

CUSTOMER FOCUS AS A TOOL FOR IMPROVING BUSINESS EFFICIENCY IN THE ARCHITECTURE AND CONSTRUCTION INDUSTRY

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Customer Focus as a Tool for Improving Business Efficiency in the Architecture and Construction Industry

The study considers customer focus as a key tool for improving the efficiency of enterprise in the architecture and construction industry, which is a complex and diversified area, where the success of enterprises depends on their ability to adapt to both market requirements and the requirements put forward by customers. Customer focus in this industry is key to success, as consumers are looking for a personalized approach, quality services, and a positive communication experience. It is important to remember that a customer-focused approach in the construction business involves attention to customer requirements and establishing partnerships, which contributes to meeting customers' needs and the successful implementation of projects. It is defined that the successful implementation of a customer-focused strategy in the business activities of enterprises in the architecture and construction area requires careful consideration of several key elements. Understanding customer needs and preferences, building a customer-focused culture, training employees to interact with customers, motivating the staff, and diagnosing the efficiency of customer-focused strategies are key to achieving success in this sphere. These elements help companies not only meet the needs of customers but also create long-term and mutually beneficial relationships with them. Taking these aspects into account helps to improve the level of service, increase customer satisfaction and increase the company's competitiveness in the market. Therefore, it is important that businesses work carefully and systematically on these elements for the successful implementation of a customer-focused strategy. The main aspects of customer focus are considered, models and methodologies that help enterprises to interact with customers, taking into account their needs and expectations, are presented. The team of authors highlights the step-by-step process of developing customer focus, as well as the methodology of «Managing business processes of customer focus» as the key to the successful operation of enterprises in the architecture and construction industry. The SERVQUAL model for assessing the quality of services and the use of the NPS index to measure the level of customer loyalty are also considered. The conclusions state that customer focus contributes to the development of long-term relationships with customers, maintaining a loyal customer base, attracting new consumers and increasing their level of loyalty. Through the customer-focused approach, the company can effectively adapt to changes in the market, improve its services and ensure high quality of work. Adaptability, customer interaction and continuous process improvement are an essential part of the success of construction companies in today's competitive environment. This research can help an enterprise in the field of architecture and construction to increase competitiveness, attract new customers and retain existing ones, as well as improve the quality of services and customer satisfaction.

Keywords: customer focus, customer-focused strategy, architecture and construction enterprise, customers, customer loyalty, business activity, business processes, improving the level of service.

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Яценко О. Ф., Макатьора Д. А., Кубанов Р. А., Зінич П. Л. Клієнтоорієнтованість як інструмент підвищення ефективності діяльності підприємства архітектурно-будівельного напрямку

