identifying client needs is a qualitative summary of the information received from the customer. This allows for a better understanding of the client needs and requirements [9]. For example, a manager can clarify which aspects of an architectural or construction project are most important to him or her when communicating with a potential client. In this way, there is a better understanding of the direction of travel and the solutions on offer. Alternatively, if the client expresses a desire to have a large window in the kitchen, the manager can offer options for using energy-efficient windows that will help save energy and improve comfort in the room. Undoubtedly, the sales manager can better understand the client needs and tailor the offer to meet those needs through effective communication and the ability to establish a quality dialogue with the customer. The result is not only an effective offer of goods or services, but also an increase in customer satisfaction [10]. For example, when choosing an interior design, a client may indicate that an open-plan solution is required. By taking this information into account, the manager can offer solutions that use sliding systems or furniture with functional features to optimise the use of space as much as possible.

Identifying client needs is therefore an extremely important component of professional communication and personal selling for the manager of an architectural and construction firm [15]. The following recommendations can help managers successfully identify client needs and confidently manage the sales process:

1. Listen carefully to the client: overcoming barriers to communicating is not listening to the person talking. Learn to listen to the client needs, wishes and desires.
2. Ask the right questions: the key to successfully understanding the client needs is to ask questions that will help you better understand the client needs and help guide them in their choices.
3. Maintain rapport: it is important to create a good atmosphere to communicate in, which makes the customer feel comfortable and understood.
4. Be empathetic: the inclusion of emotion in communication can have a positive effect on the customer's perception of your proposals.
5. Prepare additional staff: the management team should be well prepared to have conversations with customers and to identify their needs.
6. Analysis of information: the information received from the customer should be carefully analysed in order to identify the real needs and suggestions.
7. Offer solutions: on the basis of the identified needs, the best possible solutions should be offered to the customer to meet his or her needs and requirements.
8. Be proactive: by actively seeking ways to meet the client needs, work to build mutually beneficial relationships with the customer.
9. Don't forget follow-up: after the deal is done, it is important to continue communication and after-sales service with the customer.

10. Continuous learning: high performance can be achieved through professional development and continuous improvement of skills in identifying client needs.

Today, the ability to communicate in a productive and conflict-free way is not only an important professional quality of a manager, but also a necessary element of his or her culture, which is an integral part of the company [16]. Rational, psychological and ethical management is the key to entrepreneurial success today.

Conclusions. For the manager of an architectural and construction company, identifying the client needs is an extremely important component of professional communication and successful personal sales. In order to offer optimal solutions that fully meet the client's expectations, it is necessary to better understand the client needs and desires. A manager must have a high level of communication skills and the ability to listen carefully in order to correctly identify client needs.

Using open-ended questions during communication is an important part of identifying client needs. The use of open-ended questions encourages the customer to be more specific in the expression of their thoughts, feelings and wishes. Not only does this help to ensure that complete information is obtained, but it also demonstrates to the customer that his or her point of view is important to the company. In addition, open-ended questions help build trust and understanding of the client hidden needs.

Another key aspect of the identification of client needs is the ability to be an active listener. Active listening is not only the attentive perception of the other person's words, but also the understanding of their emotions, feelings and non-verbal signals. This enables the manager to better understand the client real needs and wants, and to establish a deep emotional connection with the customer. Active listening demonstrates to the customer that his or her opinion is valued, which in turn increases the level of trust and co-operation.

Identifying the client needs also requires the manager to be able to summarise the information received and to form a clear understanding of what the client needs. This will enable you to develop individual solutions that will best meet the expectations of your customer and ensure a high level of customer satisfaction. The key to successful project delivery and long-term partnerships is a high-quality summary of information about client needs.

The identification of client needs is not only an important component of successful personal sales, but is also an integral part of the overall development strategy of an architectural and construction company. An in-depth understanding of the market, the competitive environment and individual client characteristics enables the development of innovative marketing approaches, the use of modern tools to promote services and ensure high levels of customer satisfaction. This, in turn, helps to strengthen the reputation of the company and to increase its turnover in the long term.

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