У дослідженні розглянуто клієнтоорієнтованість як ключовий інструмент підвищення ефективності діяльності підприємства в архітектурно-будівельній галузі, що є складною та диверсифікованою сферою, де успішність підприємств залежить від їх здатності адаптуватися до ринкових вимог і вимог, що висуваються клієнтами. Клієнтоорієнтованість в цій галузі є ключем до успіху, оскільки споживачі шукають індивідуальний підхід, якісні послуги та позитивний досвід спілкування. Важливо пам'ятати, що клієнтоорієнтований підхід в бізнесі будівельного напрямку передбачає увагу до вимог клієнтів і побудову партнерських відносин, що сприяє задоволенню їх потреб та успішному виконанню проєктів. Визначено, що успішне впровадження клієнтоорієнтованої стратегії в бізнес-діяльність підприємств архітектурно-будівельного напрямку потребує уважного урахування кількох ключових елементів. Розуміння потреб та уподобань клієнтів, формування культури клієнтоорієнтованості, навчання співробітників взаємодії з клієнтами, мотивація персоналу та діагностика ефективності клієнтоорієнтованих стратегій є ключовими для досягнення успіху у цій сфері. Ці елементи допомагають компаніям не лише задовольняти потреби клієнтів, а й створювати довгострокові та взаємовигідні відносини з ними. Врахування цих аспектів сприяє підвищенню рівня обслуговування, збільшенню задоволеності клієнтів і підвищенню конкурентоспроможності компанії на ринку. Тому важливо, щоб бізнеси уважно та систематично працювали над зазначеними елементами для успішного впровадження клієнтоорієнтованої стратегії. Розглянуто основні аспекти клієнтоорієнтованості, подано моделі та методики, що допомагають підприємствам взаємодіяти з клієнтами, враховуючи їхні потреби та очікування. Авторський колектив висвітлює поетапний процес розвитку клієнтоорієнтованості, а також методику «Управління бізнес-процесами клієнтоорієнтованості» як ключ до успішної діяльності підприємств у архітектурно-будівельній галузі. Також розглянуто модель оцінки якості послуг SERVQUAL та використання індексу NPS для вимірювання рівня лояльності клієнтів. У висновках зазначено, що клієнтоорієнтованість сприяє розвитку довгострокових стосунків із клієнтами, збереженню вірної клієнтської бази, привертанню нових споживачів і підвищенню рівня їх лояльності. Через клієнтоорієнтований підхід підприємство може ефективно адаптуватися до змін на ринку, вдосконалювати свої послуги та забезпечувати високу якість виконання робіт. Здатність до пристосування, взаємодія з клієнтами та постійне вдосконалення процесів становлять суттєву частину успіху будівельних підприємств у сучасному конкурентному середовищі. Це дослідження може допомогти підприємству в галузі архітектурно-будівельного напрямку підвищити конкурентоспроможність, залучити нових клієнтів і зберегти наявних, а також покращити якість послуг і задоволеність клієнтів.

Ключові слова: клієнтоорієнтованість, клієнтоорієнтована стратегія, підприємство архітектурно-будівельного напрямку, клієнти, лояльність клієнтів, бізнес-діяльність, бізнес-процеси, підвищенню рівня обслуговування.

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Introduction. Customer orientation in the field of architecture and construction is an extremely important strategy for companies in this industry, which contributes to the increase of the efficiency of their activities and competitiveness in the market. Customer orientation helps architecture and construction companies to become tangible and valuable in the eyes

of consumers, as the modern market of construction services requires active influence and adaptation of companies to the individual needs of customers.

The architecture and construction industry is a complex and diversified sector where the ability of companies to adapt to market and client demands is essential. In a highly competi-

tive environment where consumers are looking for a personalised approach, quality service and a positive communication experience, customer focus is key to success. It is important to bear in mind that a customer-centric approach in the construction industry involves a focus on customer requirements and the development of partnerships that meet customer needs and facilitate the proper execution of projects. In the architecture and construction sector, ensuring high quality and flexible services, meeting technical requirements and completing tasks on time are important components of customer focus. Customer focus helps to maintain and develop a loyal customer base, attract new customers and increase customer loyalty by building long-term relationships with clients. Being customer focused allows a company to adapt to changing markets, improve its services and ensure high quality.

Interacting with clients at all stages of the project, taking into account their needs and wishes, developing individual solutions and providing advice are all part of customer focus in the architecture and construction business. This approach allows the company's staff to be more attentive and friendlier. This creates a positive perception of the company among clients and helps build long-term relationships. Customer focus as a tool for improving the efficiency of an architecture and construction company allows it to solve the problems and challenges that arise in the process of interacting with its clients. Understanding clients' needs, expectations and requirements is essential to responding to them in a responsible and effective way. In addition, an organisation can increase its competitiveness and performance by improving customer interaction processes and implementing customer-centric practices. A company can become a market leader and convince customers of its reliability and professionalism by creating an excellent customer experience, meeting customer needs and improving service levels.

In this way, customer focus in the architecture and construction sector is a tool that allows companies not only to meet the needs of their customers, but also to increase the efficiency of their operations, to strengthen their market position and to develop long-term relationships with their customers. Customer focus is becoming a key success factor for any business in the construction industry in today's highly competitive market.

Analysis of recent research and publications. Various aspects of this problem have been the subject of study and presentation in the works of Ukrainian and foreign scientists, such as O. Ustian [1]; V. Khalina, T. Vasylieva [2]; A. Shevchenko, M. Bychulia [3]; M. Romanchukovykh [4]; V. Kovalevskyi, O. Yushkevych [5]; V. Komandrovska, V. Turmenko, T. Chernysheva [6]; Z. Andrushkevich, R. Boyko, V. Nyanko [7]; A. Polyanska [8]; I. Shaposhnikova [9]; L. Lypych, I. Chornukha, I. Tsymbaliuk [10]; K. Mamonov [11]; R. Milne [12]; V. Morokhova, O. Boyko, I. Lorvi [13]; N. Balai [14]; N. Savytska, G. Chmil, N. Dzhutashvili [15]; O. M. Dankeeva [17], etc.

The purpose of the study is to identify and substantiate the main features of customer orientation as a tool for increasing the efficiency of an enterprise in the field of architecture and construction.

Presentation of the main research material. The implementation of a customer-centric approach in the activities

of Ukrainian companies is a key factor in the achievement of sustainable profits and successful competitiveness in the market over a long period of time. This approach implies a company's commitment to the needs and expectations of its customers. It also implies efforts to meet their requirements and wishes. Customer orientation is not only a strategic direction of development. It also determines the quality of interaction with customers, which creates the basis for stable growth and development of the company [12, p. 6]. A key component of a successful customer-centric strategy is the ability to partner and actively engage with the target audience. It is important to bear in mind that customer satisfaction is a determinant of the stability of a company's profits and its position in the market. Therefore, in order to respond effectively to consumer demands, companies should be prepared to interact with the target audience, to study their needs and their willingness to change. In order to effectively implement a customer-centric approach in all areas of their business, companies need to work hard to develop the necessary skills and capabilities. The success of customer-centric processes and strategies depends on the ability of employees to communicate with customers and understand their needs and wants. Relationships based on trust and cooperation can be built through effective communication and mutual understanding between the company and its customers. The flexibility and adaptability of the organisation to changes in the market and customer needs is an important aspect of customer focus. Businesses should be prepared to respond quickly to new trends, fashions and customer preferences. They should be able to improve their products and services in response to market demands. Flexibility and adaptability enable companies to be open to change and thus to ensure stability and success in the long term. In the current market environment [9, p. 130], a customer-centric approach is a necessary element of business strategy. It allows companies not only to maintain and increase their market share, but also to meet the needs of their customers to the best of their ability. It also increases customer loyalty and improves the relationship with customers. The implementation of customer-centric strategies leads to the creation of a company's credibility and professionalism in the eyes of consumers. This is an important factor in market success.

Customer centricity is an approach that aims to meet the needs and requirements of customers, to understand their values and beliefs, to increase their satisfaction and to ensure a sustainable relationship with them in order to generate long-term profits. Understanding target customers, partnering with them and maximising profits by meeting their needs are important aspects of customer centricity. The success of a customer-centric strategy requires the consideration of the concept of relationship marketing.

Academic and applied approaches to the concept of customer focus reflect a strategic approach to interacting with customers in order to meet their needs, to maximise financial value in the long term and to build partnerships. Customer centricity is seen as a key business competency based on understanding and meeting customer needs. It enables the organisation to retain existing customers, attract new ones and generate sustainable profits. Customer centricity is also seen as a business process that involves a clear understanding of the

workflows and decisions to be made for customer satisfaction. Thus, in terms of business characteristics, customer centricity can be said to be a corporate culture. It includes a set of values and priorities that take into account the interests of customers. In this approach, customer centricity is defined as an integral part of the corporate identity. From a customer experience perspective, customer centricity is seen as a tool for managing customer interactions in order to generate sustainable profits over the long term. This approach emphasises the importance of an understanding of core competencies, target customers and the maintenance of a strategic position in the market [15, p. 285–287]. In general, taking into account different approaches to defining customer focus will help companies and organisations in the architecture and construction sector to implement this principle more effectively. This will ensure that they function on the basis of favourable customer relations and sustainable development in the market.

There are three levels of development of a customer-centric organisation. Each level requires certain conditions for successful implementation. At the first, basic level, the organisation is focused on service quality. Important conditions include management's belief in an individual approach to the customer, adequate funding, continuous improvement of service quality and an understanding of each employee's role in customer interaction.

The second level of development is characterised by the presence of professional service, where an important condition is a change in the mindset of employees under the influence of training, leading to a change in values and the acquisition of the necessary service skills. This helps to increase customer confidence in the organisation. At the third level, organisations focus their efforts on achieving perfect service. The main criterion is a combination of quality support, individual approach and responsibility towards the customer. This level requires responsibility and the penetration of the service culture at all levels of the company, as well as the development of openness and flexibility in responding to the individual needs of the customer [5, p. 248–249].

For the successful implementation of this strategy in business practice, several key elements of customer orientation have been identified in the literature.

- 1) Customer understanding: this element is an in-depth study of customer needs, preferences and behaviour. A company can only provide products and services that meet the needs of its customers if it has a clear understanding of these aspects.
- 2) Creation of a customer-centric culture: A successful company will cultivate the values of customer satisfaction within its team. This can be through the instilling of principles such as professionalism, empathy and a commitment to continuous improvement.
- 3) Employee training in interaction technologies: effective interaction with customers requires appropriate skills and approaches. Equipping employees with the knowledge and skills needed to build positive relationships with customers is therefore important.
- 4) Motivation of employees: the company should recognise and reward the employees who make the greatest contribution to the customer focus of the organisation.

This helps to motivate employees. It also helps to maintain high service levels.

- 5) Customer centricity diagnostics: it is important to monitor customer centricity indicators in order to identify and correct shortcomings in good time. This element allows the evaluation of the effectiveness of customer-centric strategies and the improvement of service quality [16, p. 16].

The key elements in building a successful customer-centric strategy in modern business are understanding, cultivating culture, training, motivation and diagnosis. Integrating these aspects will enable companies to improve service quality, attract and retain customers and create a positive image in the global marketplace. It is therefore possible to outline a step-by-step process for developing customer focus in an organisation, from basic levels of service quality to achieving perfect service, which helps the organisation to compete in the marketplace.

A deep understanding of customer needs is a key stage in the customer-centric approach, because without knowing customer needs, it is impossible to meet them effectively. A company should not only have knowledge of its customers, but also listen carefully to its customers and study their preferences and expectations. Only in this way is it possible to meet customer needs in a successful and efficient way, which is another key component of business success [17, p. 117]. Responding to customer needs and satisfying them correctly will generate additional profit. An important aspect of increasing the company's revenue by building sustainable relationships with customers is the sale of additional goods and services. This is a contribution to the creation of a positive image of the company and an increase in its competitiveness on the market [1, p. 71]. It is not only the sale of products and services, but also their quality and the additional services provided to consumers that generate additional profit for the company.

It is important to remember that a customer-centric approach also helps to increase customer loyalty and ensure long-term relationships with customers. By communicating closely with its customers, a customer-centric approach gives a company the opportunity to create psychological comfort and mutual understanding. It is also important to build friendly relationships with the company's employees, which helps customers feel good about working with the company. In addition, discounts, bonuses, personalised service and products that meet individual needs are among the economic benefits to customers of a customer-centric approach. This makes the customer feel important to the company. The customer receives a personalised approach. It is necessary to actively study customer needs, requirements and preferences in order to successfully implement the concept of customer individualisation. This allows the company to tailor products and services to specific customer needs, provide personalised service and improve customer relationships [14, p. 5].

One of the key aspects of customer focus is relationship marketing, which involves focusing not only on attracting and retaining customers, but also on maintaining long-term relationships with them. This strategy involves a revision not only of the marketing concepts but also of the management models of the company in order to meet the specific needs of the customers [13, p. 116]. Marketing competitive strategies are an

important part of business management. They help to identify competitive advantages, ensure competitiveness and develop competitive behaviour of the company. In particular, an enterprise can gain a strong position in the market by means of strategies for creating competitive advantages, ensuring competitiveness and developing competitive behaviour. In the unstable conditions of modern business, it is important to develop adaptive strategies that will allow the company to react quickly to changing external environment and maintain competitive advantages [10, p.5]. Customer-centricity, which allows companies to focus on their customers' needs and work continuously to meet them, can be the basis for developing such strategies. A change in the perception of the role of marketing in the company and a focus on the value of the customer to the company is one of the key factors behind the benefits of a customer-centric approach. At the same time, it is important to have an understanding not only of consumer needs, but also of how customer value can bring profit to the business [19, p. 18].

As you can see, the customer-centric approach to marketing has a number of advantages over the traditional approach. Firstly, it is a fundamental change in the understanding of the nature of marketing as a management tool that allows you to focus on the values for the customer and the sharing of those values with the business. The customer-centric approach also allows companies to focus on the most profitable customers by focusing on target metrics such as customer value and profitability. Another important aspect is the attitude to marketing as an investment in production and sales activities, as well as a customer-centric approach to planning in the choice of objectives (customer retention, customer acquisition and revenue growth). Last but not least is the management structure, which should be horizontal and have a focus on customer classes. The company distinguishes between four channels of interaction with customers, employees, partners and shareholders in terms of management levels. This makes it possible to optimise communication and cooperation with all stakeholders. It also ensures a targeted focus in the development of relationships [3, p. 154–155]. The above five factors of customer-centricity advantages over traditional marketing are only part of the wide range of opportunities that are available to companies as a result of the implementation of such a strategy. Companies can significantly improve their performance and maintain their competitive advantage by attracting high-margin customers, developing retention and loyalty plans, and other approaches to customer centricity.

There is no doubt that a customer-centric approach ensures a more effective interaction with customers, contributes to the competitiveness of the company and increases its profitability. This marketing strategy, which is an important factor of success in today's competitive environment, allows you to create sustainable relationships with customers, meet their needs and expectations.

The methodology developed by I. Adizes and adapted to Ukrainian conditions by V. Khalina and T. Vasilieva allows the identification of the stages of evolutionary development of customer focus in an organisation. In the initial stage, which can be called "grooming", the company focuses on large-scale production and attracting new customers. It pays minimal attention to their needs. The well-known myth of 'the more customers,

the better' characterises the 'infancy' stage. At this stage, the company's focus is on customer attraction and persuasion for its products or services. This is where the customer-centric development strategy is formed. The next stage is the company's segmentation of customers and analysis of their needs. At this stage, the company's task is to retain profitable customers and increase the frequency of their purchases. In the 'youth' stage, the company's innovation component is strengthened through the systematic use of customer relationships. This includes the use of the Internet and CRM technologies to maintain customer loyalty. The company sees the customer as a key resource for further growth and development in the 'flourishing' stage. Emphasis is placed on satisfying customers and providing high quality service [2, p. 101–102]. Thus, the development of a customer-centric approach in an organisation occurs in stages. Each stage involves the introduction of new strategies and methods of working with customers to maximise their satisfaction and build long-term relationships.

The process of building a customer-centric organisation is described in a number of studies and works by well-known authors, which point to the importance of identifying and implementing the key elements of customer focus. Identifying key customers, their evaluation criteria and solving all tasks based on these criteria is the first stage of this strategy. Selecting employees who are aligned with the company's values, goals and culture is the second step. Having selection criteria enables you to select people who meet these requirements, particularly those relating to customer focus. It is important that employees understand, and are able to demonstrate, how their own interests relate to the company's focus on each individual customer. In order to improve customer focus, you need to select your employees with care. This means considering the alignment of corporate interests and the culture of those seeking to join. The performance management system should also include a system for training the staff in accordance with the established standards of customer service. The third step is to communicate the company's mission to employees. This involves defining the target audience and the company's strategy. To ensure productivity and success, internal goals should be aligned with the employee's personal goals. The fourth stage – training employees – should be based on established levels of training and focus on performing tasks, responding to situations and communicating with customers. Professionals should be willing to learn and be able to master new skills. Motivating employees, both financially and morally, is the final step. Fair remuneration for work aimed at achieving company goals and creating a positive psychological climate in the team are key to high customer focus [4, p. 167–168]. There is no doubt that the aim of effective communication is to build relationships of trust and increase the loyalty of employees to their company. It is informative, clear, timely and open [8, p. 132]. In conclusion, in order to achieve successful results in the long term, it is necessary to consider and develop all aspects of interaction with customers and employees when building a customer-centric company.

Companies with a focus on high service quality are often concerned with meeting service standards, which can be an important element in attracting new customers, and this is particularly relevant to the architecture and construction industry [11]. However, it is not only the quality of service that

needs to be taken into account, but also the impression left after communicating with the company's employees, in order to effectively attract customers. It is worth noting that it costs many times more to acquire a new customer than to retain an existing one. It is therefore important to develop a customer-centric approach that helps to satisfy the customer in all aspects of service quality.

The SERVQUAL model, where quality is defined as the relationship between customer expectations and the level of service provided, is one of the classic methods for assessing service quality in the commercial sector. One way of measuring service quality and service change in an organisation is to use the SERVQUAL method. It uses five main drivers to measure customer satisfaction and service expectations: tangibility, reliability, responsiveness, assurance and empathy. These drivers are broken down into 22 attributes that make up the service quality evaluation criteria and are included in the customer survey questionnaire. There are several successive steps in the SERVQUAL algorithm. First, a questionnaire is developed. This questionnaire consists of 22 questions that describe the quality of the company's service. The next step is to interview the customers to determine their expectations and perceptions of service quality, as well as the weight given to each criterion, using a rating scale. For each criterion, the difference between customer perceptions and expectations is calculated. Then, by taking the arithmetic mean, the average difference is calculated for each of the five quality dimensions. Next, an unweighted measure of service quality, the average SERVQUAL score, is calculated. Finally, all the average differences for each criterion are multiplied by their significance weights and the results are summed to obtain a weighted score. This method allows companies to obtain an objective assessment of the quality of their service and to identify areas for further improvement [18, p. 36–44].

Factors such as tact, reliability, responsiveness, persuasiveness and empathy are included in the modern SERVQUAL model. These aspects complement the assessment of staff quality. They have a direct impact on the quality of the service provided. Customer-centric staff behaviour is a set of actions and behaviours by staff which are aimed at the development and maintenance of relationships with customers in order to achieve the desired outcome, both in the short and long term. Employees may have the necessary knowledge, skills and abilities, but if they are unable to adapt them to the needs of a particular customer, this can have an impact on the quality of the relationship and the likelihood of co-operation with the customer. It is important to understand that customers value not only the quality of the service provided, but also how the company interacts with those involved. Therefore, it can be a competitive advantage in the marketplace to develop and maintain a customer-centric culture within an organisation. In order to be successful, it is important to implement strategies for the improvement of customer relations and the continuous improvement of service quality. The application of the SERVQUAL model in commercial organisations allows them to analyse and improve the quality of service through a focus on customer requirements and expectations. This provides a positive experience for customers and makes companies more competitive in the marketplace. Employees can be trained in a customer-

centric approach through systematic training, motivation and setting service standards. It is important to create conditions for staff development so that they are ready for interaction with different types of customers and can provide high quality service [5, p. 249].

It should be noted that for companies that want to ensure stable and long-term relationships with consumers, methods of determining and assessing the level of customer loyalty are an important tool. The definition of affective loyalty allows us to understand customers' feelings and perceptions of the brand, based on their emotional attitude towards the company. Behavioural loyalty, on the other hand, is an indicator of customers' purchase intentions for products or services.

To understand how willing customers are to remain loyal when prices change, we need to assess their sensitivity to switching to other brands when pricing policies change. Index-based methods of measuring loyalty and the ability to recommend a company to others, such as the Net Promoter Score (NPS), are convenient tools. NPS is one of the most widely used methods for measuring the loyalty of customers. It is an index that allows you to determine how satisfied customers are with the product or service provided by a company and whether or not they are willing to recommend it to others. NPS is based on answering a simple question: "On a scale of 0 to 10, how likely are you to recommend us to someone you know?" Customers with an answer of 9 or 10 are promoters, i.e. customers who are willing to actively recommend the company to others. Customers who answered 7 or 8 are considered to be passive users, i.e. those who do not actively recommend the company, but do not have any negative experiences. Finally, customers with a score of 6 or less are considered to be detractors.

These are those who speak negatively about the company and may influence other customers. The Net Promoter Score is calculated by subtracting the percentage of detractors from the percentage of promoters after receiving customer responses. This index can range from -100% (where all customers are detractors) to +100% (where all customers are promoters). For both companies and customers, the advantage of NPS is its simplicity and clarity. With this index, you can quickly measure the level of customer loyalty and focus on the improvement of customer interactions. Furthermore, using NPS can help identify weaknesses in performance, respond to negative feedback and improve customer satisfaction. This approach allows an organisation to be more adaptable and competitive in the marketplace. The use of NPS can help a company to attract new customers, increase the level of customer renewal and increase profits through an increase in the level of satisfaction of existing customers [7, p. 172]. Thus, the use of the NPS index is becoming an important tool for companies to measure and increase the level of customer loyalty, improvement of customer interaction and development of a successful marketing strategy.

Companies that successfully use loyalty measurement techniques are able to maintain and develop long-term relationships with customers, contributing to sustainable business growth and attracting new customers. Companies can improve their strategy and increase customer satisfaction by studying customers' reactions to a product or service, analysing their feedback and attitudes.

The customer focus business process management methodology, which is a key aspect of any company's successful operation, is currently being actively implemented in modern companies. On the basis of the study of V. Komandrovskaya, V. Tiurmenko, T. Chernyshova [6] we analyse this methodology.

The components of the enterprise's customer-centric processes, according to the authors, can be summarised as follows:

1. Analysis of the market and customers: analysis of the main trends in the market and potential target groups of customers, assessment of customer needs.
2. Contact management: collecting, structuring and analysing data about customers and consumers in order to improve interaction with them.
3. Selling: making individual sales through agents or managers, managing leads.
4. Distribution channels: selecting the best distribution channels to meet customer needs and increase profits.
5. Loyalty and service management: building and maintaining sustainable relationships with customers in order to increase loyalty and satisfaction.
6. Business management: planning, developing and analysing business management and analysing feedback and customer service for continuous improvement.

These aspects help the organisation to maintain effective communication with customers. They ensure mutual understanding, foster partnerships and ensure satisfaction with the products or services provided.

The proposed scheme for managing these processes consists of seven stages. Each stage plays an important role in ensuring effective customer interaction. The first stage – organising the customer experience improvement process – involves developing a vision and objectives for the project. It also involves assessing the organisation's readiness for improvement. Understanding the customer – identifying and classifying customers, their values and needs – is an important component. The elements of the business process that best meet the customer's requirements for improvement are selected in the process element selection stage. This is followed by an understanding of the selected process. The elements are analysed to identify problems and ways of solving them. The use of information technology to improve the identified processes is part of the improvement process. The implementation of the improvement project includes the implementation of the proposed actions and the identification of errors in the methodology. Evaluating the results of process improvement is the final stage. In this way, the organisation can understand the effectiveness of the actions taken and make the necessary adjustments for better results [6, p. 65].

The overall approach to the management of customer-centric business processes is not only to improve interactions with customers, but also to ensure maximum compliance with their needs and expectations. This approach helps companies to increase customer loyalty, to improve their competitiveness and to ensure the sustainability of their position in the market.

The successful implementation of a customer-centric approach allows a company to gain competitive advantage in the market, increase customer satisfaction and loyalty, which contributes to its reputation, adaptation processes and business success [20, p. 32]. The company's transaction costs are reduced and competitive advantages are gained in the market by establishing long-term trusting relationships with consumers.

Conclusions. The goal of any company in the architecture and construction industry is not only the provision of quality services and materials, but also the satisfaction of customer needs. A key tool for achieving this goal is a customer-centric approach. The key components of customer focus that contribute to successful business development are understanding the needs and requirements of clients, building partnerships with contractors and maximising profits by meeting their needs. The concept of relationships in marketing is also important, as it allows for the maintenance of long-term relationships with customers and the assurance of their satisfaction.

Developing a company's customer focus involves a step-by-step process, starting from the basic levels of service quality and ending with improving the service to the ideal state. It has been found that careful consideration of several key elements is required for the successful implementation of a customer-centric strategy in the business activities of companies in the architecture and construction sector. The key to success in this area is to understand customer needs and preferences, create a customer-centric culture, train employees to interact with customers, motivate employees and diagnose the effectiveness of customer-centric strategies. This approach will enable the organisation to develop and achieve the highest standards in the architecture and construction industry on a step-by-step basis. Changing the perception of marketing as an investment in production and sales activities and focusing the company's activities on specific objectives such as customer value and profitability is an important part of this process.

The adaptation of I. Adizes' methodology to Ukrainian realities allows companies in the embryonic stage of customer-centric development to move from "taking care" of customers to defining their key role in the organisation's development. This step-by-step process includes the transition from simply attracting customers to systematically analysing their needs, building sustainable relationships and offering meaningful services. In particular, the company's strategy and level of success in developing customer focus is determined by the stages of 'childhood', 'youth' and 'blossoming'.

The key to successful operation of modern companies in the construction industry is the modern methodology of 'Customer focus business process management'. Taking into account the needs and expectations of clients, it helps to maintain effective contact with them. The company becomes more competitive and better known on the market by systematising the processes of interaction with customers, analysing their needs, developing sales and management loyalty. The customer centricity process management scheme has seven stages, which include the organisation, analysis, improvement and evaluation of customer interaction processes. The result of this approach is an increase in customer loyalty, an increase in competitiveness and an increase in market stability. Companies can successfully interact with their customers and ensure their full

satisfaction with the products and services provided by integrating the customer centricity business process management methodology into everyday business activities. By considering all aspects and approaches to customer centricity, a company can gain competitive advantage and become a leading player in the construction services market.

In addition, success in any organisation should be measured by the relationship between customer expectations and the level of service provided, according to the SERVQUAL service quality assessment model. The customer-centric behaviour of employees and the maintenance of high service quality play an important role alongside technical aspects. The SERVQUAL model helps organisations to analyse and improve their customer relationships by focusing on their needs and expectations.

The assessment of customer sensitivity to changes in pricing policy is an important part of a company's strategy, and the use of NPS index allows you to effectively measure and manage the level of customer loyalty. Companies can respond more quickly to market needs and demands, identify weaknesses in their operations and increase customer satisfaction by analysing NPS results. This approach enables companies to strengthen their position in the market, to attract and retain customers, to increase their profits and to create a positive image among consumers.

Based on a customer-centric approach, the main recommendations for improving the efficiency of an architecture and construction company are as follows:

1. Focus on interacting with customers: understanding their needs, offering personalised solutions and creating partnerships.
2. Develop a customer-centric approach in stages: from a basic level of service to a perfect service, improve the processes of interaction with the customer.
3. Systemise customer interaction processes and increase loyalty using the customer focus business process management methodology.
4. Analyse and improve customer interactions using the SERVQUAL service quality assessment model.
5. Measure customer loyalty and respond quickly to customer needs using the NPS index.

Thus, the creation of a customer-centric organisation is a systematic development based on the implementation of key elements of customer focus and the improvement of methods of co-operation with customers and employees. This is the key to successful results in terms of service quality, customer relations and the increase of the company's competitiveness in the market.

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